

JOB SATISFACTION OF WORKING WOMEN IN A DEVELOPING COUNTRY LIKE BANGLADESH[#]

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In order to investigate the need deficiency and relative importance of job facets for overall job satisfaction of women employees, a sample of 250 female employees (75 teachers, 30 physicians, 85 bankers, and 60 nurses) were selected from Khulna division of Bangladesh on a random basis. Two specially designed structured questionnaires were used to collect the data through field study. The results revealed that all the categories of subjects were dissatisfied with almost ten job facets. The study further revealed that physicians were more dissatisfied with pay, promotion, and recognition than any other groups. Nurses were more dissatisfied with recognition and working environment, while bankers felt more responsibility than what they could shoulder. Moreover, all the categories of subjects were more dissatisfied with recognition for achievement than any other job facets. The study further indicated that all job related factors were not equally important and also vary with the types of occupations. However, promotional opportunity, recognition, relation with colleagues, working environment, and work autonomy were more important factors than job security, participation, relation with colleagues as perceived by all categories of subjects for their overall job satisfaction. Salary was perceived as one of the least important factors for overall job satisfaction of the subjects.

Job satisfaction plays an important role to an employee in terms of health and well-being (e.g., Keon & McDonald, 1982; Shipley, 1979); and to an organisation in terms of its employee relations, performance, absence, and turnover (Khaleque, 1979; Locke, 1976; Vroom 1964).

Employment of women has increased qualitatively and quantitatively all over the world as a result of far-reaching changes that have promoted women to take up employment. In most of the countries, there is a marked increase in the employment opportunities for women, specially after the Second World War (Gupta, 1979). A considerable

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number of researches have so far been conducted in the developed countries on different related issues of women at work in business and industrial organisations (Denning, 1984). Although, like many other developing countries, the number of such women in Bangladesh is increasing day by day, yet very few studies have been conducted about job satisfaction of working women in the country. So, there is a need to conduct a study on job satisfaction of the working women in the socioeconomic context of Bangladesh. Thus the present study was designed to achieve the following objectives: (i) to measure the need deficiency of different job facets as perceived by different categories of working women of Bangladesh, and (ii) to measure the relative importance of different job facets on the overall job satisfaction.

METHOD

Sample

The subjects consisted of 250 educated working women (75 teachers, 30 physicians, 85 bankers, and 60 nurses) from four major professions in Bangladesh. The reason behind selecting these four professions was that most of the educated women in Bangladesh are employed in these professions. The subjects were selected on a random basis from the list of the women employees on the undertakings from the different districts of Khulna division in Bangladesh.

The subjects with experience of more than two years in their respective professions were selected. In the case of teaching, only college and secondary school teachers were included. The sample of banking employees were taken from various nationalised commercial banks, such as, Sonali Bank, Janata Bank, and Agrani Bank. Physicians and nurses were selected from the government hospitals.

Of the 250 educated working women interviewed, more than 55% belonged to the aged group of 31 to 40 years. Below 30 years were 34%, and 11% were above 40 years of age. About 86% were married and the rest were unmarried.

Regarding their educational qualifications, 56% had Bachelor degree and about 18% were Master degree holders, others being Matriculate or Intermediate. Among the teachers, most of them were graduates and they had B. Ed. degree, which is considered as an additional qualification. In nursing, training was compulsory for all, which lasted for three to four years. In most of the cases, it was found that the husbands' qualifications were higher. But there were fewer

cases where the husbands were neither studying nor working. The family of course then depend upon the working wives and they get encouragement from their husbands to work.

In respect of salary, it was found that the average monthly salaries of the subjects were: teachers, Tk. 4590; bankers, Tk. 3165; physicians, Tk. 4880; and nurses, Tk. 4228. All categories of respondents complained about insufficient and low salaries. The bankers and nurses said that their salaries were inadequate even to meet their daily requirements and life with minimum amenities. The physicians were very vocal and said for all the years of hard work, they got a salary which was not sufficient comparable of their responsibilities as well as long and nonspecified hours of work. The teachers in their turn also complained a small pay compared to their needs.

