



Tasnia Zannat*

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Introduction

A country with an area of only 147,570 square kilometers (Bangladesh Economic Review, 2016), Bangladesh ranks number 8 among world's countries by population. The current population of Bangladesh is 16,39,65,523 based on the latest United Nations (UN) estimates (Worldometers). Food security of this huge population is of major concern for this country. In order to ensure long-term food security for people, a profitable, sustainable and environment-friendly agricultural system is crucial. The government is determined to develop the broad agriculture sector to make Bangladesh self-sufficient in food. The overall contribution of broad agriculture sector including crops and horticulture, livestock and fishery at constant price was 13.66 percent of Gross Domestic Product (GDP) of the country in FY 2015-16. It is the largest employment sector in Bangladesh. It employs 45.1 percent of the total labor force (Bangladesh Economic Review, 2016). So, apart from food security, the performance of this sector also has a very significant impact on other major macroeconomic objectives such as employment generation and poverty alleviation.

Bangladesh Civil Service (BCS) is the civil service of the People's Republic of Bangladesh. There are currently 27 cadres in BCS which are broadly categorized into two major groups, i.e., general cadres and technical cadres. Agriculture, Fisheries and Livestock Cadres are classified as technical cadres. The members of these three cadres work all over Bangladesh to facilitate the performance of broad agriculture sector (crops and horticulture, livestock and fishery). Their role is vital in ensuring food security and enhancing the contribution of this sector to national economy. Considering the significance of the roles of these cadres in the broad agriculture sector of Bangladesh, this study aims to understand an important factor, i.e. job satisfaction that may have impact on their performance and motivation. The research questions, objectives and scope of this study are mentioned below.

Research Questions

- i. What is the level of job satisfaction of the members of Bangladesh Civil Service (BCS) Agriculture, Fisheries and Livestock Cadres on different aspects of their jobs?
- ii. What is the relative importance of different factors in the job satisfaction of the members of BCS Agriculture, Fisheries and Livestock Cadres?
- iii. What is the impact of demographic differences such as gender, age and length of service on the job satisfaction of the members of BCS Agriculture, Fisheries and Livestock Cadres?

- iv. What is the impact of overall job satisfaction on the motivation of the members of BCS Agriculture, Fisheries and Livestock cadres?

Objectives of the Study

- i. To assess the level of job satisfaction of the members of BCS Agriculture, Fisheries and Livestock Cadres on different factors.
- ii. To determine the relative importance of different factors of job satisfaction to the members of BCS Agriculture, Fisheries and Livestock Cadres.
- iii. To identify whether any difference exists between the overall job satisfaction of male and female members of BCS Agriculture, Fisheries and Livestock Cadres.
- iv. To understand the impact of age and length of service on the overall job satisfaction of the members of BCS Agriculture, Fisheries and Livestock Cadres.
- v. To understand the impact of overall job satisfaction on motivation of the members of BCS Agriculture, Fisheries and Livestock Cadres.

Scope of the Study :

This study aims at getting an insight of the job satisfaction of the members of BCS Agriculture, Fisheries and Livestock Cadres. It may be noted that only six out of many factors that can affect job satisfaction have been discussed thoroughly. Factors like training and development, leadership etc. have not been considered for this study.

Review of Literature

Job satisfaction may be the most extensively researched topic in the history of industrial and organizational psychology (Judge & Church, 2000). Job satisfaction research has practical applications for the enhancement of individual lives as well as organizational effectiveness (Judge & Klinger, 2007). The concept of job satisfaction has been defined in many ways by many different authors. The definition that is most widely used is that of Locke (1976) who defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. According to Spector (1997), job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.

Theories and Models Relating to Job Satisfaction : Job satisfaction occupies a central role in many theories and models of individual attitudes and behaviors

(Judge & Klinger, 2007). Maslow (1943) proposed the hierarchy of needs theory stating that human needs follow a five step pyramidal hierarchy ascending from physiological needs followed by safety, belongingness, esteem and self-actualization needs. This theory suggests that needs at the lower level of the pyramid must be met before the individual will strongly desire the higher level needs. So the employees with higher order needs would experience greater satisfaction (Lunenburg, 2011). In the range of affect theory (Locke, 1976) it was suggested that job satisfaction is determined by a discrepancy between what an employee expects from a job and what the employee has in a job. People tend to value certain facets of their jobs more than other facets. The value an employee puts on a given facet of work influences how satisfied or dissatisfied the employee becomes when expectations are/aren't met. It was stated in two factor theory (Herzberg, 1966) that the presence of some job factors (hygiene factors or maintenance factors), e.g., appropriate salary structure, clean and safe working environment etc. prevent employees from job dissatisfaction while some other factors (motivators), e.g., growth and promotional opportunities, meaningfulness of work etc. result in job satisfaction. Absence of hygiene factors causes dissatisfaction but the presence of those factors does not ensure satisfaction. Equity theory (Adams, 1965) stresses that an employee's satisfaction depends on what he or she considers to be fair comparing his or her own outcome-input ratio to the outcome-input ratios of others'. Hackman and Oldham (1975) proposed the job characteristics model, which shows the impact of particular job characteristics; i.e., skill variety, task variety, task significance, autonomy and feedback on job satisfaction.

