

Job Satisfaction of Newly Recruited Civil Servants of Bangladesh

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ABSTRACT

A quantitative survey-based study was conducted to evaluate the job satisfaction level of newly recruited civil servants of Bangladesh whose service time is 1.5 to 5 years. A total of 225 civil servants from ten different cadres responded to the survey on fourteen different aspects of the job. An additional response was also taken to evaluate overall job satisfaction. The result of the study reveals that the newly recruited civil servants of Bangladesh are dissatisfied with eight different aspects of the job (salary, promotion policy, posting place, transfer policy, training facilities, foreign tour facilities, recognition for good work and participation in decision making). On the other hand, respondents are satisfied with the other six different aspects of the job (job security, job status, working environment, relation with boss, relation with colleagues and autonomy in work). But considering everything in account overall they are satisfied with their job. Cronbach's Alpha test for data reliability shows that the data are reliable having Cronbach's Alpha value of .830 whereas the normal Q-Q Plot of variables reveals that all the independent variables of job satisfaction are normally distributed. For Pearson Correlation, there exists a significant and positive correlation between job satisfaction and all the independent variables. The current study suggests that further studies are to be carried out to investigate the causes of job dissatisfaction in different aspects and to identify which aspects of the job contribute most to the job satisfaction of civil servants.

KEYWORDS: Job Satisfaction, Newly Recruited Civil Servants, Cronbach's Alpha, Q-Q Plot, Pearson Correlation.

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INTRODUCTION

Job satisfaction has been a significant and interesting content for scholars and researchers in the field of social science, psychology and management. For any organizational research, it is always considered one of the most intensively studied topics (Yang and Wang, 2013). Job satisfaction refers to how much employees like (satisfaction) or detest (dissatisfaction) their jobs (Spector, 1997). For any organization, employees' satisfaction towards the job is very important because it leads to increased productivity, higher performance, enhanced commitment and improved processes (Laschinger, 2001; Petty et al., 1984). On the other hand, low job satisfaction leads to unproductive behaviours such as burnout or absence (Muchinsky & Tuttle, 1979; Spector, 1997).

Civil servants play a significant role in the overall development and policy formulation of the country. They also provide public services to the citizens of the country. The quality of the service depends on the efforts of the civil servants. Their service can be best utilized if they are satisfied with their job. To identify how much civil servants are committed towards the delivery of public services their motivation and satisfaction should be analyzed and monitored. So, it is very much necessary to investigate the level of job satisfaction of civil servants. Although there has been a number of studies conducted in western countries (Kim, 2005) a few or very few studies have been found in Bangladesh (Hossain, 2000).

In Bangladesh, the service quality of civil servants is not satisfactory. There are a lot of reasons behind this problem. Poor wages, promotion policy, posting and transfer policy, poor working environment, limited training opportunities, no or limited space for creativity and authoritarian bosses all contribute to civil servant dissatisfaction and demotivation (Masood et al., 2014; Saeed et al., 2013). The end result is low performance and ineffective and unsatisfactory service delivery (Karim, 2009; Chakraborty, 2008; Jahan, 2006).

Bangladesh has set a goal of becoming a higher-middle-income country by 2031, and a higher-income and developed country by 2041. In achieving these goals of Bangladesh, the present newly recruited civil servants will work as the main architect. So, it is necessary to assess the level of job satisfaction among newly recruited civil servants and

discover any underlying factors that contribute to their demotivation.

The research output of this study will help the government policy-makers to understand the level of job satisfaction of the newly recruited civil servants who are working all over Bangladesh in different sectors. It will also assist the policy-makers to identify what aspects of the job motivate the civil servants, especially the newly recruited civil servants and make feelings of job satisfaction among them. Hence, the goal of this study is to assess the levels of job satisfaction of newly recruited civil servants in Bangladesh from various cadres who work both in the field and in the head office, as well as to identify different variables influencing their job satisfaction.