Instruments

Job Attitudes Questionnaire

To measure the attitudes of the subjects on different aspects of job a specially designed questionnaire was used. It was developed partially on the basis of the items taken from the relevant literature on job satisfaction (Gupta, 1979; Herzberg, Mausner, Peterson, & Capwell, 1957), and partially on the basis of a pilot survey of opinions of different categories of women employees concerning different aspects of job. Before final selection of the items, the questionnaire was presented to a number of respondents and the opinions of the experts were also taken about each of the item. The questions which appeared difficult and confusing were dropped. The questionnaire consisted of ten specific factors of job (such as, promotional opportunity, salary, relation with boss, recognition for achievement, relation with colleagues, job security, work autonomy, working environment, responsibility, and participation in decision making). These items were included in the questionnaire for covering different but representative areas, which have been found by several investigators to affect employees attitudes (Gupta, 1979, Herzberg et al., 1957; Vroom, 1964). The subjects were asked to rate their feeling on a 5-point scale. Low number representing less important and high number representing very important.

Each item or statement deals with (a) need attainment, and (b) need aspiration. Individual score for need deficiency is obtained by

subtracting (a) from (b). The greater the deficiency, the greater is the dissatisfaction or need deficiency.

Relative Importance of Job Facets

To measure the relative importance of specific job facets for overall job satisfaction as perceived by the different categories of subjects, a 5-point scale was used. The scale consisted of 10 items concerning the ten specific aspects of job. The subjects would indicate importance of a job factor to overall job satisfaction on a 5-point scale ranging from the least important (1) to the most important (5). The scale was developed partially on the basis of the items taken from the relevant literature of job satisfaction (Herzberg et al., 1957; Khaleque, 1984), and partially on the basis of a pilot survey of opinions of the different categories of women employees concerning the importance of different aspects of job to overall job satisfaction. Before final selection of the items, the questionnaire was presented to a number of respondents and the opinions of the experts were also taken about each of the item. The questions which appeared difficult and confusing were dropped. Its reliability was tested by a split-half technique, where the reliability coefficient ($r = .72, p < .01$) was statistically significant.

RESULTS

The results of the present study have been summarised in the Tables 1 to 3.

Table 1

The mean differences of perceived need satisfaction of the four categories of subjects in respects of different job factors

| Specific Job Factors | Teachers <i>M</i> | Physician <i>M</i> | Nurses <i>M</i> | Bankers <i>M</i> |
|--------------------------|----------------------|-----------------------|--------------------|---------------------|
| Promotion | -2.12 | -2.77 | -1.35 | -1.38 |
| Salary | -1.21 | -2.23 | -0.88 | -1.40 |
| Relation with Boss | -0.63 | -0.90 | -0.72 | -0.85 |
| Recognition | -1.28 | -2.43 | -2.20 | -1.95 |
| Relation with Colleagues | -0.29 | -0.23 | -0.38 | -0.21 |
| Job Security | -0.47 | -1.50 | -1.18 | -0.69 |
| Autonomy in Work | -1.00 | -1.57 | -1.12 | -1.11 |
| Working Environment | -1.64 | -1.93 | -2.48 | -1.76 |
| Responsibility | -0.04 | -0.10 | -0.07 | 0.21 |
| Participation | -1.43 | -0.73 | -1.22 | -1.29 |

The results in Table 1 revealed that all categories of subjects have the dissatisfaction with almost all the specific aspects of job.

Table 2

One-way analysis of variance of mean job satisfaction deficiency of teachers, bankers, nurses, and physicians

| Source of Variance | DF | SS | MS | F |
|--------------------|-----|-------|--------|--------|
| Treatment | 3 | 2209 | 736.33 | |
| Error | 246 | 2819 | 39.91 | 18.45* |
| Total | 249 | 12028 | | |

* $p < .05$

The results in Table 2 revealed that there is significant difference among the four categories of respondents in respect of their job satisfaction deficiency.

