Job Satisfaction: A Study on Civil Servants Working at the Field Level in Bangladesh

Mir Taifa Siddika

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Master in Public Policy and Governance Program

Department of General and Continuing Education

North South University, Bangladesh

Dedicated to my mother,

Without her love and support I would be nothing

Abstract

As there is no study found whether the civil servants working at the field level of Bangladesh are satisfied with their job, the main objectives of this study are to map whether those officials are satisfied with their job and to identify the different factors impacting their job satisfaction.

Relevant literature discussed to build an analytical framework and different theories of job satisfaction such as content theories and process theories applied to analyse collected data of this study. In this study job satisfaction for civil service was measured with five independent variables i.e. Salary, Posting and Transfer, Work and Working Environment, Chances of Promotion and Recognition; and Training and Career Planning.

Primary and secondary data were used for the study. Primary data were collected through a survey. The secondary data were gathered from journals, books, reports, etc. Job satisfaction was measured by a structured questionnaire. It was modified from the Job Descriptive Index. Statistical Package for Social Science (SPSS) tools is used for data analysis. Reliability test (Cronbach's alpha) has been done for validating the measured items of each variable.

The result of this study indicates that the civil servants, who are now working at the Upazila level, are moderately satisfied. Analysis indicates that transfer and posting, work and working environment and promotion and recognition are significant predictor of Job Satisfaction except the other two variables-salary and training and career planning. This study also showed that there are some other factors which have a strong significant relationship with the overall job satisfaction of Bangladeshi field level civil servants.

Practically, the result of this study provides a snapshot picture of the satisfaction level of civil servants working at the field level of Bangladesh and may assist policy formulation and implementation to enhance their job satisfaction which ultimately improves service delivery. Further research can investigate the potential relationships and effect of these variables studied in this research and other extraneous variables.

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List of Abbreviation

AC (L)   Assistant Commissioner (Land)

ACR   Annual Confidential Report

ANOVA   Analysis of Variance

BCS   Bangladesh Civil Service

BPATC   Bangladesh Public Administration Training Centre

BPSC   Bangladesh Public Service Commission

CS   Civil Service

ICS   Indian Civil Service

JDI   Job Descriptive Index

JS   Job Satisfaction

MoPA   Ministry of Public Administration

MO   Medical Officer

UAO   Upazila Agriculture Officer

UAEO   Upazila Agriculture Extension Officer

UFO   Upazila Fisheries Officer

UHFPO   Upazila Health and Family Planning Officer

ULO   Upazila Livestock Officer

UNO   Upazila Nirbahi Officer

VS   Veterinary Surgeon

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Mir Taifa Siddika

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<center>**Chapter One**</center>

<center>**Introduction**</center>

1.1 Background of the Study

Bangladesh bears a colonial legacy in its entire public administration system. Present day Bangladesh was part of the British Empire for almost two hundred years. In 1947 Pakistani rulers replaced the British and dominated the area then East Pakistan until a bitter Liberation War in 1971 brought about an independent Bangladesh. A colonial imprint persists in Bangladesh especially in political and administrative arrangements. The British tradition helped the bureaucracy to become an essential tool of governance in a colonial setting. Now a day, Bangladesh being one of the poorest countries of the world and with a nascent market, its Government still has to play an important role in various sectors. Under constant pressure from development partners, the Government is trying to emulate business practices such as effectiveness, decentralization, competition, efficiency, value-for-money, and partnership in public services. The implementation of government policies and projects is the duty of the Bangladesh Civil Service popularly known by as BCS, a corps of administrators who form the nation's most influential group of civilians. Currently there are 28 cadres[1] in the BCS. Some cadres are general, such as BCS (Administration),BCS (Foreign Affairs), BCS (Police), BCS (Food), BCS (Customs & Accounts), BCS(Information), etc. and others are professional/technical, such as BCS (Health), BCS(General Education), BCS (Technical Education), BCS (Economics), BCS (Fisheries) and the similar.

The Government of Bangladesh has two-tier administrative system. The upper tier is the central secretariat at the national level consisting of the ministries and divisions to provide policies and to perform clearing house functions. The other tier consists of 'line' departments/directorates attached to the ministries and divisions that are mainly responsible for general administration,

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[1] Cadre is the distinct functional sub-division of government bureaucracy and the members of it are recruited by Bangladesh Public Service Commission attending an open exam known as BCS exam. All the civil servants are not member of Cadre Services.

service delivery to citizens and implementation of various government development programs at the sub-national level (Ahmed 2002: 327). At present, the Bangladesh civil service has more than one million civil servants in 31 ministries, 52 divisions, 254 departments and 173 statutory bodies (www.mopa.gov.bd, accessed on 15/02/2012). There are four units in the field administration in Bangladesh namely Division, District, Upazila, and Union. Divisions are the apex units in field administration consist of several districts. Currently there are seven administrative divisions in Bangladesh Dhaka, Chittagong, Rajshahi, Khulna, Barisal, Sylhet and Rangpur. Districts consist of several Upazilas and there are 64 districts in Bangladesh. Upazilas are composed of several unions and there are 485 Upazilas and at the lowest, unions are composed of several villages (www.mopa.gov.bd, accessed on 15/02/2012). Upazila is an important tier of field administration in Bangladesh. It has the offices of all the nation building departments of national government and it serves as a focal point of development administration (Sarker 2011). The officers of these departments provide services to the people through implementation of the policies/programs/projects of the national government at the Upazila level. Upazila, in fact, is the lowest unit of field administration where government officials provide services directly to the mass people[2]. But it is a widespread view that Bangladesh Civil Service (BCS) is overly centralized, unaccountable, underpaid, unethical, rent seeking and non-transparent (Kim and Monem 2008). Many of these problems can be linked with poor or lack of motivation within the public service. Government simply ignores both intrinsic and extrinsic rewards to the civil servants but they want improvement of organizational performance (Karim 2009). The scenario creates an opportunity to identify the underlying reasons and bring them into consideration the job satisfaction issue. In such a situation, job satisfaction of civil servants becomes an important issue that has to be taken care of in order to achieve ultimate goals of the public sector in Bangladesh. When the organization is interested in career opportunities of its workers and the organizational climate provides for a situation where everyone's talents are being used, people will be proud of their working environment. In other words: a good personnel management – with an open eye for human values and future possibilities – contributes significantly to a higher production and a better image of the public sector as an employer.

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[2] Though very few ministries have their local agent at the union level i.e. Ministry of Land, Ministry of Agriculture etc.

Therefore, this study intends to operate under the assumption that high levels of career opportunities and a congenial working atmosphere would lead to high levels of job satisfaction of civil servants of Bangladesh working in the field level. But what is the reality on the ground? This study intends to uncover that.

1.2 Statement of the problem

It is widely believed that the citizen's perception of the public servants and the quality of the services they provide is negative. According to Khan and Zafarullah (1997) "unnecessary harassment, procrastination in deciding simple problems, discourteous and arrogant behavior, keeping customers waiting for hours before attending to their needs, frequent absence from office, not maintaining appointments, ignoring pleas for reconsideration of a problem, unwilling to correct mistakes, and making unabashed approaches for pecuniary benefits". The country's bureaucratic efficiency is rated at 4.7 on a 0 to 10 scale (10=best) (Mukherjee et al 2001, cited in Jahan 2006). A survey in Bangladesh showed that the absenteeism rate was 74 percent for doctors in primary health care centers (Chaudhury and Hammer, 2003)[3].

On the other hand, renowned former civil servant cum academician A.M.M. Shawkat Ali gave opinion regarding all those study, in his book 'Bangladesh Civil Service: A Political Administrative Perspective' (2004 p-2). He opined that "The analytical contents of most of the studies tend to ignore the substantive fact that the civil servants operate in a given environment and to the extent that the environment is less than congenial, the expected outcome is bound to be less than satisfactory. Little or no attention was paid in the research efforts to take a holistic view in terms of conditions that make the civil service professionally effective for desirable policy outcome in governance".

In fact, the training imparted to the civil servants is not up to the desired level for various reasons. For example, recruitment is not made according to the capacity of training institutions. Nevertheless, new entrants are not getting training in time. There is a 'backlog' due to lack of

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[3] For more details see Chaudhury, N. and Hammer, J. S. (2003). "Ghost Doctors: Doctor Absenteeism in Bangladeshi Health Centers." World Bank Policy Research Working Paper 3065.

training institutions' capacity in terms of physical facilities and of efficient trainers (Mostakim 1999). Level of dissatisfaction is also high, like as the growth of individual career promotion in public organizations rarely takes place in time. Moreover, promotion is non-transparent. That results civil servants' dissatisfaction at work place. Civil servants have very little scope to produce innovative ideas. Therefore, the civil servants are losing their spirit of innovative idea. Even though, whenever they do good work, are not evaluated and rewarded. On the other hand, poor performance is not given punishment. These bundles of dissatisfactions de-motivate civil servants. As a result, organizational as well national goals are not achieved (Hasan et al 2010).

In this context, many studies have shown that poor salary, ineffective promotion, transfer and posting policy, politicization, no scope for innovation, no recognition/punishment, no career planning create dissatisfaction and de-motivation among the civil servants and that affect their efficiency and efficacy. The ultimate result of inadequate or lack of motivation is poor performance and ineffective and lackluster service delivery (Karim 2009, Chakraborty 2008; Jahan 2006).

There are several reasons for these circumstances, for example, recruitment, placement and, promotion decisions are often made on the basis of political affiliation instead of professional expertise and seniority. Civil service members are low paid compared to most of the private and multinational organizations (Hasan et al 2010).

Bangladesh is a typical case where the objective of developing a sound and rational human resource management remains illusory. The scenario creates a need to identify the underlying reasons and bring them into consideration the job satisfaction issue in the public sector. In such situation, job satisfaction of civil servants becomes an important issue that has to be taken into account in order to achieve ultimate goals of the public sector in Bangladesh.

1.3 Objectives

The main objective of this study is to map whether the officials working at the field level are satisfied with their job and to identify the different factors impacting job satisfaction.

1.4 Research Question

 In line with the objectives this study has framed the following questions

1. Are the civil servants of Bangladesh working in the field level satisfied with their present job condition and situation?

2. What are the important factors that contribute to the satisfaction/ dissatisfaction of those officers?

1.5 Scope of the research

According to Maslow (1970), 'improving organizational performance needs a holistic approach. An individual is an integrated, organized whole'. In this study, the focus will be on the level of job satisfaction of the field level government officers of Bangladesh and the factors working on it. It is believed that a happy worker is a productive worker and the happy workers can innovate new ideas to transform the prevailing system for better performance. Since organizational and policy support are also very essential for improvement of the organizational performance, so there is a scope to link organizational performance with the motivational and procedural and organizational policy support too. The study was conducted 17 Upazilas of 06 districts- Narsingdi, Rajshahi, Bogra, Lalmonirhat, Patuakhali and Chittagong and they are selected on a random basis. Narsingdi is one of the adjacent districts of the capital city, Dhaka and only district of Bangladesh that does not solely depend on agriculture. Rajshahi and Bogra are part of Rajshahi division and have a long tradition of administration as both of them are ancient districts of Bangladesh. Lalmonirhat is a part of Rangpur division and one of the undeveloped district of Bangladesh and remotest area from the capital city, Dhaka. Patuakhali is the part of Barisal division and another undeveloped district of Bangladesh. Chittagong is the second important city after Dhaka for its economic value. However, these Upazilas of different geographical locations can be of great use to have a comparative understanding of the level of variation concerning job satisfaction and the factors having impact on it.

1.6 Operational Definition

1.6.1 Job Satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke 1976). Basically, job satisfaction is about liking job and

finding fulfillment in what do. It combines an individual's feelings and emotions about their and how their job affects their personal lives. But it is only psychological expression. Our concern is job satisfaction from administrative, socio-economic and organizational context.

1.6.2 Civil servant All the respondents of this study are the officers who belong to the different cadres of Bangladesh civil service (BCS), working at field (Upazila) level and who are recruited through a competitive exam conducted by Bangladesh Public Service Commission (BPSC). Generally, any citizen with a minimum of graduation degree of 21 to 30 years is eligible for entering in the Bangladesh civil service. The age limit is relaxed from 21to 32 years for Freedom Fighter's Children and also for tribal candidates[4]. And the length of service is 59 years of an officer's age. Consequently, the age limit of cadre officers of this study mainly ranges from that level. All of them are graduates and citizen of Bangladesh according to the service rules.

1.6.3 Field Generally filed means places outside the (administrative) centers that is closer to the community. There are four units in the field administration in Bangladesh namely division, district, upazila, and union. Divisions are the apex units in field administration consist of several districts. Currently there are seven administrative divisions in Bangladesh Dhaka, Chittagong, Rajshahi, Khulna, Barisal, Sylhet and Rangpur. Districts consist of several Upazilas and there are 64 districts in Bangladesh. Upazilas are composed of several unions and there are 485 Upazilas and at the lowest, unions are composed of several villages (www.mopa.gov.bd, accessed on 12/02/2012). By 'field level' the study attempts to specify the workplace which is situated at Upazila and where government officers, who are recruited through BCS examination, have direct relationship and communication with the people from the community. This is the lowest tier of field administration where a BCS cadre officer can be posted.

1.7 Significance of the research

Civil service efficiency and motivation is essential for better governance. We have to apply every possible tool for enhancing the efficiency of the civil service considering the incentive systems and administrative culture in Bangladesh. As field level civil servants are responsible for implementing government's all development programs and providing services directly to the

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[4] See http://www.bpsc.gov.bd/index.php?pid=1039

common people, success and failure of Bangladesh government in ensuring quality public service delivery and improvement of performance depends on the sincere efforts of its human capital posted in the field level. A large number of studies have been conducted on the effects of motivation and ability on performance in the western countries, but little information is available in this realm regarding developing countries like Bangladesh. Particularly, there is no study of Job Satisfaction found regarding the perceptions of the officers who are posted in the field administration level. Recent public management research has started to emphasize the need to study how public organizations' unique characteristics affect employee attitudes, behaviors, and decision making (Pandey and Wright 2006, Park and Rainey 2007, Yang and Pandey 2009).

This study focuses on job satisfaction because it is one of the most important workplace attitudes. Reflecting ''the congruence between what employees want from their jobs and what employees feel they receive'' (Wright and Kim 2004). Instrumentally, although the direct impact of job satisfaction on performance or productivity has received relatively mixed reviews, its effect on turnover, absenteeism, citizenship behavior, and other organizational attitudes and behaviors is well established (Harrison 2006).

1.8 Limitations of the Study

Since the study was required to be completed within a stipulated timeframe, due to time and resource constraints the population size is small and therefore the findings of this study cannot be extrapolated to perfectly represent the perception and level of job satisfaction of the whole civil service and also the real situation as some of the cadres don't have the option of field posting. This study is based on both primary and secondary data, but the scarcity of related academic materials and studies on the subject area in Bangladesh context is also major constraint. Another major limitation of this study is that it does not explore the work-life conflict of Civil Servants of Bangladesh working at the field.

1.9 Organization of the Study

This study is organized in six chapters. After this introductory chapter, the second chapter reviews relevant theories and prevailing literature regarding job satisfaction through which an analytical framework developed for this study.

Third chapter focuses on the methodology adopted for the study. This deals the design and method, nature and type of the data, sampling, data collection instrument and a complete data analysis plan.

The fourth chapter discusses an overview on the Civil Service and Field level administration of Bangladesh. There is a concise demonstration about present administrative structure of the public sector of Bangladesh.

The fifth chapter deals with data presentation and analysis with interpretation through the lens of different theories and prevailing literature of job satisfaction. It describes, tabulates and analyses the data and findings.

In the sixth and final chapter a conclusion is drawn with the findings. It provides a brief discussion on the findings and results of the study and finally assesses whether research questions have been answered and objectives of the study have been fulfilled and provides implications   for   policy/future   study   of   this   whole   study.

Chapter Two

Literature Review and Analytical Framework

2.1 Introduction

The beginning of interest and study of job satisfaction dated back to 1930s (Tasnim, 2006) when studies focused on employee attitudes towards their work and job satisfaction. One of those first studies was conducted by three professors from Harvard Business School on employee working in a factory where telephone relays were assembled (Padilla-Velez 1993, cited in Naeem, Hadi and Shish 2011). From their investigation of the factory employees, it was understood that work environment did not contribute to the higher productivity during the experiment but providing opportunities for socializing and interaction among employees had positive impact on performance and decreased absenteeism. The conclusions made by the three professors, research into job satisfaction and dissatisfaction were encouraged (Dawis and Loftquist 1981, cited in Naeem et al 2011) and scholars started analyzing how to measure the level of satisfaction and dissatisfaction of workers.

Job satisfaction implies a subjective and emotional reaction toward different aspects of the job, perceived as an emotional state resulting from the appraisal of one's situation, linked with the characteristics and demands of one's work (Spector 1997). Since job satisfaction arises from the ability to act in accordance with ones motivation, the relationship between what individuals wants from their work and what they actually gain are considered important (Abu-Bader 2000). The question of satisfaction from work cannot be considered without taking into account the values that people attach to their work activity (Kalleberg 1977). The satisfaction an employee obtains from work is a function of his/ her individual motives and values, and not only of the objective properties of that job. The values constitute potential sources of job rewards such as enjoyment of the tasks themselves or gratification received from helping people, reflecting the workers desire to be stimulated and challenged by the job and to exercise acquired skills at work (Jessen 2010).