REVIEW OF LITERATURE

Concept and Definition of Job Satisfaction

According to conventional definitions, job satisfaction refers to how much employees enjoy their employment (Agho et al., 1993). Employees' attitudes or feelings toward their work constitute it (Stamps, 1997). According to Smith et al. (1969), job satisfaction is a person's impression of an emotional reaction to their work. Locke (1976) added that an individual's emotional response to their impressions of their work or work experience determines whether they are satisfied with their jobs or not. Job satisfaction was defined by Usop, Katong, and Usop (2013) as a person's emotional orientation toward their work. They have also stated that job satisfaction should be a top priority for all human resource personnel because it may be an indicator of employees' emotional wellness or mental fitness. Job satisfaction is a combination of beliefs about different aspects of the job and the job as a whole (Knoop, 2001; Robbins, 2001). In addition to being retained, satisfied workers are more devoted to the company because they go above and beyond to accomplish tasks and take ownership of their roles in successful teams and projects. However, a disgruntled employee may share unfavourable opinions of the company, which could have a detrimental impact on performance. Having low levels of satisfaction reduces organizational commitment and raises costs.

Job Satisfaction

Hossain (2013) conducted research on job satisfaction among civil servants who are working in the field level of Bangladesh and he found

that a greater proportion of respondents were satisfied than dissatisfied with their current job. Siddika (2012) carried out research on Civil servants working at the field level in Bangladesh and she reported that civil servants at the Upazila level are fairly satisfied. A survey of employees in health departments found that their total satisfaction level was 5.3 on a seven-point 'Likert-scale,' indicating modest job satisfaction (Roelen, Koopmans, and Groothoff, 2008). Employees in the community health service in Iran's Zahedan District, on the other hand, were frequently unsatisfied with their positions (Kebriael & Moteghedi, 2009). Similarly, disgruntled Namibian teachers were found to have similar conclusions (George, Louw, & Badenhorst, 2008). Government personnel were happy with their employment, according to Naeem et al. (2011), and statistically significant relationships exist between the dependent variable and the factors of job satisfaction. Employees are sometimes neither pleased nor dissatisfied with their work, according to research (Keung-Fai, 1996). According to Hoque and Hossain (1992), a much higher proportion of respondents were pleased with their work than those who were dissatisfied.

Determinants of Job Satisfaction

Many researches were carried out to investigate the association between independent factors and job satisfaction, and only a few consistent associations were identified (Iqbal et al., 2018). According to Hoque and Hossain (1992), the most important factors of job satisfaction are job security, supervision, acknowledgement of good performance, and the working environment. While public school teachers rated their income, employment security, awards for high performance, and promotion policies as important factors in their work satisfaction, private school teachers did not. Hossain (1997) reported that employment status, equity, and open communication were the most essential criteria for job satisfaction in a separate study on the job satisfaction of female employees in Bangladesh. The common factors of job satisfaction that are frequently investigated have been the subject of this study; salary, promotion policy, posting place, transfer policy, job security, job status, working environment, relation with the boss, autonomy in work, training facilities, foreign tour facilities, acknowledgement for good work and active participation in decision making (Masood, Aslam and Rizwan, 2014).

Salary

Siddika (2012) revealed that public officials at the Upazila level in Bangladesh are the least happy with their pay. Hossain (2013) showed that income was considered a significant determinant of both satisfaction and dissatisfaction while analyzing job satisfaction among government personnel operating at the field level in Bangladesh. In a study, a pay satisfaction questionnaire was used to assess pay satisfaction, and the results revealed that salary and work satisfaction are significantly correlated (Omar & Ogenyi, 2006). An assessment of employee motivation in Greece's expanded public sector revealed that public workers use extrinsic motivational tools, notably salary compensation, to boost employee productivity (Manolopoulos, 2008). A comparative study of public and private sector job holders revealed that government officials were less motivated for their job, with wage motivation much lower than in the private sector (Buelens & Broeck, 2007).

Promotion Policy

The promotion has been shown to be more essential than a fixed wage in influencing employee job satisfaction (Clark and Oswald 1996). Identifying the most productive employee in a company and acknowledging their positive contribution to the firm should be part of a promotion. As a consequence, people think they are valued contributors and are happier at work (Naveed, Ahmad and Bushra, 2011). Employees are happier with their employers if they perceive they have prospects for advancement (Naveed, Ahmad and Bushra, 2011). According to Iqbal et al. (2018), advancement prospects are significantly related to job satisfaction. However, according to Kostea (2011), promotions will only be helpful in pushing employees to perform well if they put a high value on the promotion itself. According to Jirjahn (2006), there is no significant relationship between compensation, promotion, and job satisfaction. Employees who are unsatisfied with their opportunities for advancement, on the other hand, are more inclined to leave the organization, according to Shields and Ward (2001).