Table 3

Relative importance of different job facets for overall job satisfaction as perceived by four categories of subjects

| Specific job Factors | Teachers | | Physician | | Bankers | | Nurses | |
|---------------------------------|------------|-------------|------------|-------------|------------|-------------|------------|-------------|
| | Mean ranks | Rank orders | Mean ranks | Rank orders | Mean ranks | Rank orders | Mean ranks | Rank orders |
| Promotion | 4.55 | 3 | 4.69 | 1 | 4.03 | 5 | 3.91 | 7 |
| Salary | 3.21 | 8 | 4.23 | 4 | 3.79 | 7 | 4.08 | 6 |
| Relation with Boss | 3.79 | 6 | 3.21 | 9 | 3.54 | 8 | 3.79 | 8 |
| Recognition | 4.28 | 4 | 4.54 | 2 | 4.74 | 1 | 4.71 | 2 |
| Relation with Colleagues | 4.62 | 2 | 4.04 | 5 | 4.21 | 4 | 4.59 | 3 |
| Job Security | 3.12 | 9 | 3.72 | 6 | 3.21 | 10 | 3.38 | 9 |
| Autonomy in Working Environment | 4.15 | 5 | 3.54 | 7 | 4.54 | 3 | 4.44 | 4 |
| Responsibility | 4.72 | 1 | 4.38 | 3 | 4.59 | 2 | 4.79 | 1 |
| Participation | 3.08 | 10 | 2.97 | 10 | 3.92 | 6 | 4.21 | 5 |
| | 3.62 | 7 | 3.23 | 8 | 3.35 | 9 | 3.23 | 10 |

The results in Table 3 indicated that all factors were not equally important and also varied from profession to profession. The results further indicated that teachers had considered working environment as the most important factor, and responsibility as the least important factor for their overall job satisfaction. While physician had considered promotional opportunity as the most important factor, and responsibility as the least important factor for their overall job satisfaction. On the other hand, bankers had ranked recognition as the most important factor, and job security as the least important factor for their overall job satisfaction. While nurses had assigned working condition as the most important factor, and participation as the least important factor for their overall job satisfaction.

DISCUSSION

It was observed from the findings of the present study that there was need deficiency between need attainment and aspiration as perceived by all the four occupational groups for almost all the ten job factors. Several studies in India (e.g., Gupta, 1979; Sharan, 1980) also found low satisfaction among the women workers which confirmed the findings of the present study. The present study further indicated that physicians had significantly greater dissatisfaction with their present pay, promotional prospects, and recognition than any other groups. However, nurses were greatly dissatisfied with recognition and working environment. While bankers felt that they held very responsible position, and the responsibility was more than what they could shoulder (see Table 1). In general, there was greater dissatisfaction on recognition among the all categories of working women selected for the present study. International Labour Conference (1964) also reported that female employees got lower recognition than their male counterparts which confirmed the findings of the present study. The present study further revealed that all the categories of subjects were holding better positions regarding their relations with bosses, colleagues and responsibilities. The results also revealed that the four categories differ significantly among themselves regarding their job satisfaction deficiency (see Table 2). Teachers had the least job satisfaction deficiency and nurses had the greatest job satisfaction deficiency.

Regarding the relative importance of different job facets, it was found that working environment had been assigned as the first, third, second, and first important factor for overall job satisfaction by the teachers, physicians, bankers, and nurses, respectively. Khaleque and Rahman (1987) found that working environment had been assigned as

the third important factor for overall job satisfaction which confirmed the findings of the present study. But Herzberg et al. (1957) found that working environment was assigned as the tenth important factor for overall job satisfaction by the employees of developed countries which indicated the lower importance of working environment for overall job satisfaction. The reason behind higher importance given by the Bangladeshi employees might be that they enjoy poor working condition as compared to those of the employees of developed countries.