Basically it combines an individual's feelings and emotions about their and how their job affects their personal lives. Paul Spectors (1985) (cited in Tasnim 2006) define job satisfaction as a cluster of evaluative feelings about the job. He identified 9 facets of job satisfaction.

1. Pay- amount and fairness or equity of salary.

2. Promotion-opportunities and fairness of promotion.

3. Supervision-fairness and competence at managerial tasks by ones supervisor

4. Benefits- insurance, vacation, and fringe benefits

5. Contingent procedures-sense of respect, recognition and appreciation.

6. Operating procedure-policies, procedures, rules, perceived red tape.

7. Coworkers- perceived competence and pleasantness of one's colleagues.

8. Nature of work- enjoyment of the actual tasks themselves.

9. Communication- sharing information within the organization (verbally or in writing).

2.2 Literature Review

Throughout the time, studies have been conducted on the causes and sources of job satisfaction and employee motivation. These theories are currently prominent in today's organisational psychology research.

In their book on theories of job satisfaction, Campbell, Dunnettee, Lawler and Weik (1970) (cited in Tasnim 2006) divide the present –day theories of job satisfaction into two groups, content theories which give an account of the factors that influence job satisfaction and process theories that try to give an account of the process by which variables such as expectations, needs, and values relate to the characteristics of the job to produce job satisfaction. Maslows (1943) Needs hierarchy theory and its development by Herzberg into the Two Factor theory of job satisfaction are examples of content theories. The Valence Instrumental Expectancy theory and Equity theory are examples of process theory.

These theories will make an effort to endow with a supporting background for analyzing job satisfaction.

2.2.1Theories of Job Satisfaction

2.2.1.1Content theories

1. *Maslow Hierarchy of Needs*

Maslow, in 1954, developed the five level "hierarchy of human needs". Physiological needs are the primary needs or basic needs for existence; these are those such as food, shelter and clothing. These primary needs can be directly satisfied by compensation. Employees who are adequately paid can provide for their primary needs (Grobler 2006). Once the primary needs are satisfied, the next need follows in the order of security, affiliation, self esteem and the ultimate need which is self actualization. The need for security, sometimes referred to as the need for safety, is related to the individual's desire to be safe from harm or danger. Affiliation is the need that is related to the individual's need for love, belonging and friendship. The need for esteem is about respect by others, self-confidence, and a belief in oneself. The last need is that of self-actualization and it relates to the need to reach one's highest potential and to attain a sense of fulfillment (Riggio 2003:185). Every individual strives to reach the point where "you can be more than you thought you could be" in life (Levy 2003). This theory is based on the hypothesis of satisfaction-progression and it proposes that a satisfied need is no longer a motivator. In addition, once a need has been satisfied, another emerges to take its place. Maslow proposed that the lower order needs (Physiological, security and affiliation) should be satisfied in a stepwise fashion before an individual can move to higher order needs (Riggio 2003). The higher order needs (esteem and self actualization) are not easily satisfied in an ordinary employee (Riggio 2003). Although Maslow's needs theory is used extensively, wide criticism has been lodged against the theory as a lack of empirical evidence exists in substantiation for the theory (De Cenzo & Robbins 1988; Arnolds & Boshoff 2001; cited in Luddy 2005)

2. *Frederick Herzberg Theory*

Herzberg, in the decade of 1950s, an American Behavioral scientist, suggests that people show their dissatisfaction with salary, job security or organization policy. He identifies hygiene factors like company policy and administration, supervision, interpersonal relationships, working condition and salary; and motivating factors like achievement from job, recognition from doing a job, having a meaningful piece of work, gaining increased responsibility and opportunity for advancement. According to his motivator hygiene-theory, salary was not so much a motivator as it was a hygiene factor. Therefore, salary would not cause motivation. Instead, lack of a good salary would cause dissatisfaction (Vandenabeele, Deprĕ, Hongdeghem & Yan, 2004). According to Herzberg all those factors might be helpful to raise job satisfaction level.

A criticism of Herzberg's theory is that it oversimplifies work motivation. There are job factors that lead to both satisfaction and dissatisfaction. Despite this criticism, Herzberg extended Maslow's needs hierarchy concept and made it more applicable to work motivation (Abdullah 2002, cited in Luddy 2005).

2.2.1.2 Process theories

Process theorists approach investigation of job satisfaction by the analysis of variables such as expectancies, values and needs. The process theories that are most famous in academic literature of job satisfaction are Vroom's expectancy and Adam's equity theory.(Naeem et al 2011)

1. *Adam's Equity Theory of Job Satisfaction*

Adam's theory of equity (1963) describe that we often equate our condition at work place with other contemporaries. When one as an individual develops feeling that he has not been fairly treated in terms input he puts in his work and what he gets output. This state might leads to diminishing job satisfaction level. When people observe a ratio of inputs to outcomes that either favors other people or themselves they experience inequity, which is assumed to be enough unpleasant experience to motivate changes in either behavior or perception, or both. Adams elaborated this principle into his equity theory. There he proclaimed that employees have a sense of equity in contributions to the organization on the one hand and personal rewards on the other hand. Whenever inequity occurs, people seek to reduce it by adjusting their contributions to the

organization. Inequity is assessed by comparing one's personal input-reward ratio with those from colleagues and peers. According to Adams, inequity will cause motivation or demotivation, depending on the type of inequity (Vandenabeele et al 2004).

Adam's theory suggests balance between outputs like salary, benefits, responsibility, reputation, praise, and sense of achievement and inputs like hard work, skill, effort, flexibility, and adaptability. According the theory of equity balance between Inputs and Outputs might enhance employees' level of pleasure which they derive from their work. This will lead to probably less sick leave, absenteeism, efficient work environment and cost effective workers.

2. *Vroom's expectancy theory*

Vroom(1960) regarded Maslow's hierarchy of needs and Herzberg's two factor theory as too simplistic and as a result put forward a model that constituted the concepts of valence (V), instrumentality (I) and expectancy (E). Vroom's theory is referred to as VIE theory. Vroom explained the scope of motivation as a process governing choices between alternative forms of voluntary activity. According to the VIE theory, most behaviours are under the voluntary control of a person (Abdullah 2002, cited in Luddy 2005).

Vroom's theory starts with the idea that people tend to prefer certain goals or outcomes over others. They thus anticipate experiencing feelings of satisfaction should such a preferred outcome be achieved (Miner 2005). The term *valence* is applied to this feeling about specific outcomes. If there is positive valence, having the outcome is preferred to not having it. If negative valence exists, not having the outcome is preferred. Outcomes may acquire valence either in their own right or because they are expected to lead to other outcomes that are anticipated sources of satisfaction or dissatisfaction. (Miner 2005)

According to Vroom's expectancy theory, the success of motivation is dependent on two factors, namely, that the value of the outcome should be high and that the individual should be of the opinion that the task undertaken is attainable and will lead to the expected outcome (Dessler 1988). In this regard, Vroom's theory links expectation and task accomplishment to the probability of recognition (Luthans 2002). In support of this finding Luddy (2004) states that expectancy refers to an individual's belief that a certain level of effort will lead to a certain level of performance and reward.

A criticism of Vroom's theory, however, is that he did not succeed to convert motivation to perform an act into the actual performance of that act (Bottomley 1987, cited in Luddy 2005). Although the theory has its criticism, most of the research evidence is supportive of the theory (Dessler 1988, Luddy 2005).

2.2.2 Consequences of those antecedents

It is clear that these antecedents lead to job satisfaction and have consequences for both the individual and the organization (Matshotyana 2009). Usually, performance depends on ability and motivation of an employee and the effects of motivation on performance are dependent on the level of ability of the workers, and the relationship of ability to perform is dependent on the modification of the workers (Vroom 1964).

2.3.1 Job Satisfaction in Public Service

With the rise of New Public Management, the public sector is confronted with growing demand to show its efficiency and cost effectiveness, resulting in an increased interest in the quality of public performance (Osborne and Gaebler 1992; cited in Vermeeren, Kuiper & Steijn 2005). Although the direct impact of job satisfaction on performance or productivity has received relatively mixed reviews, its effect on turnover, absenteeism, citizenship behavior, and other organizational attitudes and behaviors is well established (Harrison 2006). A number of studies have found that public sector professional are less satisfied with their extrinsic rewards and task environment than those of their private counterparts (Cherniss & Kane, 1987; cited in McCue & Gianakis 1997).

McCue and Gianakis (1997) studied relationship between job satisfaction and performance on the basis of data collected on local government finance officials in Ohio. They found that public finance officials in Ohio local government appear to be satisfied with their job but dissatisfied with organizational system for recognizing and rewarding outstanding performance. They concluded that satisfaction is a function of correspondence between expectations, aspirations, needs, and the degree to which the organization fulfills these needs and matches the expectations and aspirations.

Norris (2004) studied work values, experience, job satisfactions among government workers. He studied whether public and private sector employees in many countries differ in their motivational values, employment experiences and job satisfactions. He found that private and public sector employees motivated with different sense of accomplishment. Public sector employees have a stronger sense of fulfilling a useful role that contributes to society.

Jessen (2010) investigated the sources of job satisfaction among practitioners and managers employed in the Norwegian public social services and the professionals´ perception of social rewards in particular. Being valued, receiving praise and positive feedback are considered to be important aspects of job satisfaction. Nevertheless the expertise and competence of social workers is not always acknowledged. In this study, a central question raised is whether the workers´ job satisfaction is influenced by their opportunities for support and recognition, compared to other (intrinsic and organisational) rewarding aspects available to social service workers. The empirical data come from a 2004 quantitative survey among social workers in local welfare agencies. Despite conflicting demands and lack of resources in the front line services, findings indicate that managers and practitioners perceive their work as overall equally satisfying. Still, the managers find their job more interesting and challenging due to their position, reporting higher feelings of accomplishment and control over work. Receiving public approval and co-worker support are positively associated with job satisfaction within both work positions, while superior support and client recognition were found to be significantly rewarding aspects to the practitioners only. The final discussion addresses the challenges for an organizational climate that sustain the worth and contribution of social professionals.

The Second Administrative Reforms Commission of India (Government of India 2010) identified the following factors which affect motivation of public servants Employment security, Respect in society, Balance between work and life, Opportunity to be part of the larger cause of serving the country, Variety in job profile. Apart from these, recognition and job enrichment have also been considered as important motivating factors. The ARC also tried to identify some of the major factors which cause dissatisfaction among civil servants such as Poor working conditions, Unfair personnel policies, Excess or absence of supervision, Absence of fair-play within the organization, Indiscipline, Lack of transparency within the organization, Lack of opportunity for self-expression, Interference in objective functioning. This report reveals that

most of the officers identified Recognition of effort, Chance for useful contribution, Opportunities to use &develop skills, congenial work environment, Challenging opportunities at work and Right level of authority in job are very important factor for job satisfaction. However, chance to make a useful contribution (73%) and autonomy in the job (71%) were ranked higher than the other four factors.

The purpose of the study of Naeem et al (2011) is to investigate the level of job satisfaction of civil servants of Maldives and to explain the relationship between job satisfaction and salary, supervision and coworkers. The findings indicated that civil servants were satisfied with their job and statistically positive relationships existed between the dependent variable and the 3 aspects of job satisfaction.

2.3.2 Job Satisfaction in Public Service of Bangladesh

But Research work on Job Satisfaction regarding Bangladesh Civil Servant is very few. In addition, research attempt on Civil Servants of Bangladesh who are working in the field level are hardly found. On the other hand, public administration scholars of different countries have continued to study the determinants, correlates, and consequences of job satisfaction (Kim 2005; Park and Rainey 2007, Wright and Kim 2004). In this context, Khaleque and Rahman (1987) conducted a research on performance, motivation and ability and they found that factors like good relations with colleagues, duration of work, working environment, recognition for good work and job security were perceived by the workers to be more important than autonomy in work, job status, management policy and participation in decision making.

Jahan (2006) identified some motivating and de-motivating factors of the BCS. She came out with some interesting findings. Most of the prospective candidate from both urban and rural identified inadequate salary as a major obstacle in joining the civil service. They also found the job environment too rigid to allow doing something creative. Job security is considered as the most important motivating factor to join BCS and She also pointed out that 45 percent of entry level civil servant thinks job security and 55 percent of them think status and power motivates them to work in civil service, but 27 percent of mid level civil servant think job security and 14 percent of them think status and power motivate them to work in the civil service. She found politicization and corruption de-motivating factor. Salary is no longer an attraction to join BCS

because the salary is too low. The most interesting finding of the study is that despite existence of various de motivating factor meritorious and bright students are still attracted to civil service and the only attraction is job security in BCS. Motivational approaches are also linked with the level of performance. She also pointed out that 45 percent of entry level civil servant thinks job security and 55 percent of them think status and power motivates them to work in civil service, but 27 percent of mid level civil servants think job security and 14 percent of them think status and power motivate them to work in the civil service. From study results it is evident that de-motivating factor is strong enough to overshadow motivating factors.

Karim (2009) revealed that most of civil servants in Bangladesh joined the civil service inspired more by public service motivation than salary and other career benefits. But at present they are not satisfied with the job conditions except the job security. They were found de-motivated and opined that motivational intervention with market based salary, timely promotion based on merit and performance, rational transfer and posting policy, recognition for good work, reward and punishment would help to regain the motivation for improving and achieving result oriented organizational performance.

Hasan, et al (2010), a group of researcher of Bangladesh Public Administration Training Centre (BPATC), investigated to find out job satisfaction-dissatisfaction impact on organizational effectiveness analyzing factors such as work place, the role of training and development and its impact at work place, the relationship among the variables, which have impact on organizational effectiveness; and finally to identify some key factors which will be given policy guideline for organizational effectiveness. The results of this study revealed that job satisfaction-dissatisfaction has impact on organizational effectiveness. Job dissatisfaction found negative impact on organizational effectiveness. Correlation results revealed that among the variables have significant relationship with organizational effectiveness.

Debnath, Burmon and Biswas (2011) also showed that the most important causes of dissatisfaction of Bangladeshi Civil Servants as perceived by the workers were poor wage, lack of promotional opportunity, poor management and job insecurity. The study showed that satisfaction with family and social lives had positive influence on the overall job satisfaction of the workers.

2.4 Analytical Framework

An analytical framework is developed for this study based on the review of the relevant literature. The proposed model is to be tested in Bangladesh, a developing and non western culture, and aimed to assess the variance in different factors of job satisfaction. Once the data will be available for the proposed model it will help to examine the significance of various factors to the dependent variable of job satisfaction.

Figure 2.1: Analytical Framework
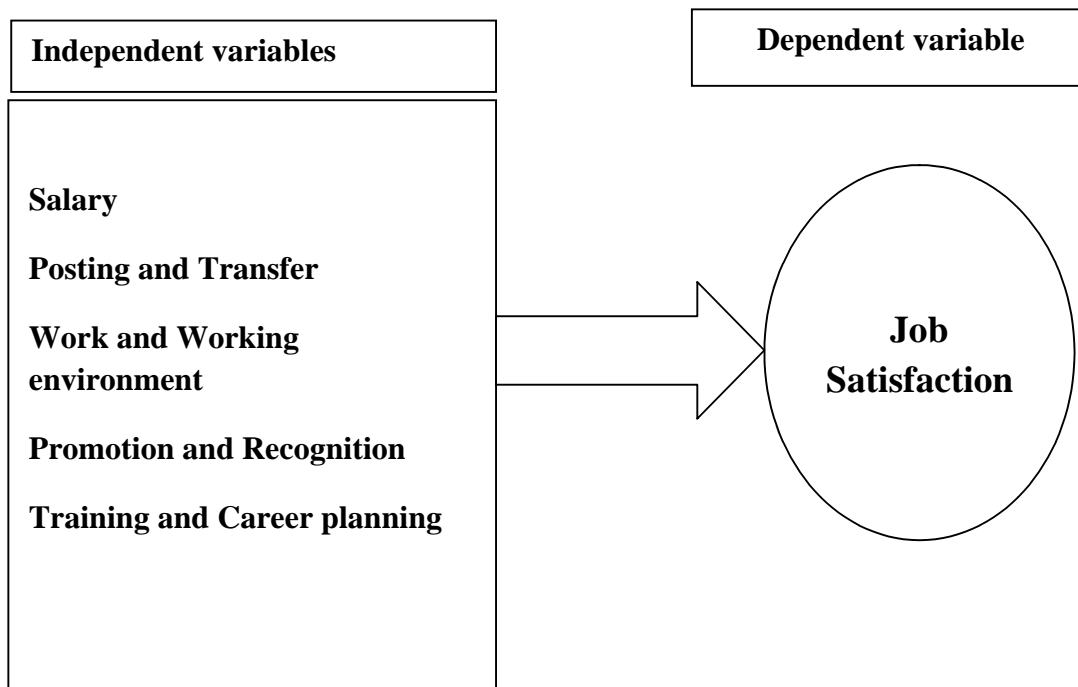
Though there are also other organizational variables which also effect job satisfaction of civil servants of Bangladesh but for convenience this researcher has only selected the above mentioned five variables. Research methodology, which is discussed in the subsequent chapter, has been designed with giving emphasis on the abovementioned factors.