Working Environment

Depending on how it affects the employee, the work environment can be either beneficial or negative. Fostering a supportive work environment for all employees, a positive working environment fosters employee safety, productivity, growth, and goal achievement while a negative workplace is detrimental to institutional performance and worker relations (Jain and Kaur, 2014). Masood, Aslam, and Rizwan (2014) reported that the working environment has a major impact on workers' job satisfaction. Similarly to this, Chandrasekar (2011) claimed that the physical comfort of the working environment will affect employees' levels of job satisfaction. Therefore, improving job satisfaction and removing the sources of disappointment, and anxiety are the ultimate goals of a positive working environment.

Supervision by Boss

Having immediate manager supervision promotes job happiness, according to a study on the factors influencing public sector employees' job satisfaction (Brunetto & Farr-Wharton, 2002). Subordinates' performance improved directly in response to management actions, and worker supervision enhanced productivity, indicating that acknowledgement of their accomplishments by superiors increased their level of job satisfaction and aided them in addressing challenges (Yen & McKinney, 1992). University instructors were placed fourth in terms of work satisfaction with their superiors, with 81% satisfied (Oshagbemi, 1997). As previously stated, Keung-Fai (1996) indicated that secondary school teachers were happy with the supervision they got from their superiors. A job satisfaction research found that employees who developed ties with supervisors at work had lower job satisfaction (Brown & McIntosh, 2003). Similarly, Roelen, Koopmans, and Groothoff (2008) found that work satisfaction was unrelated to supervisor satisfaction.

Training Facilities

Training and development have long been viewed as necessary for improving a person's job efficiency, skill, and knowledge, which influences their critical thinking capacity (Masood, Aslam and Rizwan, 2014). Training activities, according to Jun, Cai, and Shin (2006), boost

the potential for improved collaboration. Employees who receive training have better levels of job satisfaction than those who do not receive training. According to Martensen and Gronholdt (2001), the development of individual capabilities through various training programs has a major influence on work satisfaction. Many academics have determined that work training and development are major determinants of positive employee attitudes (Shields and Wheatley, 2002; Schmidt, 2007).

According to the aforementioned review of the literature, some studies on job satisfaction have been conducted in Bangladesh as well, but none on job satisfaction for newly hired government officials in Bangladesh. As a result, research on the job satisfaction of newly hired government officials in Bangladesh is necessary in order to improve the quality of services delivered to society by newly recruited civil servants in Bangladesh. As a result, the current study intended to achieve the following specific goals:

- i. to gauge the job satisfaction level among Bangladeshi newly recruited civil servants;
- ii. to determine how the respondents evaluate the relative relevance of several job-related issues;
- iii. to investigate respondents' perceptions regarding job satisfaction and dissatisfaction with specific job-related aspects; and
- iv. to make recommendations to increase the employment satisfaction of newly hired federal officials.

METHODOLOGY

A quantitative online survey was conducted among the newly recruited civil servants of Bangladesh, particularly from the 35th BCS to 38th BCS batch. The questionnaire was provided through using email, WhatsApp and Messenger apps in the form of a 'google form' to a number of cadre officers working all over Bangladesh. A total of 225 civil servants covering ten different cadres (Admin, Agriculture, Fisheries, Livestock, Health, Roads and Highway, Public Works, Railway, Forestand General Education) have responded to the survey. The data was collected from May 2022 to June 2022.

Questionnaire

A questionnaire with two sections was created. The first part was designed to collect biographical information about the participants, such as their gender, age, educational qualification, and duration of government service. The second part of the questionnaire was to collect quantitative data to assess job satisfaction which is based on 14 aspects of the job developed from the literature review. These aspects included 1. Salary, 2. Promotion policy, 3. Posting place, 4. Transfer policy, 5. Job security, 6. Job status, 7. Working environment, 8. Relation with the boss, 9. Relation with colleagues, 10. Autonomy in work, 11. Training facilities, 12. Foreign tour facilities, 13. Recognition for good work and 14. Participation in decision-making. One additional question was provided under the heading of "Taking everything into account how satisfied are you with your present job?" to understand the civil servants' general feelings towards job satisfaction.