Promotional opportunity had been assigned as the third, first, fifth, and seventh important factor for overall job satisfaction by the teachers, physicians, bankers, and nurses, respectively. Several studies (e.g., Hossain, 1992; Khaleque & Wadud, 1984) also found that promotional opportunity was considered as one of the important factors for overall job satisfaction which was in agreement with the present findings. The results further indicated that promotional opportunity was more important to the physicians than the nurses. It indicated that promotional opportunity was more important at the higher level than at the lower level. Habibullah (1974) also found that promotional opportunity was more important at the higher level than the lower level which was in line of the present findings.

Recognition had been ranked as the fourth, second, first, and second important factor for overall job satisfaction by the teachers, physicians, bankers, and nurses, respectively. Herzberg et al. (1957), and Khaleque and Chowdhury (1983) also found that recognition was one of the important factors for overall job satisfaction which confirmed the findings of the present study. It was found in the results in Table 1 that all the categories of the subjects had a greater need deficiency of recognition which might be the reason behind giving higher importance of recognition by the subjects.

Relation with colleagues had been assigned as the second, fifth, fourth, and third important factor for overall job satisfaction by the teachers, physicians, bankers, and nurses, respectively. Several investigators also found relation with colleagues as one of the important factors for overall job satisfaction (e.g., Khaleque, 1979; Khaleque & Hossain, 1992; Lindon, 1979; Mustafa & Sylvia, 1976) which confirmed the findings of the present study. Some investigators also suggested that relation with colleagues was perceived as more important factor than nature of work, salary, job status, etc. for overall job satisfaction (Jurjensen, 1947; Khaleque & Wadud, 1984). It was also found in the present study that relation with colleagues was more

important factor than salary, job security, and participation as perceived by all categories of the subjects.

Autonomy in work had been ranked as the fifth, seventh, third, and fourth important factor for overall job satisfaction as perceived by the teachers, physicians, bankers, and nurses, respectively. Several researchers also reported that autonomy in work was one of the important factors for overall job satisfaction (Khaleque & Wadud, 1984; Locke & Whiting, 1974; Porter & Lawler, 1968; Weaver, 1977) which was in agreement with the present findings.

Salary was assigned as one of the least important factors i.e., the eight, fourth, seventh, and sixth important factor as perceived the teachers, physicians, bankers, and nurses, respectively. Many investigators also found similar findings of salary as one of the least important sources of job satisfaction. For instance, Herzberg et al. (1957) found that wages was ranked as the seventh important factor for job satisfaction by the respondents which confirmed the findings of the present study. Several investigators in their recent studies of Bangladesh also found salary as one of the least important factors for overall job satisfaction (e.g., Khaleque & Hossain, 1992; Hoque & Hossain, 1992; Hossain & Miah, 1992) which was in line of the present findings.

It was also observed that both the hygiene and motivator factors were sources of satisfaction which contradicted the view of Herzberg's two factor theory. Several investigators both home and abroad (e.g., Hossain, 1992; Khaleque, 1984; Warr & Wall, 1975) also contradicted the two factor theory which confirmed the findings of the present study.

CONCLUSION

It was observed from the present study that all categories of the subjects had the need deficiency in almost all the ten job facets. However, physicians were greater dissatisfied with pay, promotional prospect, and recognition for achievement than any other groups. It was also found that nurses had greater dissatisfaction with recognition and working environment but the bankers felt higher responsibility than what they could shoulder. In general, all the categories of subjects were more dissatisfied with recognition than any other job facets. The study further indicated that all the job factors were not equally important and also varied with the types of professions. However, working environment, relation with colleagues, recognition, promotional prospects, and autonomy in work were more important factors than

participation, job security, and responsibility as perceived by all the categories of subjects for their overall job satisfaction. Salary was perceived as one of the least important factors for overall job satisfaction by almost all the categories of subjects. However, the present study suffered from some limitations, like limited scope and small size of samples. The study was restricted only with four major professions in Khulna division and 250 samples were taken as subjects for the present study which might not be the true representative of the whole working women of the country. In spite of these limitations, one could immensely be benefited by utilizing the findings of the present study for improving job satisfaction and efficiency of the working women for getting better performance in this respect.

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