Chapter Three

Research Methodology

3.1 Introduction

Previous chapter had a discussion about on review of literatures and building an analytical framework on job satisfaction. This chapter is discussing about the research methodology applied in the study for achievement of desired objectives. In this chapter the details of the methodology which is carried out prior, during and after field work have been described. The chapter begins by discussing the approach of the study. Different tools and methods used for data collection are discussed in detail. The empirical study was carried out through questionnaire survey.

3.2 Research Design

This study is mainly quantitative in nature. As this study has intention to find out the level of job satisfaction and to identify the relative importance of job satisfaction factors of the civil servants working at field level, Quantitative Methodology is appropriate to fulfill its objective. Quantitative research is the numerical representation and manipulation of observations for the purpose of describing and explaining the phenomena that those observations reflect (Sukamolson 2005). To reach the said purpose/objectives, the study is mainly based on primary data. Secondary sources is also be used.

Job satisfaction is normally measured using group meetings, surveys and interviews. Surveys and questionnaires are the preferred choice in many organisations due to the element of confidentiality they offer as well as the fact that respondents can be as candid as possible without fear of being victimised. In measuring job satisfaction, it is necessary to first consider the factors that influence satisfaction. The most common factors that are measured are pay, working conditions, relationship with co-workers and supervisors, personality characteristics, and the fit between the organisation or job and the employee (Riggio 2003). Measuring job satisfaction using interviews is time consuming and expensive. The information gathered during interviews can be unreliable as the interviewee may not give the accurate level of satisfaction due to fear of being victimized by management. The interviewee then tends to present an overly positive image

on the personal level of job satisfaction (Spector 1997). Thus, Survey Method is used to collect primary information. The general purpose of using this questionnaire based survey method is simply to generate and provide sample unit with information. Survey Research is the systematic gathering of information from respondents for the purpose of understanding and/or predicting some aspects of the behavior of the population of interest (Sukamolson 2005). The reason behind using survey method is that "it is probably the best method available to the social scientists interested in collecting original data and this enables the researcher to identify not only the variables which are related to each other but also how these relationships change over time" (Aminuzzaman 1991:39). The topic[5] is intensely related to values, norms, culture and tradition and attitude of government professionals. Indeed, these phenomena are not fixed and those vary from person to person, cadre to cadre and from region to region. So survey will help to reach a larger sample with limited resource and time and facilitate reliable generalization for this exploratory research.

3.3 Sampling Method

Data gathering is crucial in research, as the data is meant to contribute to a better understanding of a theoretical framework (Bernard 2002). A purposive sampling technique will be followed to suit purposes of the research. The purposive sampling technique is a type of non-probability sampling that is most effective when one needs to study a certain cultural sphere with well-informed experts within. It is a nonrandom technique that does not need underlying theories or a set number of informants. Simply put, the researcher decides what needs to be known and sets out to find people who can and are willing to provide the information by virtue of knowledge or experience (Bernard 2002). Key informants are observant, reflective members of the community of interest who know much about the culture and are both able and willing to share their knowledge (Bernard 2002). As this study has focused on completely the attitude and

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[5] Job satisfaction refers to how well people like their jobs, or more formally, an emotional state emerging from a cognitive appraisal of job experiences (Fritzsche & Parrish 2005). Most definitions of job satisfaction focus on its affective component, although most measures of the construct place a greater emphasis on the cognitive aspects of the construct (Fisher 2000; cited in Steger, Dik and Shim 2009).

experience of civil servants who are posted in different region of Bangladesh, purposive sampling is the best option for this research.

3.4 Data Collection Instrument: Questionnaire Survey

The use of a questionnaire or commonly referred to as paper-and-pencil job satisfaction measure also has some advantages and disadvantages. This method is quick, time efficient and it can survey a large population effectively. There may be ambiguous items that respondents find and respond to differently, hence affecting the validity of the response and results (Spector 1997). In addition, as the sample is highly educated, it is expected that questionnaire survey will be very useful to generate high quality data. A questionnaire is a very effective instrument that facilitates in collecting data from large diverges and widely scattered groups of people (Aminuzzaman 1991:87). A structured questionnaire with both open and close ended questions was used in this survey with a modified version of Job Descriptive Index in a 5-point Likert-type scale done by the researcher.

There are various types of tools that are used to measure job satisfaction. Next section will present the most commonly used tools to measure job satisfaction which is used in this study to measure the Job Satisfaction of Civil Servant of Bangladesh working at the field level.

3.5 Job Descriptive Index (JDI)

The most used method to measure job satisfaction is the Job Descriptive Index (JDI) (Smith, Kendall & Hulin, 1969). The scale provides a multifaceted approach to the measurement of satisfaction in terms of specific identifiable characteristics related to the job (Luthans 2002).This scale assesses five subscales namely (Spector 1997): Work, Pay, Promotion, Supervision and Co-workers

The scale has a total of 72 items with either 9 or 18 items per subscale. Each item is an evaluative adjective or short phrase that is descriptive of the job. Responses are YES, UNCERTAIN or NO for each subscale, a brief explanation is provided, followed by the items concerning the subscale. Each of the items or phrases has a numerical value that reflects how well it describes a typical satisfying job. The scale also contains both favorable or positively worded and unfavorable or negatively worded items. An example of the JDI is included in figure

01 below. This scale has been used extensively in various job satisfaction surveys. This is a great advantage in that there is available normative data that could be used to compare findings and help in interpreting data. (Spector 1997).

Figure 3.1 Sample Items from the JDI

Think of the work you do at present. How well does each of the following words or phrases describe your job? In the blank besides each word or phrase below, write
Y – for "Yes" if it describes your work
N – for "No" if it does not describe your work
? – for "?" if you cannot decide

Work on Present Job	**Supervision**
_____ Fascinating	_____ Doesn't supervise enough
_____ Pleasant	_____ Around when needed
_____ Can see results	_____ Knows job well

Present Pay	**Co-workers**
_____ Barely living on income	_____ Stimulating
_____ Bad	_____ Unpleasant
_____ Well Paid	_____ Smart

Opportunities for Promotion	**Job in General**
_____ Opportunities somewhat limited	_____ Pleasant
_____ Promotion on ability	_____ Worse than most
_____ Regular Promotions	_____ worthwhile

Source: Levy, 2003:289

The biggest limitation of the JDI is that it has only five subscales. However, this scale has been used extensively in industrial psychology research to measure job satisfaction of employees therefore it is proven to be valid. (Spector 2006)

Internal consistency reliabilities for JDI facets are in the .8s, and mean test-retest reliability coefficients averaged across multiple studies range from .56 to .67 across the facets. Meta-analytic evidence also supports the convergent and discriminated validity of JDI subscale scores, with facet scores correlating in predicted directions with criterion variables, conforming to a nomological net of job satisfaction relations (Kinicki, Mckee-Ryan, Schriesheim, & Carson 2002).

Schneider and Dachler (1978) established the test-retest reliability of the JDI ranging between 0.45 and 0.76. The test-retest reliability is a measure of a test's stability based on the correlation between scores of a group of respondents on two separate occasions (Colman 2003).

According to Nagy (2002), more than 12,000 research studies are currently archived by the JDI Research Group. Smith et al. (1969) cited in Luddy (2006) conducted a validation study on the JDI through factor and cluster analysis. The results obtained from the study reflected that the JDI possessed high levels of discriminant and convergent validity.

There is a general consensus amongst researchers that a valid, reliable and standardized instrument will provide the most accurate assessment (Riggio 2003). Organisations can develop their own survey instrument however there are advantages to using an existing or standardized instrument (Spector 1997). *This researcher has modified the Job Descriptive Index (JDI).* The decision of using a modified version of JDI scale in this study is based on facets are of interest to this researcher covers most of the variables. In this study, after carefully reviewing all those literature, it has revealed that the important factors of Bangladesh Civil Service are salary, posting and transfer, nature of work and work environment, promotion and recognition, and training and career planning. The scale currently available covers the major facets of job satisfaction and these facets are of interest in job satisfaction survey. The JDI is reliable and has an impressive array of validation evidence (Judge and Saari 2004). According to Spetor (1997), other advantages are use of an this scale saves the considerable cost and time necessary to develop a scale from scratch and its use in research provides good evidence for construct validity.

3.6 Rating System

The rating scale used in this study is the Rensis Likert scale. This method of measuring attitudes is the most widely used rating scale in quantitative research methods (Smith 2005, Kidwell, 2009). It allows the individual to indicate *agreement* or *disagreement* and the strength of agreement and disagreement with the statement (McKenna 2006:290, cited in Matshotyana 2009). The Likert scale normally uses a 5 or 7 point scale but the most commonly used scale is the 5 point scale. For this study, a 5-point scale is used with "*STRONGLY AGREE*", "*AGREE*", "*NEUTRAL*", "*DISAGREE*" and "*STRONGLY DISAGREE*". The middle point of this scale, "neutral", indicates uncertainty or "neither agree or disagree".

3.7 Population, Sample Size and Research Area

The study is carried out with the civil servants working in the upazila levels. It is notable that among 28 cadres of Bangladesh civil service, some cadres do not have any field posting. Respondents selected from different Upazilas and different cadre officials have field experiences- Civil Servants from 6 cadres: administration, health, family planning, agriculture, fisheries and livestock. Officers of different cadres and different batches, who have min. 03 years of experience, surveyed. As posting and transfer is an important factor in this study, the samples selected on a random basis from 17 Upazilas of 06 districts namely Narsingdi, Rajshahi, Bogra, Lalmonirhat, Patuakhali and Chittagong.

Of the 150 questionnaires distributed, a total of 88 completed questionnaires were returned, giving a response rate of 58.66 percent. From the returned questionnaires only 85 were found useful for the study after scrutiny and selected for analysis.

The researcher distributed and collected the questionnaire from the respondents personally by visiting fields. Some of the questionnaires were also distributed by post and e-mail. Whenever needed, responses were cross-checked with the respondents over telephone. In case of content analysis, principle of authenticity and objectivity was maintained. So data were credible and reliable from statistical consideration.

3.8 Voluntary nature of survey

Participation in this survey is voluntary and this has been one of the key features of the present study. There have been no attempts to coerce participation either through the superior authority or by any other means. However, the researcher took the help of the government/ other officials through personal connection. To get back posted questionnaire, the researcher made phone calls time to time to the respond to the survey.

3.9 Data Analyzing Plan

Data analysis plan is where the researcher continually reflects on collected data , moving deeper for understanding and representing the data, and deriving an interpretation of the larger meaning of the data (Creswell 2003).The essence of this study is to convert large quantities of data into condensed forms to facilitate easy interpretation and understanding for readers. Quantitative

research is about explaining phenomena by collecting quantitative data which are analyzed using mathematically based methods. For the present survey, SPSS[6] 17 used as statistical techniques in processing the primary data collected from survey and also for analyzing the data. The researcher extensively used its capability to produce descriptive statistics such as frequencies and cross-tabulations as well as Pearson correlation coefficient and multiple regression analysis.
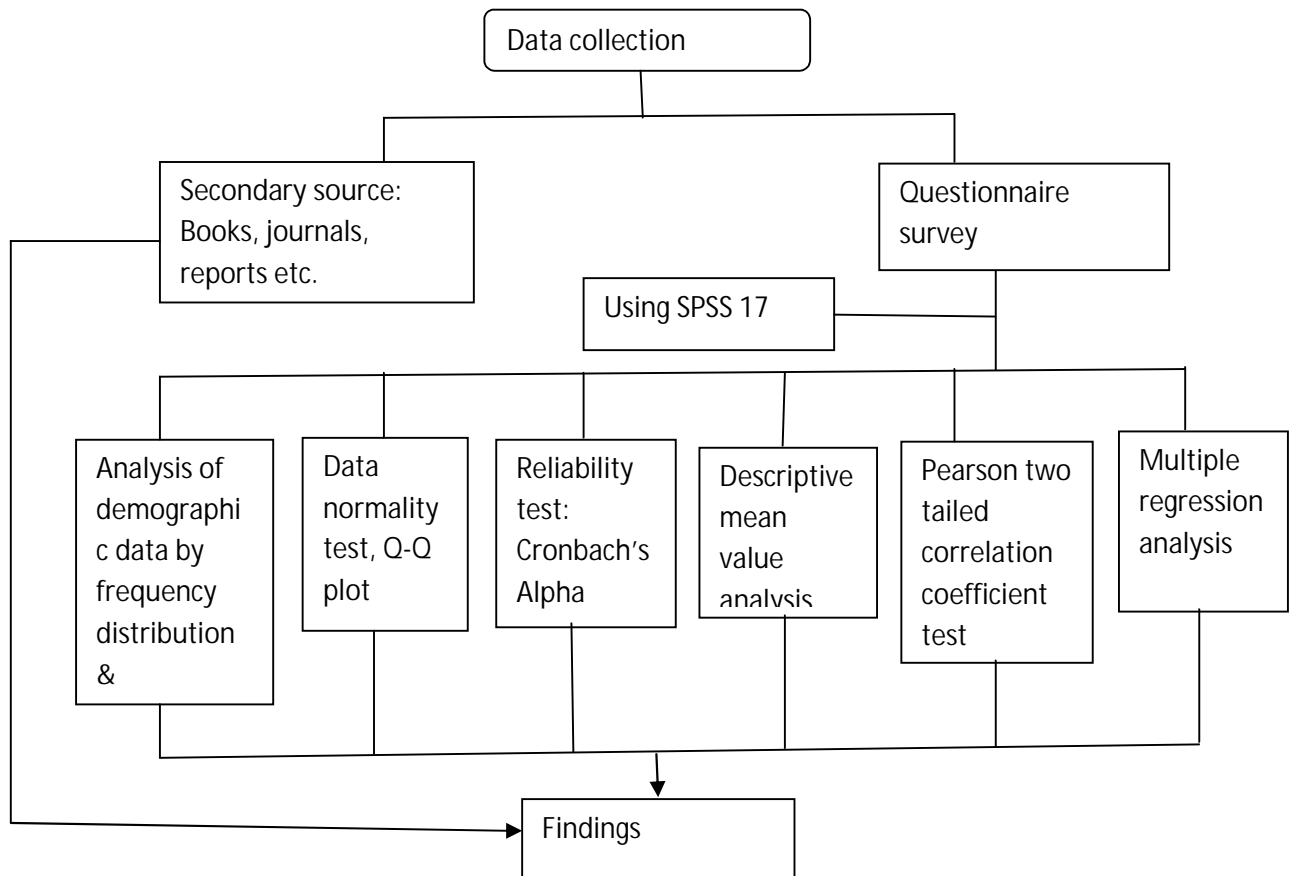
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                        ┌─────────────────────┐
                        │   Data collection   │
                        └─────────────────────┘
              ┌──────────────────┴──────────────────┐
   ┌────────────────────┐              ┌────────────────────┐
   │ Secondary source:  │              │   Questionnaire    │
   │ Books, journals,   │              │   survey           │
   │ reports etc.       │              └────────────────────┘
   └────────────────────┘       ┌────────────────────┐
                                │   Using SPSS 17    │
                                └────────────────────┘
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| Analysis of demographic data by frequency distribution & | Data normality test, Q-Q plot | Reliability test: Cronbach's Alpha | Descriptive mean value analysis | Pearson two tailed correlation coefficient test | Multiple regression analysis |

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                        ┌─────────────────────┐
                        │      Findings       │
                        └─────────────────────┘
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Chapter Four

The Civil Service and Field Administration of Bangladesh: An Overview

4.1 Introduction

This chapter attempts to discuss an overview about the civil service of Bangladesh and the field administration. Civil Service is the most important workforce of Bangladesh public sector, as government initiatives are implemented by that civil workforce. Civil servants are the agents of government for service and goods delivery to the citizen at the grass root level. Therefore, there should be a clear understanding about Bangladesh Civil Service and Field Administration before analyzing the factors of job satisfaction of the field level officers.

4.2 The public Sector of Bangladesh

Bangladesh has a parliamentary form of government with the Prime Minister is the head of government, while the president, elected by the Parliament, is the Constitutional head of State. The Prime Minister presides over Cabinet meetings. The Cabinet is collectively responsible to the Parliament. The business of National government is carried out by 36 Ministries and 51 Divisions. (www.bangladesh.gov.bd). Together they constitute the nerve center of the country's administration.

The overall administration of the country is governed with the aid of civil servants recruited by the Bangladesh Public Service Commission. The ministers/state ministers/deputy ministers are in-charge of the respective ministries/divisions and they remain responsible for conducting the business allocated to the ministries/divisions. Secretaries and other higher civil servants assist them. The ministries perform policy-making functions while the numerous subordinate offices execute policies and decisions at the field levels.

The Cabinet Secretary is the highest ranking civil servant in the country. Below the Ministries lie several government agencies, including departments, directorates, boards, corporations and other statutory bodies, to execute government policies and decisions.