Rating System

Rensis Likert scale is used as a rating scale in this investigation. It is the most extensively used approach to measuring attitudes in quantitative research methodologies (Smith 2005). It enables an individual to express agreement or disagreement with the statement, as well as the degree of agreement or disagreement (Matshotyana, 2009). To quantify agreement or disagreement, the Likert scale typically uses a 5 or 7-point scale. However, in most circumstances, a 5-point scale is used. In this study, a 5-point Likert scale is used indicating a score of 1 for "*Highly dissatisfied*", 2 for "*Dissatisfied*", 3 for "*Neutral*", 4 for "*Satisfied*" and 5 for "*Highly Satisfied*". A mean score of above 3 for each aspect of the job indicates job satisfaction whereas a mean score below 3 indicates job dissatisfaction.

Data Analysis Procedure

For getting the statistically precise and accurate output of a large scales data, there is no alternative to using statistical packages (Buglear, 2005). The majority of social science research employs the Statistical Package for Social Sciences (SPSS) and other statistical applications to assess data for accuracy. The primary data for this study is analyzed using "IBM SPSS Statistics version16" (version 11 was used by Okpara, 2004).

RESULTS

Demographic Factors

Out of the 225 respondents, most of them are male and comprised 68.44% (n=154) of the sample and the rest 31.56% (n=71) are female. 93.33% (n=210) of respondents were aged belong 28-33 years whereas 7 respondents' (3.11%) are in the age limit of 25-27 and 8 respondents (3.11%) are in the age above 33. This indicates that the research sample is quite young and has been at the beginning of their career. It is also found that the respondents are from the BCS 35-38th batch which means that the civil servants are in Government service for 1.5 to 5 years. In the case of educational qualifications, 82.33% (n=183) of the respondent has a Master's degree whereas 18.67% (n=42) have a Bachelor's degree.

Descriptive Statistics

The arithmetic means and standard deviations of different job satisfaction factors were calculated using SPSS and are described in Table 1. From the table, it is observed that the newly recruited civil servants of Bangladesh are less satisfied in seven variables out of fourteen variables of job satisfaction (salary, promotion policy, posting place, transfer policy, training facilities, recognition for good work and participation in decision making) but satisfied in six variables (job security, job status, working environment, relation with boss, relation with colleagues and autonomy in work). On the other hand, respondents are dissatisfied with the foreign tour facilities and comprise only an arithmetic mean of 1.80. Taking everything into account the newly recruited civil servants are fairly satisfied with their job having a mean of 3.20.

In the case of percentage representation, a higher percentage of respondents showed satisfaction with different variables of job satisfaction. But 82% of respondents showed dissatisfaction towards foreign tour facilities. Considering all the factors, about 77% of respondents showed satisfaction towards job satisfaction.

Table 1: Descriptive Statistics of the Variables

SI	Job-related factors	Mean	SD	Respondents' satisfaction/dissatisfaction percentage				
				Highly dissatisfied	Dissatisfied	Neutral	Satisfied	Highly satisfied
1	Salary	2.87	0.94	5.8%	33.8%	28.4%	32%	-
2	Promotion policy	2.21	0.97	23.6%	46.7%	15.6%	13.7%	0.4%
3	Posting place	2.86	1.10	15.6%	21.8%	24%	38.7%	-
4	Transfer policy	2.22	0.94	24%	40.9%	25.3%	8.9%	0.9%
5	Job security	3.96	0.73	0.4%	4.4%	12.4%	64%	18.7%
6	Job-status	3.52	0.91	3.6%	12%	20%	58.2%	6.2%
7	Working environment	3.07	1.01	6.2%	24.9%	28.4%	36.4%	4%
8	Relation with boss	3.78	0.83	0.9%	7.1%	20.9%	55.5%	15.6%
9	Relation with colleagues	3.83	0.64	0.9%	2.2%	18.7%	69.8%	8.4%
10	Autonomy in work	3.08	0.78	2.7%	16.8%	52%	26.7%	1.8%
11	Training facilities	2.76	0.98	7.6%	38.2%	26.7%	25.7%	1.8%
12	Foreign tour facilities	1.80	0.80	41.3%	40.9%	14.7%	3.1%	-
13	Recognition for good work	2.68	0.92	11.1%	30.2%	38.2%	20.4%	-
14	Participation in decision making	2.93	0.81	4.4%	22.7%	48.5%	24%	0.4%
15	Taking everything into account how satisfied are you with your present job	3.20	0.87	3.1%	19.6%	32.8%	43.6%	0.9%

Note: The respondents were asked to choose the option that best expressed their degree of job satisfaction in relation to the aforementioned elements. 1= Highly dissatisfied, 2= Dissatisfied, 3= Neutral, 4= Satisfied and 5= Highly satisfied.