The Government of Bangladesh has a two-tier administrative system. The upper tier is the central secretariat at the national level consisting of the ministries and divisions to provide

policies and to perform clearinghouse functions. The other tier consists of 'line' departments/directorates attached to the ministries and divisions that are mainly responsible for general administration, service delivery to citizens and implementation of various government development programs at the sub-national level. (Ahmed 2002: 327). At present, the Bangladesh civil service has more than one million civil servants in 36 ministries, 52 divisions, 254 departments and 173 statutory bodies (www.mopa.gov.bd accessed on 12/02/2012).

Disposal of business by government is done both in the secretariat as well as in the offices outside the secretariat. Here the structure involved in the Disposal of Business of government is given -

Figure 4.1: Structure Involved in the Disposal of Business
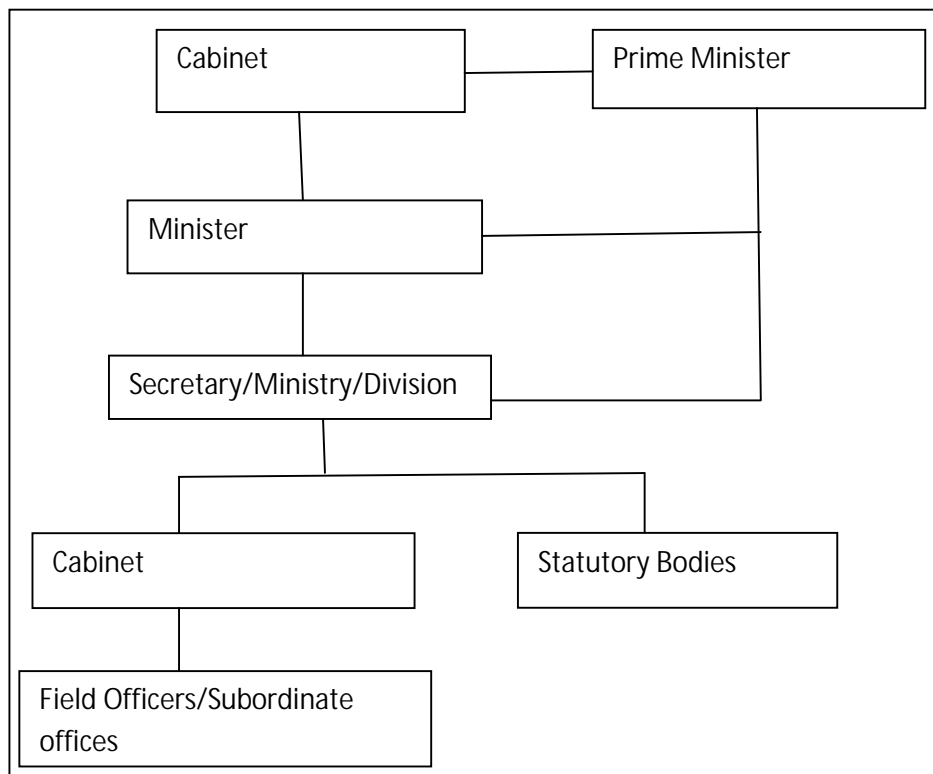
Source: Ali, 2007:187

The structure as indicated above does not adequately reflect the vertical and horizontal links that are involved in the decision making process. These aspects that constitute the procedures and processes involved in the disposal of business are more or less laid in official documents-the Rules of Business and the Secretariat instruction (Ali 2007:186). So, the disposal of business of Bangladesh Civil Servants are rule oriented.

4.3 Bangladesh Civil Service

Government employees in Bangladesh are vertically belonging to four categories, namely Class 1 Officers, Class 11 Officers, Class 111 employees and Class 1V employees. The officers are also classified as gazetted officers and non-gazetted officers. The officers whose appointment, posting, transfer, promotion and the similar are notified in government gazette, they are known as gazetted officers. All Class 1 officers and some of the Class 11 officers are treated as gazetted officers. Of the Class 1 officers, some belong to the cadre services. As each year thousands of civil servants are recruited in various cadres and other non cadre posts including clerks, assistants, stenographers who also form a part of civil service in a wider sense, the government still remains the biggest employer of Bangladesh.

Table 4.1: Statistics of Civil Officers and Employees of Bangladesh

Total Manpower of Civil Officers and Employees of Bangladesh		
Male	Female	Total
824361	223644	1048005
Class-1 officers of Bangladesh		
Male	Female	Total
82364	13595	95959

Source: Statistics of Civil Officers and Staff, 2009, Ministry of Public Administration

Note: Class-1 officers mean all the gazette officer of Class-1, not only the cadre service officers.

Cadre services are constituted under law with a number of position or structure and recruitment and promotion rules. Cadre is the distinct functional sub-division of the government bureaucracy. Rule 5(7) of the Bangladesh Service rules[7] part-1 defines cadre as follows-Cadre means the strength of a service sanctioned as a separate unit. Each cadre consists of a certain number of

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[7] See Bangladesh Service Rules , Part-1

posts. The strength of each cadre of Bangladesh Civil Service has been laid down in the composition and cadre rules of the respective cadres. On the other hand, non cadre services are mostly based on position, with no definite structure of mobility either horizontally or vertically. A cadre system entails organization of civil servants into semi-functional occupational groups or cadres. Cadre service in Bangladesh was first officially recognized in 1981, when Bangladesh Civil Service Recruitment Rules of that year was introduced (Wahab 2009).

Currently there are 28 cadres in the BCS. Some cadres are general, such as BCS (Administration),BCS (Foreign Affairs), BCS (Police), BCS (Food), BCS (Customs & Accounts), BCS(Information), etc. and others are professional/technical, such as BCS (Health), BCS(General Education), BCS (Technical Education), BCS (Economics), BCS (Fisheries) and the similar. Originally there were 30 cadres in the BCS. In 1990 BCS (Secretariat) was merged to BCS (Administration). In November 2007 lower judiciary in Bangladesh was separated from the executive. As a result BCS (Judiciary) has become a separate service known as Judicial Service and it is no more a cadre of BCS.

4.4 Field Administration

Territorially, the country is divided into seven administrative divisions namely Dhaka, Chittagong, Rajshahi, Khulna, Barisal, Sylhet and Rangpur each composed several of districts. There are 64 districts, which are in turn divided into a number of Upazilas. There are 485 Upazilas, each of which is divided into unions, mouzas and villages at the lowest tier (www.mopa.gov.bd, accessed on 12/02/ 2012).

Central government functionaries of various Ministries/Divisions are mostly placed down to the Upazila level. However, several Ministries, such as Agriculture, Health and Family Welfare and Land, have their filed agents at union level[8]. There are coordinating mechanisms both horizontally as well as vertically. A division's administration is headed by a Divisional Commissioner who is a senior member of Bangladesh Civil Service (Administration). He coordinates the various functions of the districts under the administrative jurisdiction of his

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[8] There is no post for 1st class gazetted officer in the Union level.

division. A similar role is played by the Deputy Commissioner at the district level and the Upazila Nirbahi Officer at Upazila level.

4.4.1 Divisional Administrative

From field administration perspective, Bangladesh is divided into seven distinct geographical areas called Divisions, which are somewhat of the same kind to the provinces of India and Pakistan. The divisional level is the highest tier of administration, after the national level. The Divisional Commissioner (popularly known as the Commissioner) is the head of the divisional administration, is a highly accomplished senior officer having long field experience. One of the major elements of the charter of duties of the Divisional Commissioner is to monitor, coordinate and supervise the implementations of policy decisions initiated by the government. S/he only plays a supervisory role over all the departments and agencies in the Division, as the divisional office of each department is directly linked to its national office. S/he also coordinates the functions of the district administration in the Division. The Commissioner became involved in development functions only since the establishment of the Regional (Divisional) Development Boards in 1976. The Regional Development Boards are responsible for those projects of the District Boards which the latter cannot finance or do not have expertise to look after. The Regional Development Boards are somewhat less active at present.

4.4.2 District Administration

The administrative unit that figures prominent in this country is called District, which is headed by an accomplished professional having long and laudable experience called Deputy Commissioner/District Magistrate who is expected to be highly talented and gifted with good leadership quality). The responsibility is vast and varied. S/he represents government at the field level, conduct all polls and act as Collector, development co-coordinator, disaster manager, and guardian of criminal administration at the lower level. S/he is the chief protocol officer representing government ceremonies on behalf of the national government. To be brief there are little or no activity in the district, which is unrelated to him/her by some way or other (www.mopa.gov.bd, accessed on 12-02-2012).

4.4.3 Upazila Administration

The basic unit of administration of the country is locally named as Upazila, which is an integral component of the district and so to say, a district in the miniature form. Field level functionaries of the development departments operate here at the grass-root level under guidance from the respective functional heads stationed in the districts as coordinated by the UNO (Upazila Nirbahi Officer). All decisions are discussed and finalized in a forum called Upazila Parishad which is presided over by an elected chairman and assisted by a mid-level seasoned executive of professional excellence-called UNO, who plays a pivotal role in shaping decisions that conform to government policies and cohere to the financial constraints and regulations. An area covering several square kilometers having several thousand populations is named as Union that is administered by an elected Chairman. These Chairmen are the dominant and voting members of the Parishad (counseling body) apart from various Upazila level functionaries representing respective district counter parts(www.mopa.gov.bd, accessed on 12-02-2012).

Figure 4.2: Present Structure of Upazila Parishad

Upazila Parishad

Upazila Chairman

2 Vice Chairman (1 male+ 1 Female)

All Union Parishad Chairman

All Mayors of Concerned Paurashava

Reserved Women Representatives

CEO: Upazila Nirbahi Officer

(Secretary to the Parishad)

Pool of Govt. Officers
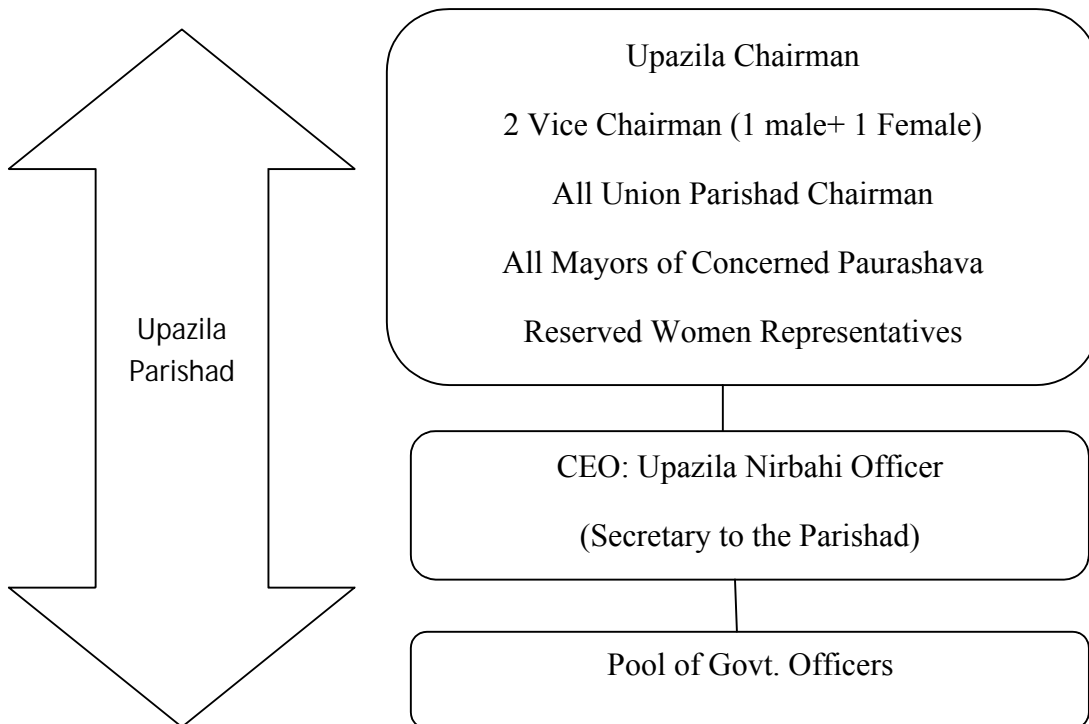
There are about 18 departments of the central government in the Upazila (Ahmad 1991, p.31). The officers of these departments provide services to the people through implementation of the policies/programs/projects of the national government at the Upazila level. Upazila, in fact, is a composite of multiple departments and each department needs the support and cooperation of others to implement departmental programs effectively and efficiently. Hence there has been a growing need for coordinated efforts between the UNO and other Upazila officers for smooth implementation of national government policies/programs/projects. These departments include Upazila health and family planning, Agriculture, Fisheries, Livestock, Engineering, Social services, Family planning, Project implementation, Women affairs, Cooperatives, Rural development, Public health and engineering, Food, Land, Statistics, Youth and development and Police station (thana). In addition to theses, there are some project based offices like Palli Jibikayan, Upazila Resource Centre. Upazila Election Office is also there (Sarkar 2011).

Officers working in the Parishad are recruited and deputed by the central government. Although the Upazila Chairman is conferred with substantial authority over these officers, the officials are also directly accountable to their respective departmental authorities. In Upazila administration the nation building departments do not work under a chain of command. Rather they have their identities and operate under different directorates and line ministries. They have their district level offices and they are also accountable to their district level officers. Their ACR[9] is also written by their district level officers. As a result, they have to face dual accountability in their work. It has been observed that despite performing self-contained tasks, no agency or department found at the local level can always work in isolation from others (Zafarullah1998:96; cited in Sarker 2011)

For example, the UNO and the AC (L)[10] are a member of the elite bureaucratic cadre, Bangladesh Civil Service (Administration) and works under strict control and supervision of the Deputy Commissioner.

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[9] ACR-Annual Confidential Report, Annual evaluation report for the government officers. It is given by their supervisor.

[10] Though the controlling authority of UNO is MoPA, where Assistant Commissioner (land) works under Ministry of Land

Upazila Agriculture Officer and Upazila Agriculture Extension officers are member of BCS (agriculture) cadre and their controlling authority is Ministry of Agriculture. Their District level set up administers by Deputy Director.

Upazila Fisheries cadre officer is a member of BCS (Fisheries) cadre and there are administrative set-ups at division, district and Upazila levels headed by Deputy Director, District Fisheries Officer and Upazila Fisheries Officer respectively. Their controlling authority is the department of Fisheries under Ministry of Fisheries and Livestock.

Upazila Livestock officer and veterinary Surgeon are the member of BCS (Livestock) cadre under Ministry of Fisheries and Livestock and their district level supervisor is District Livestock officer.

Along with the UNO there are about 20 officers working at the Upazila level belonging to the various cadre services who also face dual control, from the Parishad Chairman as well as from their respective line authorities. Moreover, these officers are trained and served initially under the central government structure. They are temporarily posted to the Parishad and their promotion and future postings are controlled by the central government bodies.

Chapter Five

Analysis of Data and findings

5.1 Introduction

The main objective of this study is to find out the level of job satisfaction of the civil servants of Bangladesh working at Upazila level. The specific objectives are to gauge whether the officials working at the field level are satisfied with their job and to identify the different factors impacting job satisfaction. To fulfill the purpose responses from 85 civil servants of different Batches, Cadres and Designations were surveyed with a structured questionnaire. In the subsequent sections the survey results will be analyzed. As previous chapter has discussed the method of study, there were two sections in the questionnaire. First section asked respondents demographic information and second section asked their perception regarding all five variables of this study marked in the analytical framework. The researcher has used a 5 point Likert type scale in the variable subscale designing the questionnaire to get the responses of the civil servants.

5.2 Section A: Demographic Analysis

5.2.1 Age of the Respondents

Figure 5.1: Age of the respondents
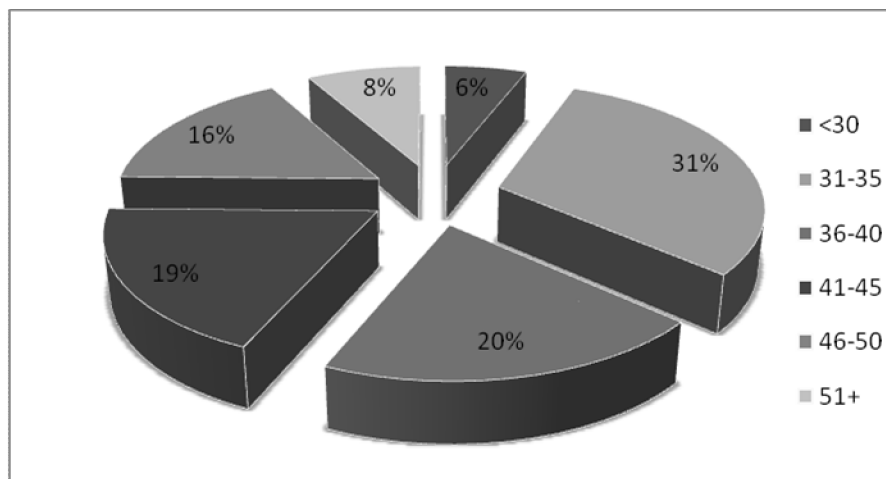
The graphical presentation of the age distribution of the sample is presented in Figure 5.1. The majority of the respondents (n = 26 or 30.6%) fall in the age category 31-35 years. This is followed by 17 (20%) of the respondents in the age category 36-40 years. The age category 41-45 years old, constitutes 18.8% (n = 16) of the sample. The older age group of 51 and older has 8.2% (n=7) representation. The minority of the respondents (n =5 or 5.9%) fall in the age category of 30 years and younger. From the ensuing results it can therefore be concluded that the majority of the workforce participating in the study is fairly young, ranging between the ages 30-40 years old (cumulatively more than 50%).

5.2.2 Gender

Figure 5.2 presents the percentage of gender distribution of the sample. The sample was representative of a larger number of male respondents to that of female respondents. Male respondents comprised of 85.9% (n = 73) compared to 14.1% (n = 12) female respondents. This is satisfactory and broadly in line with the representation of women in the civil services as a whole, where women constitute not more than about ten percent of the BCS cadre officers and fourteen percent of the total workforce of the 1st class gazetted officers.

Figure 5.2: Sex of the respondents
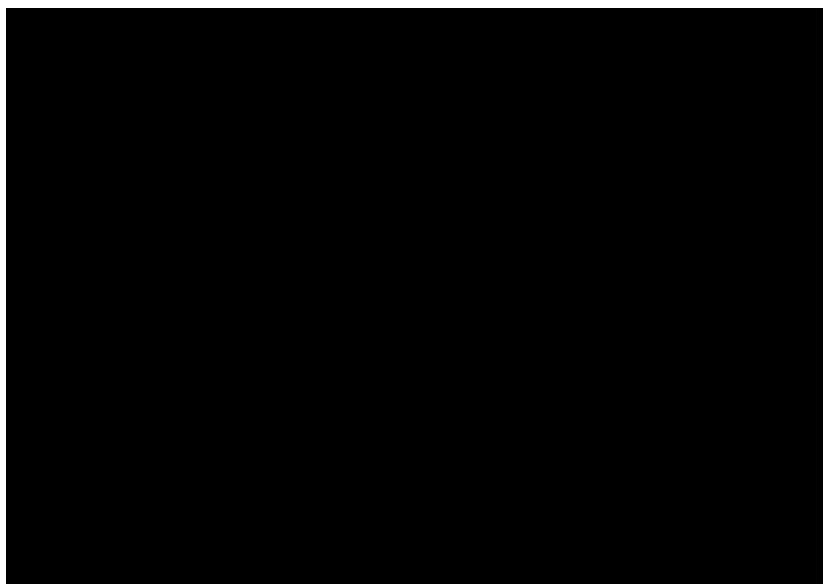
5.2.3 Educational Qualification

Figure 5.3 illustrates the education level of the sample. The graph depicts that the majority of the respondents, 55.3% (n = 47) has an educational level of Master Degree, whilst 29.4% (n = 25) possess an educational level up to Bachelor Degree. Twelve respondents (14.1%) has a MPhil or MS degree and 1.2% (n = 1) possess other qualification. So, it is easily comprehensible that the respondents of this study were highly educated.

Figure 5.3: Educational Qualification of the respondents
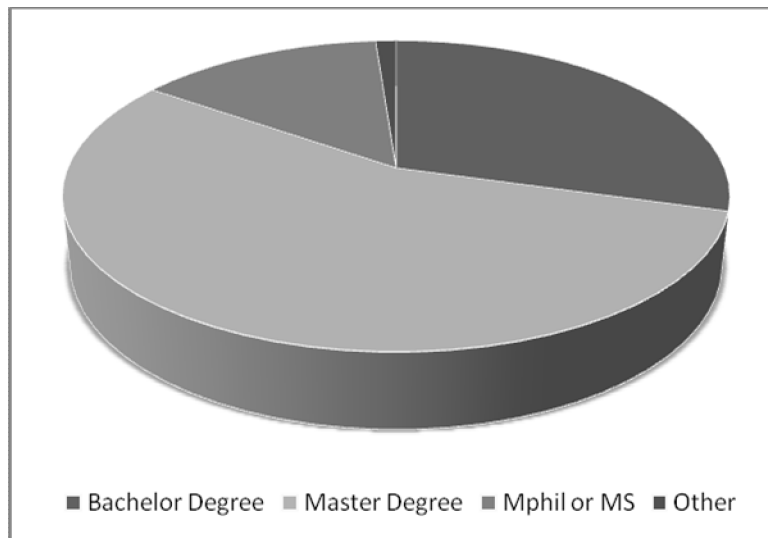
5.2.4 Cadre

According to cadre distribution, the administration cadre representation was 35.3% (n=30), majority group. The second highest representation is from agriculture cadre (24.7%, n=21). 14 respondents from BCS (Livestock) cadre having 16.5% representation of total sample size and 12 respondents from BCS (Health) cadre (14%). The smallest representation in this study is from BCS (Fisheries) cadre (9.4%, n=8).

Figure 5.4: Cadre Distribution of the Respondents
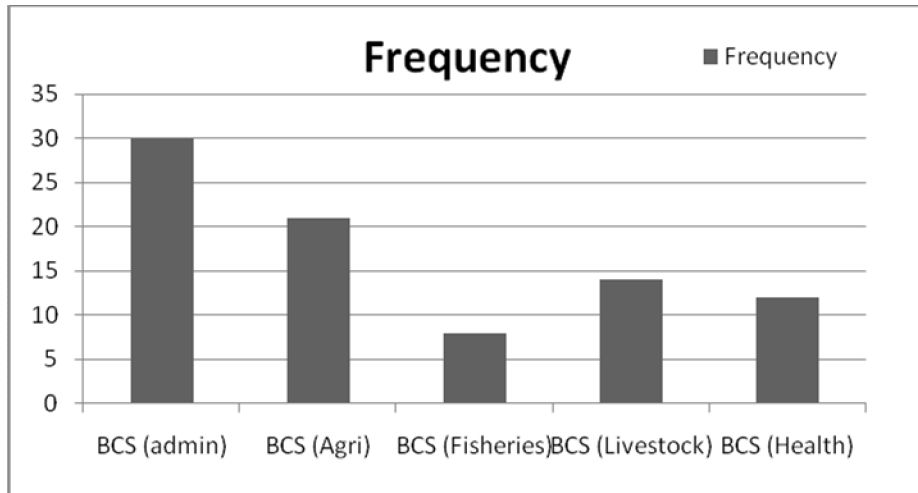
5.2.5 Designation of the Respondents

Figure 5.5 illustrates the frequency distribution and percentage of the Designation of the respondents which is more or less normally distributed. Assistant Commissioner (Land) s are the

Figure 5.5: Designation of the respondents
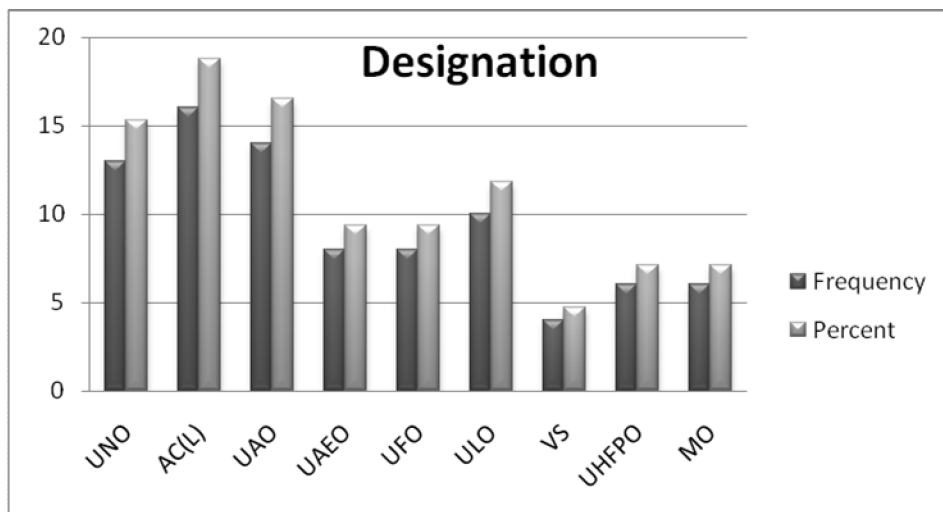
majority number of respondents (18.8%,16, n=85). They are followed by Upazila Agriculture Officer (16.5%, 14, n=85), Upazila Nirbahi Officer (15.3%, 13, n=85) and Upazila Livestock Officer (11.8%,10, n=85). Both Upazila Agriculture Extension Officer and Upazila Fisheries

Officer have the same number of representation (9.4%, 8, n=85). Both the Upazila Health and Family Planning Officer and the Medical Officers are minority in this group having 7.1% of representation.

5.2.6 Batch of the Respondents

Figure 5.6 demonstrates the frequency and percentage of the civil service batches where the respondents of this study belong to. The result shows that respondents belong to sixteen different groups from seven to twenty-seven batches. The majority group of respondents is from twenty-five batch (20%, 17). The second largest group is twenty-seven batch (18.8%, 16). The following groups are from twenty-four, twenty and nineteen batch having same number of respondents (6).

Table 5.6: Batch of the respondents
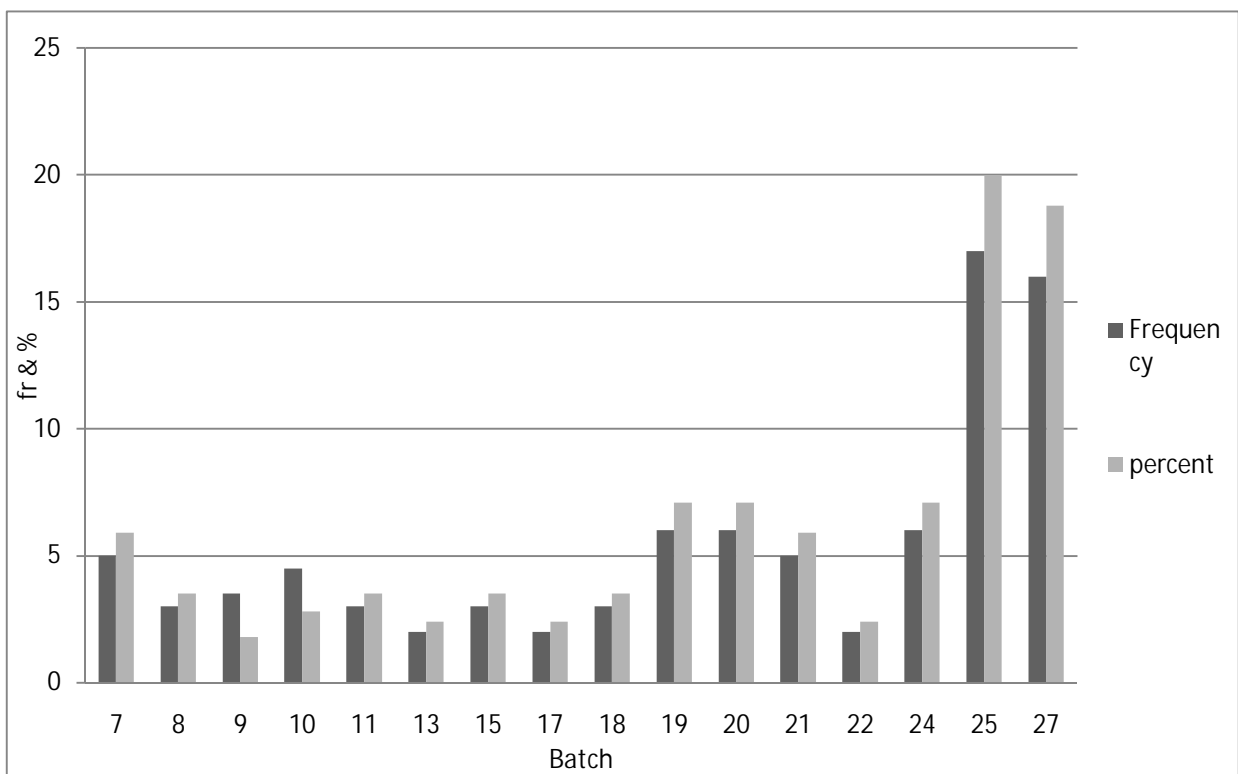
5.2.7 Posting Place of the Respondents

Figure 5.7: Posting Place of the respondents
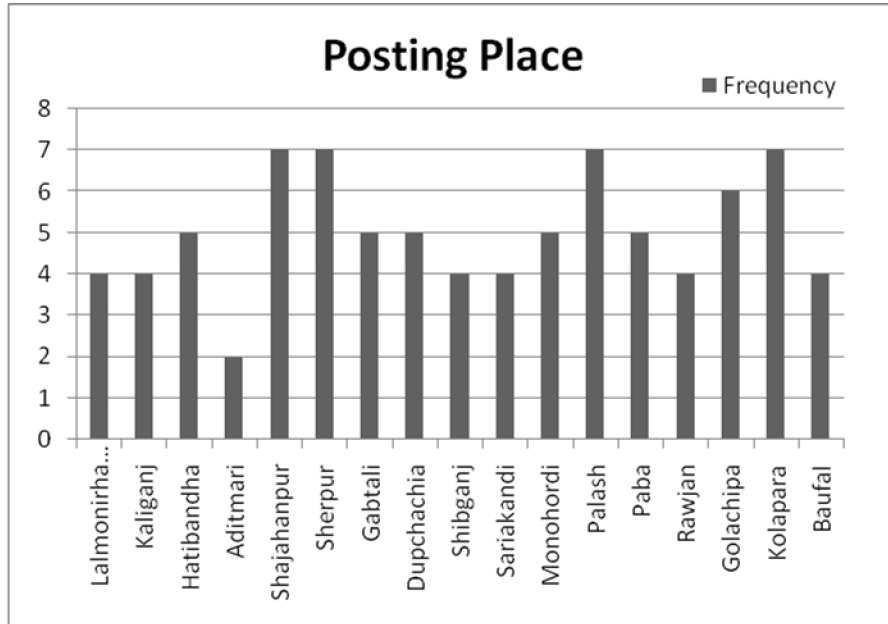
The figure 5.7 illustrates that the survey was conducted among 17 Upazilas of 06 Districts. As it has been mentioned earlier that the sampling method was purposive limited within 05 BCS cadre officers, the respondents per Upazila was maximum 07 to minimum 02 in number. Majority group of respondents is from 06 Upazila of Bogra district. The second majority group of respondent is from 03 Upazilas of Patuakhali district. Others are from 04 Upazilas of Lalmonirhat, 02 Upazilas of Narsingdi, 01 Upazila of Rajshahi and Chittagong district.

5.2.8 Year of experience in the Civil Service

Figure 5.8:Year of experience of the respondents %
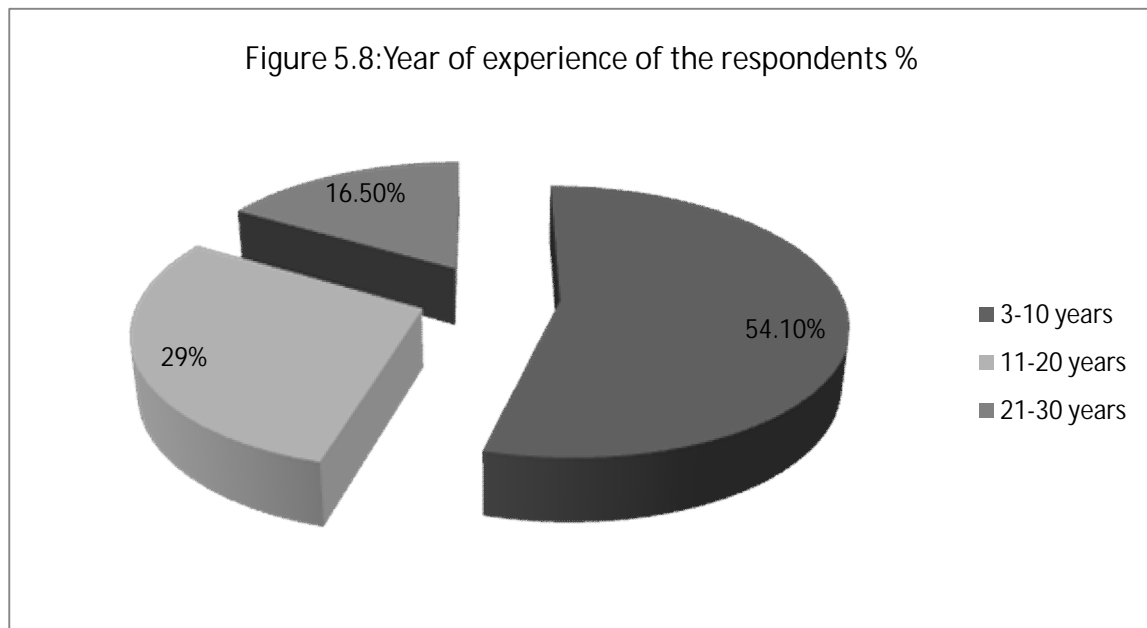
Most of the respondents (54.1%, 47, n=85) have been working in the public sector for less than ten years whilst twenty five respondents (29%) have worked in the public sector for over 11-20 years. Other respondents who have more than 20 years experience also represents 16.5% (14, n=85). The significance of this finding reveals the diversity of experience of the officers of Civil service working in the Upazila level of Bangladesh.