Data Reliability Results

SPSS performed a data reliability test using Cronbach's Alpha. Table 2 shows the reliability test findings, which show that the data is reliable with a Cronbach's Alpha value of more than 0.80.

Table 2: Reliability Statistics

Cronbach's Alpha	N of Items
.830	15

Data Normalization Results

The data normality test was performed using SPSS and the Q-Q plot. The graph below depicts the test results for the variables Q-Q plots. The Q-Q plots are shown in figures 1 to 15 which narrated the data of salary, promotion policy, posting place, transfer policy, job security, job status, working environment, relation with the boss, relation with colleagues, autonomy in work, training facilities, foreign tour facilities, recognition for good work, participation in decision making and overall job satisfaction. The data in the figures appear to be normally distributed. A graphical comparison of the actual data dotted line and the diagonal line determines the normality of a variable distribution. If the distribution is normal, the actual data line follows the diagonal line closely.

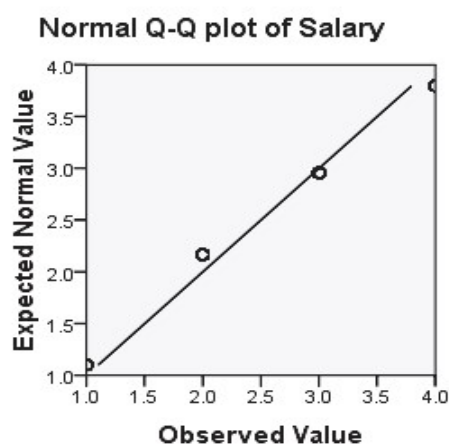


Figure 1: Q-Q Plot for Salary

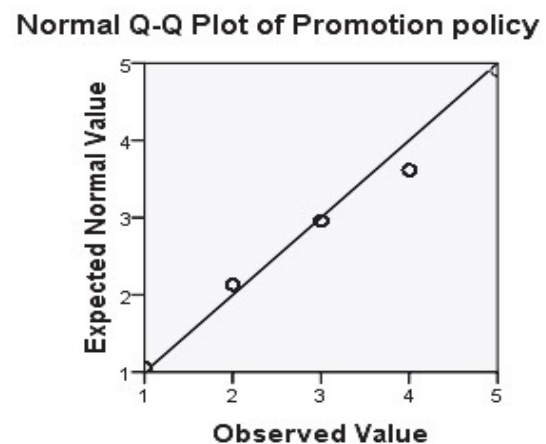


Figure 2: Q-Q Plot for Promotion Policy

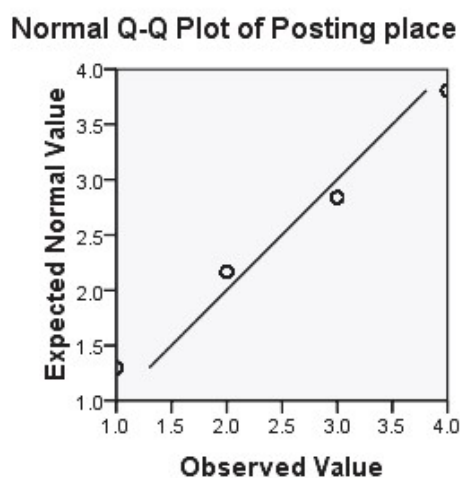


Figure 3: Q-Q Plot for Posting Place

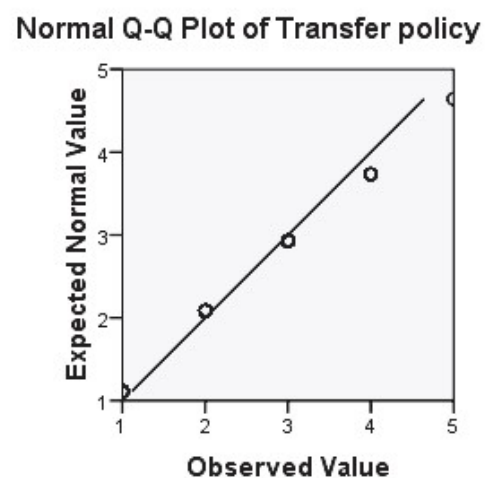


Figure 4: Q-Q Plot for Transfer Policy

Normal Q-Q Plot of Job security

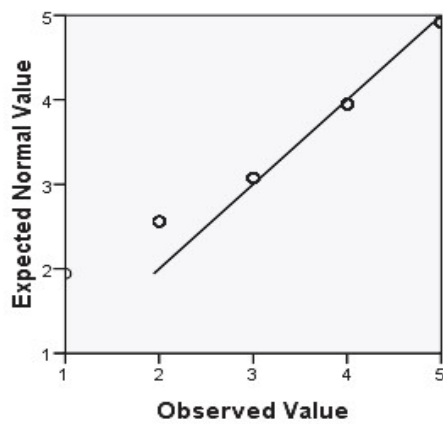


Figure 5: Q-Q Plot for Job Security

Normal Q-Q Plot of Job status

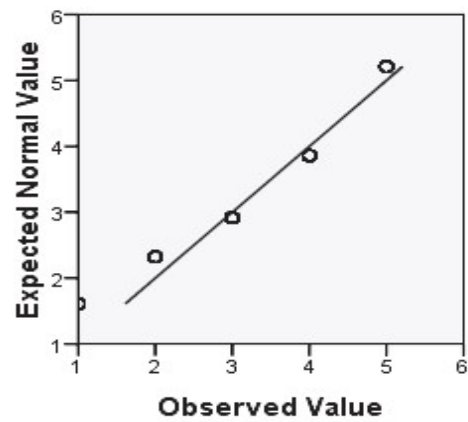


Figure 6: Q-Q Plot for Job Status

Normal Q-Q Plot of Working environment

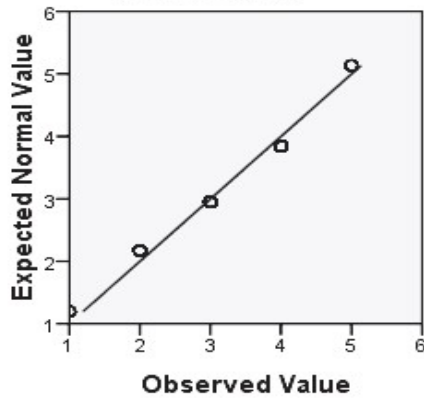


Figure 7: Q-Q Plot for Working Environment

Normal Q-Q Plot of Relation with boss

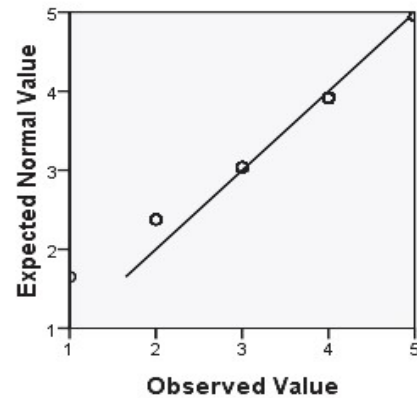


Figure 8: Q-Q Plot for Relation with Boss

Normal Q-Q Plot of Relation with colleagues

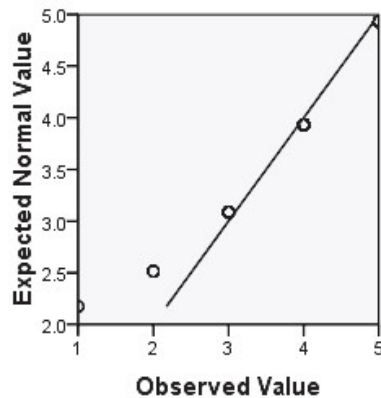


Figure 9: Q-Q Plot for Relation with Colleague

Normal Q-Q Plot of Autonomy in work

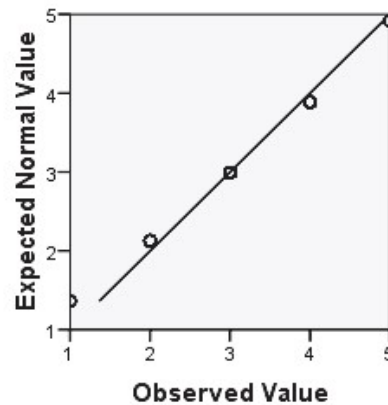


Figure 10: Q-Q Plot for Autonomy in Work

Normal Q-Q Plot of Training facilities

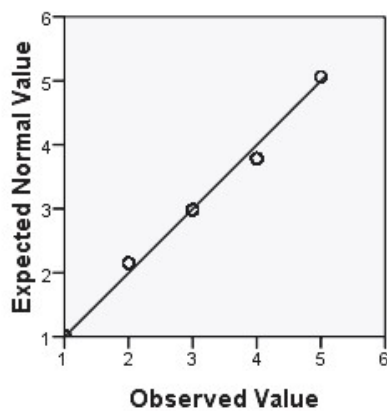


Figure 11: Q-Q Plot for Training Facilities

Normal Q-Q Plot of Foreign tour facilities

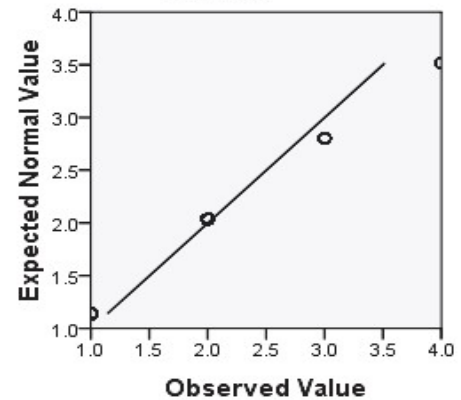


Figure 12: Q-Q Plot for Foreign Tour Facilities

Normal Q-Q Plot of Recognition for good work

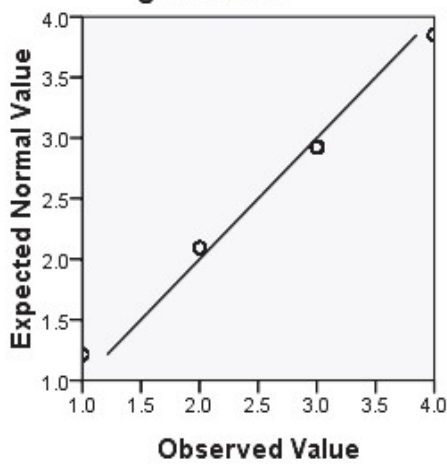


Figure 13: Q-Q Plot for Recognition for Good Work

Normal Q-Q Plot of Participation in decision making

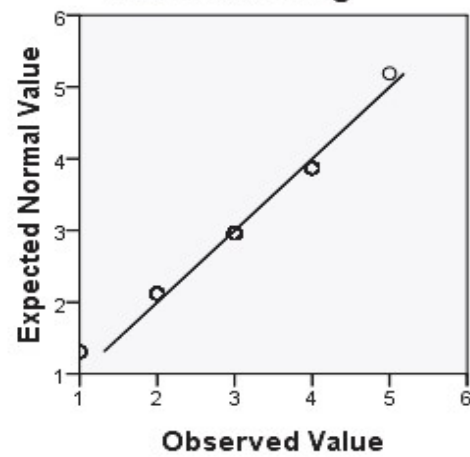


Figure14: Q-Q Plot for Participation in Decision Making

Normal Q-Q Plot of Overall

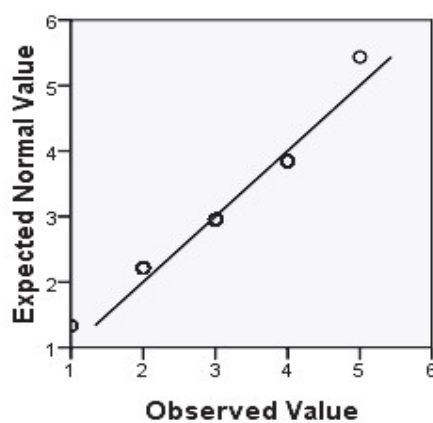


Figure 15: Q-Q Plot for Overall Job Satisfaction

Correlation between Job Satisfaction and Independent Variables

The correlation matrix between job satisfaction and other independent variables is shown in Table 3. The Pearson two-tailed correlation coefficient was used to measure the correlation between the variables. According to the table, all of the independent factors are strongly and positively correlated with the dependent variable (job satisfaction).