5.3 Section B: JDI subscales

5.3.1 Salary Subscale

Pay is a hygiene factor according to Herzberg's theory and an extrinsic job factor. This is about the employee's perception of the salary received from the current employer. Literatures suggest that the level of earnings exerts a substantial and significant effect on job satisfaction.

But there is another point of view against the monetary influence on job satisfaction. Monetary reward, of course, is not the only attraction to a profession, and Christopher Hood has himself listed a considerable number of other inducements to public service, including job security, pension, honors, social status, and regularity of reward, psychological satisfaction and participation in important decisions (Hood and Lodge 2006).

In this subscale (see appendix Table B2), seven items were used to determine the individual's level of satisfaction with the salary. Some of these items were negative (numbers 1, 5 and 7) whilst others were positive (numbers 2, 3, 4 and 6). The findings from the figure can be summarized as below-

A total of 67% completely and partially disagreed with the statement "salary is adequate for normal expenses".

Cumulatively 89.4% disagreed with the statement "Highly paid"

93% of respondents disagreed that "my income provides luxuries"

The attitude of dissatisfaction also repeated with the negative statements-

46% agreed that they can barely live on income.

63.6% agreed that raises are too few and far between.

81.2% agreed that their salary is less than they deserve.

68.2% respondents agreed with the statement "underpaid".

5.3.2 Posting and Transfer Subscale

For civil officers, transfers, promotions and postings are the major sources of mobility and career advancement. However, these very factors could become a major source of dissatisfaction if not handled in a fair and transparent manner. Use of transfers and postings as a means of coercion and harassment of honest officers is a well-known phenomenon. A need for minimum assured tenures for key administrative positions has been advocated for a long time in India.

Many studies showed that transfer and posting is an important motivating factor. But there are criticisms against Bangladesh Civil Service that it is lacking a sound transfer and posting policy, there is no management in the transfer and posting. This study illustrates some statistics (see appendix Table B3) that-

43.5% completely and 34.1% partially disagreed that " transfer policy is fair"

40% partially disagreed that their posting place where they are now posted is appropriate for them.

On the other hand,

50.6% completely and 24.7% partially agreed that persuasion is needed for better posting.

48.4% completely and 25.9% partially agreed that "transfer and posting policy should be based on academic qualification, merit and job experience"

5.3.3 Work and Working Environment

Work environment is an important factor both at the organizational and individual level. A work environment conducive to efficient working requires components such as competent staff, adequate financial and physical resources, simplified procedures and absence of outside pressures. Work Environment is critical to determine overall efficiency of the office or organization and the satisfaction of an officer. (GoI 2010)

Public Officials' level of satisfaction with their work activities has been found to be a prominent predictor of job turnover, an increase in job satisfaction can reduce the likelihood of job turnover (Maio, 2004). In this section, the participants were asked to respond to a set of statements (see appendix Table B4) dealing with the various aspects of their work environment such as: constraints of human and budgetary resources, outside pressures and interference, meaningfulness and autonomy of the service, etc.:-

25% completely and 24.7% partially agreed that their superiors praise good work and mentors them. This result is significant as some respondents commented that it varies person to person and regarding superior's attitudes and behavior really it matters. The relationship the employee has with the supervisor can motivate the employee to work hard, and the employee then looks forward to going to work and does not watch the clock (Levy, 2003)

Regarding autonomy in their work 41.2% partially agreed that they have autonomy in their work. It is worth mentioning that in the Upazila level most the BCS cadre officers are chief of their offices.

64.7% respondents completely agreed on the statement that "my job is meaningful". This result is significant because it illustrates they value their job by recognizing it as a meaningful job.

49.4% partially and 27.1% completely agreed that there are many constraints of human and budgetary resources.

40% partially and 34.1% completely (a total of 74.1%) agree that there are many outside (political and others) pressures and influence in office.

35% partially responded that staffs are not skilled enough to work well.

As seen from the responses above, it is evident that the work the respondents do is important to them and they value it beside those human and budgetary constraints and outside pressures.

5.3.4 Promotion and Recognition Subscale

Promotion is the assignment of an employee to a higher-level job and is recognition of person's past performance and future promise (Grobler 2006). In an organization, the promotion system tends to satisfy the need to achieve according to Maslow's hierarchy of needs. Promotion is a motivator according to Herzberg's theory. Maslow (1943) and Aldfer (1972) suggested that if individuals continually get rejected or do not get promotion they will become frustrated and de-motivated and their performance will be hampered which they termed as 'frustration-regression relationship'. Recognition, reward and punishment are good motivators identified by the different theorists. Maslow treated this as esteem and status need while Herzberg saw these as motivators. Instrumentality of Vroom's Expectancy Theory said that reward for performance motivate employees. So promotion, recognition, reward and punishment are good motivators.

The issue of promotions is integrally linked with performance of the officer. Ideally, promotions should result purely from an objective and result-oriented performance appraisal. However, in the civil services, promotions have traditionally been time-bound and mainly based on the remarks received by the officer in his/her annual confidential reports, the transparency and objectivity of which has often been questioned.

Generally, the respondents were negative in their responses to most items in this subscale (see appendix Table B5). There was strong disagreement with the positive items and strong agreement with negative statement:-

56.5% disagreed that there are fairly good chances for promotion.

50.6% respondents agreed that there is no recognition of efforts.

56.3% agreed that there are unfair promotion practice prevailing.

A significant number (81.2%) of respondents agreed that some other cadres have more privileges.

47% disagreed that prevailing ACR system is useful when 41% agreed with it. It indicates that there are a lot confusions prevailing regarding the effectiveness of Performance Evaluation system.

Most of the respondents (86%) opined that new kind of performance appraisal is needed.

35% respondents partially disagreed that promotion is based on rule and competency whereas 34% agreed with this statement. Thus it becomes inconclusive.

5.3.5 Training and Career Planning

Learning and development is critical part of a civil servants' progress in career. Over the years, an officer must have opportunities to learn new skills and acquire new knowledge which complement his/her accumulated experience. An officer's competence is sum of practical experience gained on the job and new knowledge, skills and insights acquired through other sources.

With regard to training in particular, from the late 1970's onwards, serious emphasis was laid on staff training and several well-equipped training institutions with well-trained staff were established to cater the needs of both general and specialized cadres. However, gradually the importance of staff training has waned, resulting in small budget allocations for training, lack of needs analysis and lack of evaluation of the impact of training on job performance. As a result,

civil servants lost interest in being trained and training institutions became the "dumping ground" for various categories of civil servants (Kim & Monem 2008).

The questionnaire attempted to seek responses from civil servants as the usefulness of provided formal training programs in one's learning and development, the need for specialization and so on. They were also asked to give feedback about the satisfaction level of present career prospects.

Most of the respondents gave a negative feedback on all the statements (see appendix Table B6) pertaining to training programs and career development, namely, satisfied with the provided training for this job and satisfied with present career prospects. This is mentioned below-

> 33.5% partially and 24% completely (a total of 57.5%) disagree with the statement "satisfied with the training provided for the job.

> Cumulatively 49.4% respondents disagreed with "I am satisfied with present career prospects".

> A significant number of respondents (72.9%) agreed that there are few opportunities for career development.

> 30% respondents partially agreed that provided training is not useful at all, in contrary 27% disagreed with this statement. They opined that there should be some minor changes in training curriculum and procedure to make it up to date.

In a fast changing world, it becomes absolutely necessary for a civil servant to keep himself informed of latest developments in the field of his work. The civil servants of Bangladesh who are working at the Upazila level are very much aware of this. This view is also substantially reflected in the responses to the survey. As many as 90% officers agree that the civil servants need special kind of training.

5.4 Thought of Quitting the Job

Lack of promotion and recognition, unfair rotation system and low salary are part of the organizational factors that are related to turnover (Gaither 2007). Other studies showed that job itself and working environment play a significant role in the level of job satisfaction. Those are

the major contributing reasons when people leave as a consequence of low job satisfaction. The respondents were asked whether they ever thought of quitting this service. The response is given below-

Table 5.1: Thought of Quitting Civil Service

	Frequency	Valid Percent %
Yes	25	29.4
No	60	70.6
Total	85	100.0

The respondents who answered "YES" had to comment on the cause why they thought of quitting civil service. The most (40%, 10, n=25) respondents answered because of low salary, they thought to quit this service. 30% respondents (8, n=25) answered the reason of having work life conflict. There was another question to those who answered "NO" that what aspects of this job and employment conditions encourage them to stay in the civil service. 80% of them (48, n=60) answered that **Job Security** and **Status of the Civil servants in the society** refrain them to quit this service.

5.5 Overall Satisfaction

The main objective of this is to find out the level of satisfaction. To fulfill this objective, the respondents were asked that how satisfied they are (taking everything into account) with their job. 44.9% respondents answered that they are partially satisfied. But 28.2% respondents opined that they are partially dissatisfied about their job, taking everything into account.

Figure 5.9: level of Job Satisfaction
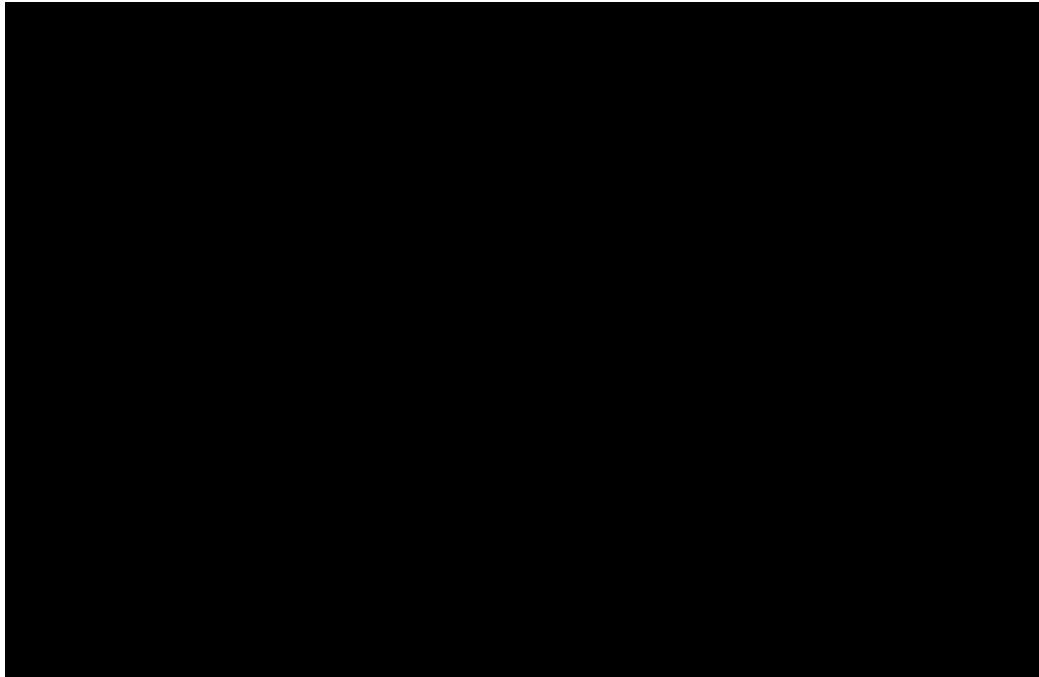
5.6 Data Normalization Results

Data normality test was performed by SPSS through Q-Q plot. The variables Q-Q plots test results are presented in the following graph.

Q-Q Plots for all the Variables:

The figures (Figure 5.10-5.14) revealed that data of salary, posting and transfer, work and working environment, promotion and recognition and training and career planning are normally distributed. The graphical comparison between the dotted line of actual data and the diagonal line supplies an assessment of the normality of a variable distribution. If a distribution normal, the line of actual data fits closely the diagonal line.

Figure 5.10: Q-Q plot for Salary

Normal Q-Q Plot of salary
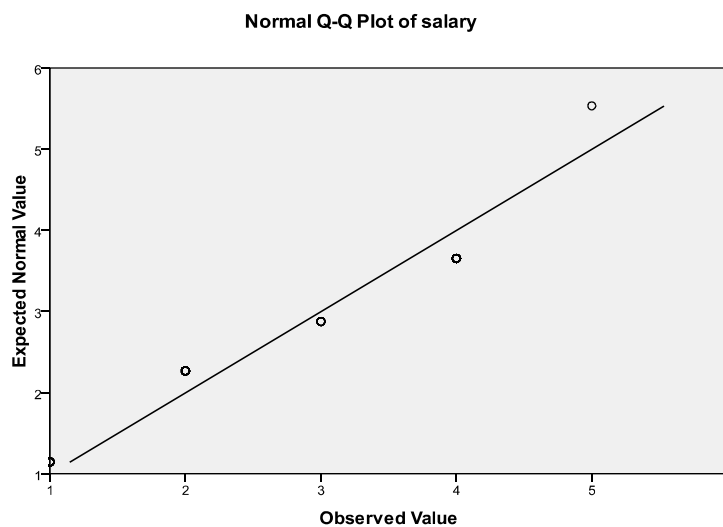
Figure 5.11: Q-Q plots for Posting and Transfer

Normal Q-Q Plot of posting and transfer
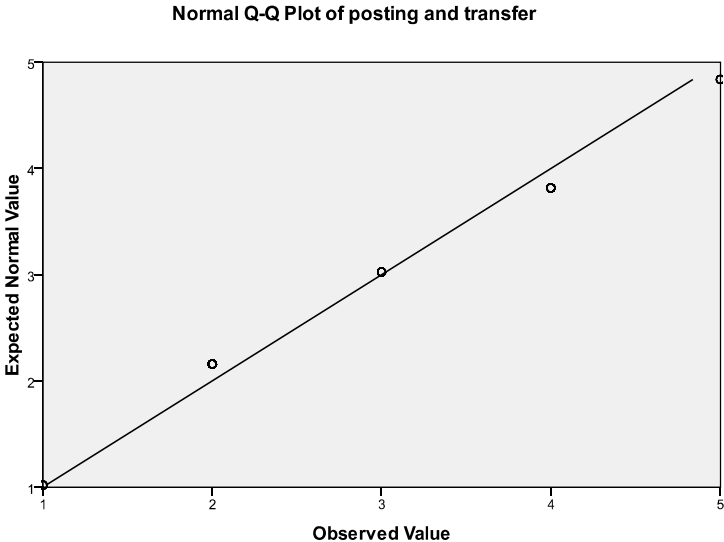
Figure 5.12: Q-Q plots for Work and Working Environment

Normal Q-Q Plot of work and working environment
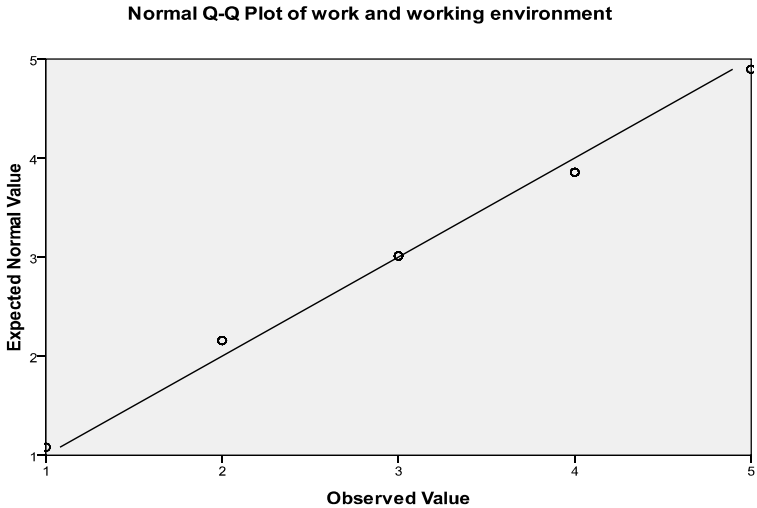
Figure 5.13: Q-Q plots for Promotion and Recognition

Normal Q-Q Plot of chances of promotion and recognition
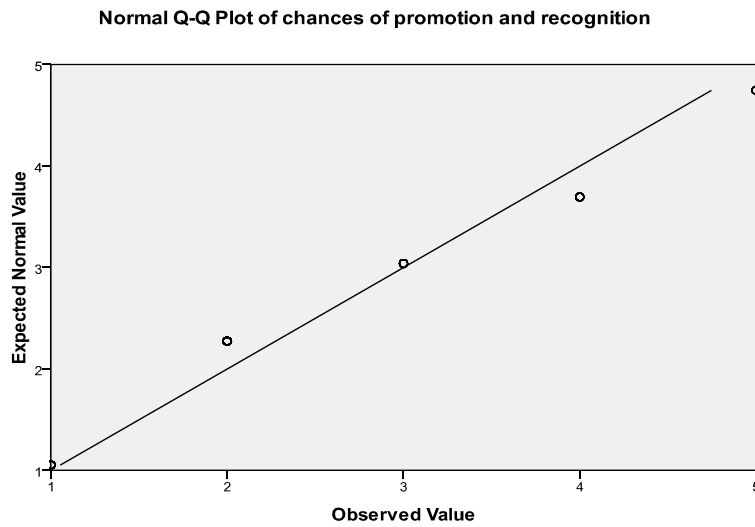
Figure 5.14: Q-Q plots for Training and Career Planning

Normal Q-Q Plot of training and career planning
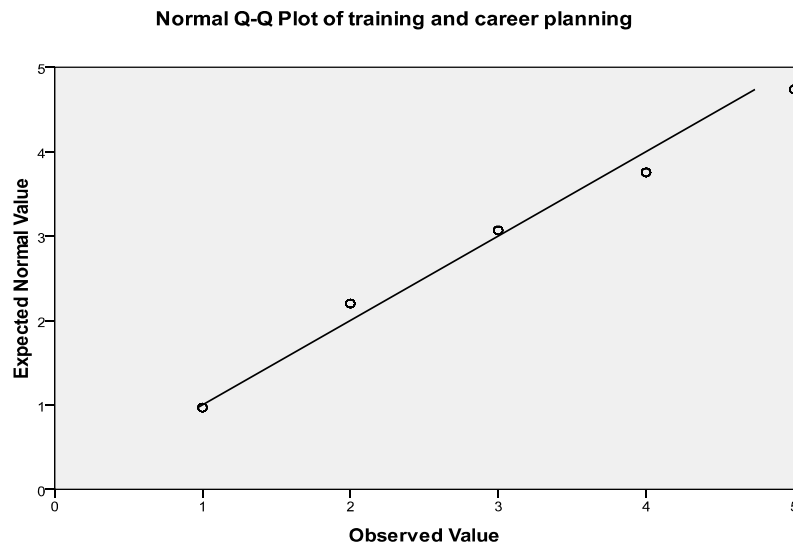
5.7 Descriptive analysis of the Variables

Descriptive statistics in the form of arithmetic means and standard deviations for responses were computed for the various dimensions of job satisfaction assessed by the JDI.

Table 5.2: Descriptive statistics of Variables

Subscales	N	Minimum	Maximum	Mean	Std. Deviation
work and working environment	85	1	5	3.06	1.106
posting and transfer	85	1	5	2.82	1.125
training and career planning	85	1	5	2.67	1.199
chances of promotion and recognition	85	1	5	2.56	1.313
salary	85	1	5	2.51	1.24
Valid N (list wise)	85				

Note: the Respondents asked to put a tick mark about their satisfaction level regarding the factors above mentioned to 1=completic dissatisfied, 2=partially dissatisfied, 3=neutral, 4=partially satisfied and 5=completely satisfied.

Table 5.2 indicates that the arithmetic means for the salary, posting and transfer, work and working environment, chances of promotion and recognition; and training and career planning. An approximate mean of 3 constitutes an average level of satisfaction on these subscales. It therefore appears that the civil servants of Bangladesh at the Upazila level are relatively satisfied with their work and working environment, but are less satisfied with the salary, chances of promotion and recognition, training and career planning and posting and transfer.

Means of 2.56 and 2.51 were obtained for the promotion and pay subscales respectively. Average levels of satisfaction on these subscales are represented by an approximate mean score

of 3. It would thus appear that the civil servants at the Upazila level are not very satisfied with their promotion opportunities and even less satisfied with the pay they receive.

5.8 Internal Reliability

Having analyzed the various responses to the JDI subscales, it was important to determine the internal reliability (or consistency) of the tool in measuring the various subscales. The measure of internal consistency that was used in this research was Chronbach's coefficient Alpha. This coefficient measures how well a set of variables or items measure a single construct (Smith, 2005:102). Values of alpha close to 0 indicate no or little correlation between the items that makes up a subscale, whilst values close to 1 indicate high inter-item correlations.

In the Item-Total value Table (see Appendix B), the alpha values for this data were all above 0.66 indicating a strong correlation between the items of each subscale. This means that all the items within the subscale measured that subscale consistently. Interesting to note also is that the subscale that was added as a modification to the JDI had an alpha value of 0.787 confirming that the items in this subscale effectively measured the perception of the respondents towards their employment condition in their job. Thus the internal reliability (or consistency) of the modified JDI was shown.

4.9 Relation among Variables:

For a researcher, in order to determine if there is a correlation between the subscales, a Pearson product-moment correlation coefficient was used. This correlation looks at the linear relationship between two variables (subscales). It is the measure of the strength of linear dependence between two variables, giving a value somewhere between +1 and -1 inclusive (Hannagan 1997). The purpose of this correlation is to determine which subscales have a strong effect on job satisfaction of the respondents. Values close to zero are an indication of a weak relationship while values closer to +1 indicate a strong correlation between the two factors measured.

5.9.1 Correlation for Demographical Data and Job Satisfaction:

Table 5.4: Correlation among demographic variables and Job Satisfaction

Demographic variables	Age	sex	Educational Qualification	Duration of Service	cadre	batch	designation	Posting place
Overall satisfaction	-.074	-.064	.064	-.185	-.227*	.173	-.205	-.145

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 5.4 above indicates the relationship between the respondents' biographical characteristics and their job satisfaction levels as measured by the Job Descriptive Index. The correlation coefficients varied between -.227 (cadre) to .064 (educational qualification).

There was a significant but negative relationship between respondents' cadre which they belong and job satisfaction (r = -.227*, p < 0.01).

The results indicates that there was no significant relationship between age and job satisfaction, between gender and job satisfaction, between educational qualification and job satisfaction, between duration of service and job satisfaction, between batch and job satisfaction, between designation and job satisfaction and between posting place and job satisfaction.

5.9.2 Correlation for Independent Variables and Job Satisfaction

Table 5.5: Correlation among independent variables and Job Satisfaction

	Salary	Posting and transfer	Work and working environment	Chances of promotion and recognition	Training and career planning
Job satisfaction (overall)	.183	.342**	.301**	.232*	.316**

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Descriptive statistics Table 5.5 shows the correlation matrix among the dependent and independent variables. The Pearson two tailed correlation coefficient was used to find out the degree of association among the variables. All respondents were asked to give opinion about the extent of their satisfaction on the independent variables i.e. salary, posting and transfer, work and working environment, promotion and recognition, training and career planning and overall job satisfaction regarding everything in to account of their job. The pattern of results revealed that posting and transfer, work and working environment and training and career planning variables have positive and significant relationship with job satisfaction (overall), while salary has no significant relationship with job satisfaction.

5.10 Multiple Regression Analysis

Multiple linear regression is defined as a multivariate statistical technique that supports the analysis of the relationship between a single dependent variable and several independent variables. The objective of such technique is to look at the independent's variable value to predict the dependent variable's one. The product should be what is known a "variate", that is, the independent's variable linear combination that may predict best the dependent variable. The variables' weights convey their input to the overall prediction.

The predictor variables were the two sets of personal characteristics namely independent variables (salary, posting & transfer, work & working environment, chances of promotion & recognition and training & career planning) and demographic variables (gender, age, education, cadre, batch, posting place).

For all regression analyses, an automated selection procedure of stepwise regression was applied to find the best model. In the stepwise solution, the tests are performed at each step to determine the influence or contribution of each variable already in the equation as if it were entered last. So by doing this it makes it possible to select a set of independent variables that best predict the dependent variable, and thereby eliminate superfluous variables. The order of the inclusion of the independent variable is determined by the contribution of each variable, to explain the variance in the independent variable.

The coefficient of multiple correlation among the independent variables, the demographic variables and job satisfaction, as indicated by multiple R is .514, R square, the coefficient of multiple determination, is .264, whilst R square adjusted, is equal to .217. Therefore, 21.7% of the variance in job satisfaction can be accounted for by these independent variables.

Posting and Transfer was the first variable that entered the equation shown in table 5.6, as it was the most salient in explaining respondents' job satisfaction. It alone contributes 10.6 percent of the variation. At step 2, Chances of Promotion & Recognition entered the regression equation and accounted for an additional 4 percent of the variation in job satisfaction. Work and Working Environment entered the regression equation at step 3 and accounted for an additional 13 percent of the variation in job satisfaction. Cadre was the final predictor that entered the equation and accounted for 17.9 percent of the variation

As shown in the final regression equation in Table 5.6, job satisfaction was significantly related to posting and transfer ($\beta = 0.432$, $t = 4.480$, $p < 0.001$), chances of promotion and recognition ($\beta = 0.255$, $t = 2.698$, $p < 0.01$), work and working environment ($\beta = .214$, $t = 2.190$, $p < 0.05$) and cadre ($\beta = -.227$, $t = -2.123$, $p < 0.05$). The relative importance of variables was indicated by their standardized beta coefficients. The direction of relationship between variables in the equation can be interpreted as follows. The positive sign of beta coefficient on posting and transfer implied that respondents who are satisfied about posting and transfer are more satisfied

than those who are less satisfied. Additionally, there was a positive relationship between work and working environment and job satisfaction, implying that respondents who give higher importance on to their job tend to be satisfied more. The next most important was chances of promotion and recognition, followed by work and working environment and among all demographic variables, only cadre indicated as an inverse predictor job satisfaction of civil servants working at the Upazila level. The other demographic variables with independent variables-salary and training and career planning do not predict job satisfaction of the respondents of this study.

Table 5.6 Regression analysis: predictors of job satisfaction

Final stepwise regression

Step	variables entered	R	R^2	Adjusted R^2	F-Ratio	Sig
1	Posting & Transfer	.342	.117	.106	12.809	.000
2	Chances of Promotion & Recognition	.407	.165	.145	11.318	.000
3	Work & Working Environment	.498	.248	.158	10.209	.000
4	Cadre	.497	.247	.179	9.214	.000

Final regression equation

Variable	B	S.E	Beta	t-value	Sig
(Constant)	3.772	.235		16.034	.000
Posting & Transfer	.919	.205	.432	4.480	.000
Chances of Promotion & Recognition	.783	.290	.255	2.698	.008
Work & Working Environment	.656	.300	.214	2.190	.031
Cadre	.173	.081	-.227	-2.123	.034

Note: none of the previously entered variables was removed in subsequent steps
Significance level: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

5.11 Conclusion:

To sum up, the Civil Servants had valuable contributions in this study and their responses were analyzed according to the results presented above. The trends observed in the results above were reasonably consistent with previous research in the area of job satisfaction. There has been an insufficiency of research on Job Satisfaction in the Government Sector of Bangladesh, specially there is no study found concentrating on the Upazila level Officers.

The Job Descriptive Index was tested in this research to determine its reliability and consistency in measuring the various subscales and items within the civil servant population. It was reported using the Chronbach's Alpha coefficient that the tool used was effective and trustworthy in measuring the job satisfaction. The subscale that was added as a modification to the JDI had an alpha value of 0.787, confirming that the items in this subscale effectively measured the perception of the respondents towards their employment condition in their job.

The normal Q-Q Plot of variables shows that the independent variables-salary, posting and transfer, work and working environment, promotion and recognition and training and career planning are normally distributed.

The Descriptive Statistics (mean value 3) appears that the civil servants of Bangladesh at the Upazila level are relatively satisfied with their work and working environment, but are less satisfied with the salary, chances of promotion and recognition, training and career planning and posting and transfer.

There was a significant but negative relationship between respondents' cadre which they belong and job satisfaction. But from this study, it is found that there is no significant relationship among other demographic variables. The results also revealed that posting and transfer, work and working environment and training and career planning variables have positive and significant relationship with job satisfaction (overall), while salary has no significant relationship with job satisfaction.

Multiple Regression analysis concluded that while Posting & Transfer, Work & Working Environment and Chances of Promotion & Recognition are significant predictors of job

satisfaction for the BCS cadre officers who are now working at the Upazila level, Salary and Training and Career Planning do not predict the dependent variable, job satisfaction. The positive sign of beta coefficient on posting and transfer implied that respondents who are satisfied about posting and transfer are more satisfied than those who are less satisfied. Additionally, there was a positive relationship between work and working environment and job satisfaction, implying that respondents who give higher importance on to their job tend to be satisfied more. The next most important was chances of promotion and recognition, followed by work and working environment and among all demographic variables, only cadre indicated as an inverse predictor job satisfaction of civil servants working at the Upazila level. The other demographic variables with independent variables-salary and training and career planning do not predict job satisfaction of the respondents of this study.

Chapter Six

Conclusion: Putting it all together

6.1 Introduction

This study can be termed as unique work as this is the only study regarding the job satisfaction of civil servants working at the Upazila level of Bangladesh. Assessing job satisfaction is significant as it affects performance; the main objective of this study is to find out the level of job satisfaction of the civil servants of Bangladesh working in the field level. The specific objectives are-to gauge whether the officials working at the field level are satisfied with their job and to identify the different factors impacting job satisfaction.

Here, efforts were given to score the level of job satisfaction perceived by the BCS cadre officers who are now working at the different Upazilas. In this effort, it has also tried to mark the significant factors affecting Job satisfaction and the level of their contribution regarding this. The study findings are summarized in this section.

6.2 The Findings of the Study

Overall Satisfaction

The current findings suggest that the majority of civil servants working at the Upazila level are either partially satisfied or completely satisfied with their current positions and situation. There was a question on the questionnaire that asked each participant to rate their overall job satisfaction on a scale of 1-5 describing completely dissatisfied to completely satisfy. Self ratings from the data form indicated that 45.9 percent of the respondents were partially satisfied, and 11.8 percent were completely satisfied with their positions. But, it is noteworthy that 28.2 percent respondent are partially dissatisfied about their job taking everything into account.

Job Satisfaction and Demographic Variables

To evaluate the relationship between overall job satisfaction and eight demographic variables were included on the data form, and Pearson product-moment correlation coefficient analysis was employed. There was an only significant but negative relationship between respondents' cadre which they belong to and job satisfaction ($r = -.227^*$, $p < 0.01$). Multiple regression analysis revealed the same result. The results also indicates that there was no significant relationship between age and job satisfaction, between gender and job satisfaction, between educational qualification and job satisfaction, between duration of service and job satisfaction, between batch and job satisfaction, between designation and job satisfaction and between posting place and job satisfaction. In fact, Hoque (1992) found that workers age, education and job experience did not have significant effect on perceived job satisfaction. Hossain (1992) also found that demographic and socio-economic variables like age, experience and marital status do not show any significant impact on overall job satisfaction. Hossain (2003) has revealed that education did not have significant effect on job satisfaction. He also found that age and experience did not have significant effect on job satisfaction

Overall Job Satisfaction and Independent Variables of this study

To evaluate the relationship between overall job satisfaction and five independent variables included on the data form, Pearson product-moment correlation coefficient and a multiple regression analysis were employed. The Pearson two tailed correlation coefficient was used to find out the degree of association among the variables. All respondents were asked to give opinion about the extent of their satisfaction on the independent variables i.e. salary, posting and transfer, work and working environment, promotion and recognition, training and career planning and overall job satisfaction regarding everything in to account of their job. The pattern of results revealed that posting and transfer, work and working environment and training and career planning variables have positive and significant relationship with job satisfaction (overall), while salary has no significant relationship with job satisfaction though it scored the lowest arithmetic mean value in the JDI subscales. Even Multiple Regression analysis indicates that salary and Training & Career Planning do not significantly predict Job Satisfaction while Posting & Transfer, Work & Working Environment and Chances of Promotion & Recognition are significant predictors of job satisfaction of the Upazila level officers.

Salary and Job Satisfaction

Though arithmetic mean of the JDI scale of Salary shows that that the civil servants at the Upazila level are least satisfied with the pay they receive but the Pearson correlation coefficient and multiple regression analysis respectively show that salary has no significant relationship with Job Satisfaction and it is the weakest predictor of Job Satisfaction. According to Herzberg's motivator hygiene-theory, salary was not so much a motivator as it was a hygiene factor. Therefore, salary would not cause motivation. Instead, lack of a good salary would cause dissatisfaction. Following his theory Vandenabeele, Deprě, Hongdeghem & Yan (2004) showed that the perception of salary had no influence whatsoever on civil servants' motivation. This does not mean that salary is not important in the civil service. Indeed, it is not considered as a motivator, but no judgment is made on its role as a hygiene factor. The other studies on motivation of Bangladesh Civil Service authenticate this result. Jahan (2006) showed that Salary is not a motivation factor to join BCS. She explained that despite this kind of demotivating factors, meritorious and bright students are still attracted to join BCS. The study of Karim on motivation (2009) also revealed that most of civil servants in Bangladesh joined the civil service being inspired by public service motivation than salary and other career benefits. Herzberg contended that salary, because of its ubiquitous nature, could under certain conditions act as a motivator, although its role is primarily hygienic (Vandenabeele et al, 2004).