Table 3: *Pearson correlation among the Variables*

	Salary	Promotion policy	Posting place	Transfer policy	Job security	Job-status	Working environment
Job satisfaction (overall)	.532**	.448**	.295**	.242**	.252**	.537**	.528**

	Relation with boss	Relation with colleagues	Autonomy in work	Training facilities	Foreign tour facilities	Recognition for good work	Participation in decision making
Job satisfaction (overall)	.241**	.181**	.371**	.323**	.313**	.379**	.410**

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

DISCUSSION

The results of the current study show that the newly recruited civil servants of Bangladesh are less satisfied with the salary, promotion policy, posting place, transfer policy, training facilities, recognition for good work and participation in decision-making by comprising arithmetic mean below the 3 whereas they are average to quite satisfied in job security, job status, working environment, relation with the boss, relation with colleagues and autonomy in work having the arithmetic mean 3 and above. The highest mean is observed in job security (3.96) followed by relation with colleagues (3.83). On the other hand, the lowest mean is observed in foreign tour facilities (1.80) followed by promotion policy (2.21).

In the case of percentage representation, about 97% of the newly recruited civil servants are satisfied with their colleagues which is followed by job security (95%). On the other hand, about 82% of respondents are dissatisfied with foreign tour facilities which are followed by the promotion policy (70%). Taking everything into account the newly recruited civil servants of Bangladesh shown 43.6% satisfied, 0.9% highly satisfied and 19.6% are dissatisfied, 3.1% highly dissatisfied and 32.8% remain neutral.

The Cronbach's Alpha test for data dependability indicates that the data are reliable, as indicated by the Cronbach's Alpha value. 830, whereas the normal Q-Q Plot of variables reveals that all of the job satisfaction independent variables are normally distributed.

According to the Pearson Correlation table, there is a positive correlation between work satisfaction and all of the independent factors. Furthermore, these correlations are statistically significant at 99 percent, implying that the chance of no correlations between the variables is less than 1%, or almost zero. It should also be highlighted that the highest correlation ($r = 0.537$) was identified between job satisfaction and job status, followed by salary ($r = 0.532$), while the lowest correlation ($r = 0.181$) was observed between colleagues and supervisors ($r = 0.241$). Any improvement in any of these variables will contribute to greater job satisfaction.

CONCLUSION

As the present study was carried out to provide insight into the level of job satisfaction of newly recruited civil servants in Bangladesh, it may be concluded from the results and discussions that a significant number of newly recruited civil servants in Bangladesh are satisfied with their current job than those who are dissatisfied to their present job. The study also reveals that the newly recruited civil servants in Bangladesh are satisfied with the majority of job satisfaction determinants, while some aspects of the job, such as salary, promotion policy, posting policy, transfer policy, training facility etc. are required to be improved as the newly recruited civil servants showed less satisfaction towards these factors of the job.

However, the current study has some limitations the sample did not include all 26 cadres and the 225 civil servants may not be the true representative of the whole newly recruited civil servants of Bangladesh. So, the present study recommends conducting an in-depth study encompassing all 26 cadre officers and the sample size should be increased which will aid in the formulation of policies for a better understanding of the job satisfaction of newly recruited civil servants in Bangladesh. A qualitative study is required to investigate the causes of job dissatisfaction in different aspects because this topic is not addressed in this study. An investigation comprising both quantitative and

qualitative methods can give more information about of job satisfaction level of newly recruited civil servants in Bangladesh.

Despite these limitations, the current study's findings can help to boost the job satisfaction of newly recruited civil servants in Bangladesh, who would be the key architects of developing a higher-income country by 2041, by lowering job dissatisfaction. This would assist to strengthen the dedication of newly recruited Bangladeshi civil servants.

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CONFLICT OF INTEREST

There is no conflict of interest.

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