Transfer and Posting

Multiple regression analysis revealed that transfer and posting is the most significant predictor among all the variables assessed in this study. On the other hand, in the JDI sbscale, 78 percent respondents disagreed that 'transfer policy is fair and more than 75 percent agreed that 'persuasion is needed for better posting'. These statements are of the same opinion of a prevailing criticism against Bangladesh Civil Service that it lacks a sound transfer and posting policy. These factors in BCS are associated with deployment or placement which is supposed to be carried out under transfer and posting policy. The study of Chakraborty (2008) found that a sound and rational transfer and posting policy, more particularly with a sound and doable career planning, has been a demand of the civil servants for a long time to eliminate the mismanagement in the servic. But the remedy is yet to be put into action and hence the present

transfer and posting management practices of BCS is not motivating and does not create resonance as pointed out by Herzberg and Vroom (Karim 2009)

Work and Working Environment

The Descriptive Statistics of this study shows that Bangladeshi Civil Servants are comparatively satisfied with their work and working environment. The respondents value their job most as 'my job is meaningful' (80 percent) and 50 percent said that they have autonomy in their work which is very significant in the study of Job satisfaction despite there are many constraint such as human and budgetary resources, lacking of skilled staff and many outside (political and other) pressures. Multiple regression analysis disclosed that the respondents who are more satisfied about their work and working environment, they tend to be more satisfied about their job. Previous researches also in line with this notion that working conditions, relationships with coworkers, working environment etc also motivate individuals working in any organization. These are termed as hygiene factors by Herzberg (1959), where as Vroom (1964) see these factors as valence. Hygiene factors remove dissatisfaction while valence increases effort and motivation. GoI (2010) reveals that chance for useful contribution, congenial work environment, challenging opportunities at work and right level of authority in job are very important factors for job satisfaction. However, in that report, chance to make a useful contribution and autonomy in the job were ranked higher than the other four factors which have a significant relationship with Job Satisfaction.

Chances of Promotion and Recognition

Another important motivating factor is promotion and recognition. The Pearson Correlation Coefficient of this study shows that chances of promotion and recognition have positive significant relation and Multiple Regression Analysis shows that it is significant predictor of Job Satisfaction. In JDI subscale, there were strong disagreement with the positive statements and strong agreement with the negative statement and also Descriptive Statistics shows that the respondent were comparatively dissatisfied with their chances of Promotion and Recognition. Chakraborty (2008) also showed that the situation of promotion in BCS was found to be a de-motivating factor. This factor of motivation is neither timely nor merit based and biased nowadays with partisan political influences. Although there is a career path in BCS but due to

biased, partisan and poor management culture the civil servants cannot climb up the deserved hierarchical ladder on time. The basic concepts of Skinner's (1953) Reinforcement Theory of motivation assumes that human behavior can be engineered shaped or altered by manipulating the reward structure. The study found very interestingly that recognition for good works motivate civil servants more than salary (Miner, 2005).

Training and Career Planning

This study found that there is a positive significant relation which exists between Job Satisfaction and Training & Career Planning. There are many researches that consider training as a motivational factor for skill formation and enhancing their confidence and competence level. They also found that both male and female respondents as well as respondents of all rank and status put almost equal emphasis for HRD and training for skilled, confident and motivated work force (Karim 2009). In the Public sector, career planning is rule bound and process oriented. It is a policy for better services with better staff. But in most cases in Bangladesh, the job rotation of the civil servants does not happen concentrating on their educational background, academic excellence or professional expertise. Then both the service provider and their recipients suffer for poor service quality (Chakraborty 2008).

Other findings

The result of this study specifies that there are other factors that have strong impact on Job Satisfaction of Bangladeshi Civil Servants. The most of the respondents opined that job security and social status refrain them to quit this service. The other factors to come forward in this study that work-life relation and conflict. The respondents were asked whether they ever thought of quitting this service. The respondents who answered "YES" had to comment on the cause why they thought of quitting civil service. Most (40%, 10, n=25) respondents answered because of low salary, they thought to quit this service. 30 percent respondents (8, n=25) answered the reason of having work life conflict. There was another question to those who answered "NO" that what aspects of this job and employment conditions encourage them to stay in the civil service. To this 80 percent of them (48, n=60) answered that job security and status of the Civil servants in the society refrain them to quit this service.

Summary of the Findings

The findings of this study revealed that the civil servants, who are now working at the Upazila level, are moderately satisfied. Though all the statistics showed that they are not satisfied with the salary they are receiving, it doesn't affect on their overall satisfaction level. On the other hand, Pearson correlation coefficient showed that the other four variables (transfer & posting, work & working environment, chances of promotion & recognition and career planning) have significant relationship with Job Satisfaction. Multiple regression analysis indicates that transfer and posting, work and working environment and promotion and recognition are significant predictor of Job Satisfaction except salary and training and career planning. Among demographic variables only cadre of the respondents has significant relationship, though negative, with job satisfaction. This study also showed that there are some other factors which have a strong significant relationship with the overall job satisfaction Bangladeshi field level civil servants.

6.3 Implication for Policy/future study

The research found interesting results regarding the relationship between the impact of Salary, Transfer& Posting, Work & Working Environment, Chances of Promotion & Recognition and Training & Career Planning and The Job Satisfaction of the Civil Servants now working at the Upazila level of Bangladesh. Nevertheless, this research has some inadequacy which should be taken cognizance. The results of this study should be interpreted with caution due to those weak points. Firstly, only BCS (Admin.), BCS (Agriculture), BCS (Fisheries), BCS (Livestock) and BCS (Health) were targeted in this work despite other Government Officials also working in those Upazilas. Therefore, the results of the study cannot be inferred to other government employees resulting in the external validity of the study being compromised.

Secondly, this study is completely based on the present position and situation of the respondents regarding some limited distinct factors. It did not consider the past position and situation of the respondent and their future expectations about this service.

Thirdly, the sample size is too small to draw any kind of overall generalization. Although, the data was based on 85 respondents from 17 Upazilas. A small sample size could affect the statistical power and precision of the model's parameter estimates as well as the indices of the overall model fit (Vermeeren et al 2011). In spite of this, this study appears to have significant

explanatory potential, and the relationships with the framework correspond with rational theories and literature explanations. Therefore, this problem does not appear to be serious.

In spite of the aforementioned gaps, the research extends current knowledge in at various ways, and does provide a snapshot picture of the motivational level of BCS officials working at the Upazila level of Bangladesh. This study is an addition to earlier researchers' efforts in understanding the relationship of Salary, Posting & Transfer, Work & working Environment, Chances of Promotion & Recognition and Training & Career Planning with Job Satisfaction. Statistically significant Pearson correlation and regression results are indicatives of the impact of all five variables' contribution towards Job Satisfaction.

Since no data exists on job satisfaction of Civil Servants of Bangladesh in Upazila settings, future in-depth research of this may assist policy formulation and implementation on all levels to be aware of the status of Job Satisfaction and allow them to pro-actively put mechanisms in place to enhance Job Satisfaction of the government employees at the Upazila level and ultimately improve service delivery.

This research examined the present level of job satisfaction of BCS cadre officers who are now posted at different Upazilas. As the concept of Decentralization evolves through the new millennium and becomes increasingly more prevalent, it will be interesting to evaluate job satisfaction in another couple of years.

Empirical findings of this study suggest that there are inverse relationships prevail between Cadres and Overall Job Satisfaction. It is recommended that future researcher can concentrate to find out the cause behind this. Further analysis may reveal the reasons for this finding, and the future research possibilities are immense. Specially, they can portray a comparative analysis between General and Professional cadres.

It can be concluded from the findings of this research that there can be variables, which can impact organizational commitment other than the five variables considered in this study. Additional research is thus needed to further investigate the potential relationships and effect of those variables and other extraneous variables.

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Appendix A: Questionnaire

Master in Public Policy and Governance Program

Department of General and Continuing education

North South University, Dhaka

Title: Job Satisfaction: A study on Civil Servants working at the field level in Bangladesh

The present study attempts to assess the level of job satisfaction of the civil servants of Bangladesh working in the field level and to identify the factors impacting it. The study is being undertaken for partial fulfillment of the requirement of a Masters Degree in Public Policy and Governance at the North South University. Data collected through this questionnaire will be used for research purpose only and as the respondent doesn't need to mention his/her name and put signature in it, the personal identity will never be disclosed. This questionnaire needs only 15-20 minutes. You can use either English or বাংলা to answer all those open ended questions as you wish. I humbly beg your kind cooperation for helping the research work by sharing your valuable opinion and work experience.

Thanking you in advance,

MIR TAIFA SIDDIKA

(Researcher)

MPPG Program, 3rd Batch, North South University

BCS (Administration) Cadre, 25th Batch, ID No. 16030

E-mail: ruma.mts@gmail.com

Section A. **Demographic information**

1. Personal Information (pls. put a tick mark where applicable)
   i. Age:

30 years and younger	
31 years to 35 years	
36 years to 40 years	
41 years to 45 years	
46 years to 50 years	
51 years and older	

ii. Sex:

Male	Female

iii. Educational Qualification:

Bachelor degree	
Master degree	
MPhil or MS	
PhD	
Other qualification (Pls. specify)	

iv. Duration of service:
v. Cadre and Batch:
vi. Posting place:
vii. Designation:
viii. Marital Status: married/ unmarried/ divorced/widowed/other………………..

2. Were you working in some other Job before entering the BCS?

   Ans…………………………………………..

3. Were you satisfied in your previous job?

   Ans………………………………..

4. Why did you select civil service as career? (Multiple response, Please rank '1' as most important reason to onwards)
   Ans.
   a) Prestigious / power ( )
   b) Job Security( )
   c) Serving the nation ( )
   d) Scope to higher study ( )
   e) Visit many countries ( )
   f) Pension after retirement or old age ( )
   g) Desire / suggestion of family members ( )
   h) Employment for a living ( )

i) Others (Please specify)……………………………. ( )

Section B. Job Satisfaction of Civil Servants
5. For each of the following issues please put a tick mark about your satisfaction level

1=completely dissatisfied, 2=partially dissatisfied, 3=neutral, 4=partially satisfied and 5=completely satisfied.

Factors	Completely dissatisfied	Partially dissatisfied	neutral	Partially satisfied	Completely satisfied
A. Salary					
B. Posting and transfer					
C. Work and working environment					
D. Chances of promotion and Recognition					
E. Training and Career planning					
If other factors are there please mention					

6. Please indicate the extent to which you agree with the following statements by marking with a **tick** on the appropriate box.

Salary

Statement	completely disagree (1)	partially disagree (2)	Neutral (3)	partially agree (4)	completely agree (5)
Salary is adequate for normal expenses					
Barely live on income					
Raises are too few and far between					
Less than I deserve					
Highly paid					

Underpaid					
My income provides luxuries for my living					

Posting and transfer

Statement	completely disagree (1)	partially disagree (2)	Neutral (3)	partially agree (4)	completely agree (5)
transfer policy is fair					
Posting place is appropriate					
I have problems with posting place					
Persuasion is needed for better posting					
Transfer and Posting Policy should be based on academic qualification and merit and job experience					

Work and Working Environment

Statement	completely disagree (1)	partially disagree(2)	Neutral (3)	partially agree (4)	completely agree (5)
My Job is Meaningful					
It is very challenging work					
Necessary number of staff are available					
My staff are competent enough					
Staff are not skilled enough to work well					
Superiors are helpful and professional					
Administrative policies and procedures are helpful in maintaining discipline					

	completely disagree (1)	partially disagree (2)	Neutral (3)	partially agree (4)	completely agree (5)
There is no job description					
This job is tiresome					
This job is boring					
I have better understanding with my colleagues					
There are many outside (political and other) pressures and influence in office					
I have autonomy in my work					
There are many constraints of human and budgetary resources					
My superior authority is unfair to me					
My superior praises good work and mentors me					

Chances of promotion and Recognition

Statement	completely disagree (1)	partially disagree (2)	Neutral (3)	partially agree (4)	completely agree (5)
Fairly good chances for promotion					
Promotion is based on rule and competency					
Good opportunities for advancement					
No Recognition of efforts					
Unfair promotion practices					
Some other cadres have more privileges					
Opportunities for promotion is limited					
Prevailing ACR system is useful					

New kind of performance appraisal is needed				

Training and Career planning

Statement	completely disagree(1)	partially disagree(2)	Neutral (3)	partially agree(4)	completely agree (5)
Satisfied with training provided for this job.					
Provided training is not useful at all					
Special kind of training is needed					
There are opportunities to use and develop skill					
There are very few opportunities for career development					
I am satisfied with present career prospects					

7. Have you ever thought of quitting Civil Service?

Ans.

yes

no

8. If yes, why?

Ans.……………………………………………………………………………………

……………………………………………………………………………………

9. If no, in your opinion, what aspects of your job and employment conditions encourage you to stay on in the Service?

Ans.……………………………………………………………………………………

……………………………………………………………………………………

10. How satisfied are you (taking everything into account) with your job?

Ans.   1=completely dissatisfied,

2=partially dissatisfied,

3=neutral,

4=partially satisfied and

5=completely satisfied.

11. Do you have any other comments?

…………………………………………………………

………………………………………………………….

THANK YOU VERY MUCH FOR YOUR KIND COOPERATION

Appendix B:

Table B1: Frequency & Percentage of Cadre Distribution

Cadre	Frequency	Valid Percent %
BCS (admin)	30	35.3
BCS (agri)	21	24.7
BCS (Fisheries)	8	9.4
BCS (livestock)	14	16.5
BCS (health)	12	14.1
Total	85	100.0

Table B2: JDI subscale of Salary %

Statements of Salary Subscale	completely disagree	Partially disagree	neutral	Partially agree	Completely agree
Salary is adequate for normal expenses	38.8	28.2	9.4	21.2	2.4
Barely live on income	2.4	17.6	32.9	25.9	21.2
Raises are too few and far between	2.4	7.1	27.1	36.5	27.1
Less than I deserve	3.5	9.4	5.9	44.7	36.5
Highly paid	68.2	21.2	5.9	3.5	1.2
Underpaid	7.1	15.3	9.4	37.6	30.6
My income provides luxuries	76.5	16.5	5.9	1.2	0

Table B3: JDI subscale of Transfer and Posting %

Transfer and Posting Statements	completely disagree	partially disagree	Neutral	partially agree	completely agree
transfer policy is fair	43.5	34.1	5.9	14.1	2.4
Posting place is appropriate	11.8	40	17.6	17.6	12.9
I have problems with posting place	20	11.8	23.5	34.1	10.6
Persuasion is needed for better posting	7.1	3.5	14.1	24.7	50.6
Transfer and Posting Policy should be based on academic qualification and merit and job experience	12.9	4.7	7.1	25.9	49.4

Table B4: JDI subscale of Work and Working Environment (%)

Work and Working Environment Statements	completely disagree	partially disagree	Neutral	partially agree	completely agree
My Job is Meaningful	4.7	4.7	2.4	23.5	64.7
It is very challenging work	4.7	3.5	9.4	28.2	54.1
Necessary number of staffs are available	30.6	28.2	3.5	29.4	8.2
Staff are not skilled enough to work well	8.2	13.5	9.4	35	33.5
Administrative policies and procedures are helpful in maintaining discipline	7.1	27.1	16.5	29.4	20
This job is tiresome	11.8	18.8	22.4	36.5	10.6
This job is boring	28.2	21.2	10.6	32.9	7.1
There are many outside (political and other) pressures and influence in office	2.4	7.1	16.5	40	34.1
I have autonomy in my work	18.8	12.9	18.8	41.2	8.2
There are many constraints of human and budgetary resources	1.2	9.4	12.9	49.4	27.1
My superior authority is unfair to m	22.4	22.4	32.4	20	2.4
My superior praises good work and mentors me	10.9	22.4	16.5	24.7	25

Table B5: JDI subscale of Promotion and Recognition %

Promotion and Recognition Statements	completely disagree	partially disagree	Neutral	partially agree	completely agree
Fairly good chances for promotion	21.2	35.3	12.9	17.6	12.9
Promotion is based on rule and competency	11.8	35.3	5.9	34.1	12.9
No Recognition of efforts	9.4	17.6	22.4	28.2	22.4
Unfair promotion practices	7.1	15.3	22.4	25.9	29.4
Some other cadres have more privileges	1.2	7.1	10.6	31.8	49.4
Prevailing ACR system is useful	36.5	10.6	11.8	25.9	15.3
New kind of performance appraisal is needed	2.4	4.7	7.1	27.1	58.8

Table B6: JDI subscale of Training and Career Planning %

Training and Career Planning Statements	completely disagree	partially disagree	Neutral	partially agree	completely agree
Satisfied with training provided for this job.	24	33.5	4	28	9.4
Provided training is not useful at all	24.7	27.1	10.6	30.6	7.1
Special kind of training is needed	0	1.2	8.2	16.5	74.1
There are opportunities to use and develop skill	4.7	10.6	11.8	37.6	35.3
I am satisfied with present career prospects	20	29.4	9.4	27	14.1

Table B7: Level of Overall Satisfaction of the Respondents

Level of satisfaction	Frequency	Valid Percent %
completely dissatisfied	3	3.5
partially dissatisfied	24	28.2
neutral	9	10.6
partially satisfied	39	45.9
completely satisfied	10	11.8
Total	85	100.0

Table B8: Cronbach Alpha value of Variables

Item-Total Statistics

variables	Inter-Item Correlation	Cronbach's Alpha	No. of the items
salary	.332	.747	7
posting and transfer	.562	.690	5
work and working environment	.564	.690	16
chances of promotion and recognition	.432	.712	9
training and career planning	.605	.660	6