Factors Influencing Level of Job Satisfaction : Most researchers recognize that job satisfaction is indicated by various facets (Judge & Klinger, 2007). In their book, Smith, Kendall and Hulin (1969) considered five facets of job satisfaction: pay, promotion, co-workers, supervision and the work itself. Contemporarily, Job Satisfaction Index 2015, a report produced by Christian Trade Union (Krifa), and Happiness Research Institute based on a survey conducted by TNS Gallup among 2,569 employees in Denmark; identified six factors (purpose, leadership, influence, achievements, work-life balance and colleagues) that are most significant for high level of job satisfaction (2015). Work-life balance is defined as the extent to which a person can concurrently balance the emotional, behavioral and time demands of both paid work, personal and family responsibilities (Hill, Hawkins, Ferris, & Weitzman, 2001). Due to lack of awareness of this concept, there are quite a few research studies on this issue in developing countries (Newaz & Zaman, 2012). In the perspective of developing countries, Waqas et al. (2014) found that the most affecting factors to job satisfaction are reward and recognition, work place environment and empowerment. Compensation

package emerged as the most important factor, whereas self actualization appeared to be the least important factor in an exploration of the relative importance of different factors that contribute to the satisfaction of white collar employees of a public sector organization in India (Singh & Tiwari, 2011). Apart from salary, it has been found that the influence of supervisor support, healthy working environment, high level of job security, proper work-life balance, career opportunities and promotion, proper training and development opportunities are also very important factors for determining employee's job satisfaction (Neog & Barua, 2014). Transfer and posting, work and working environment and promotion and recognition are more significant predictor of job satisfaction of the civil servants working in the field level in Bangladesh than salary and training and career planning (Siddika, 2012). Stakeholder is any group or individual who can affect or is affected by the achievement of the organization's objectives (Freeman, 1984). Customers or beneficiaries are among the primary stakeholders for government organizations and the relationship with them may have an impact on the job satisfaction of government employees.

Measuring Job Satisfaction : Numerous scales have been developed to measure job satisfaction (Martins & Proença, 2012). In the literature the two most extensively validated employee attitude survey measures are the Job Descriptive Index (JDI) and the Minnesota Satisfaction Questionnaire (MSQ) (Judge & Klinger, 2007). The JDI was officially introduced by Smith, Kendall, and Hulin (1969). It has since become the gold standard of job satisfaction scales (Landy & Shankster, 1994). JDI is a simple scale, participants answer either yes, no, or can't decide in response to given statements (Smith, Kendall, & Hulin, 1969). Weiss, Dawis, and England (1967) developed the Minnesota Satisfaction Questionnaire. The MSQ has been widely studied and validated (Fields, 2002). Three forms of MSQ are available: two long forms (1977 version and 1967 version) and a short form. Five response categories, i. e., not Satisfied, somewhat satisfied, satisfied, very satisfied, and extremely satisfied are available in the 1967 version. The response choices used in the 1977 version are very satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied, and very dissatisfied (University of Minnesota). The MSQ provides more specific information on the aspects of a job that an individual finds rewarding than do more general measures of job satisfaction. General job satisfaction can be measured in two ways; either by taking an overall measure or by summing the scores of different facets of job satisfaction. There may be little difference between measuring general job satisfaction with an overall measure and measuring it by summing facet scores (Judge & Klinger, 2007).

Demographic Differences and Job Satisfaction : Contradictory results have been found in different studies regarding the impact of gender on job satisfaction.

After testing a generalized model consisting of six antecedents for both male and female employees, Volsky and Aguilar (2009) concluded that there were no differences in the antecedents of employee satisfaction between genders. In their study on the influence of emotional intelligence and gender on job satisfaction among local government employees, Agbor, Ebeh, Nwankwo, and Agu (2014) also found no significant influence of gender on job satisfaction. However, Shaheen (2014), Fatima, Iqbal, Akhwand, Suleman, and Ibrahim (2015) discovered that men were more job satisfied compared to women. On the contrary, another study by Kim (2005) indicated that women were more satisfied than men. The study also revealed that women emphasized on intrinsic rewards, whereas men emphasized on extrinsic rewards. Studies regarding the impact of age and length of service on job satisfaction show contradictory results as well. In their study Abu Bakar, Ishak, Amat, and Mahmud (2015) found that a significant difference exists in the job satisfaction among people of different age and job duration. On the other hand, another study in Sri Lanka identified no statistically significant impact of age and experience on job satisfaction (Amarasena, Ajward, & Haque, 2015).

Job Satisfaction and Motivation : Motivation is the psychological process that gives behavior purpose and direction (Kreitner, 1995). It is the inner force that drives individuals to accomplish personal and organizational goals (Lindner, 1998). Job satisfaction is important in revitalizing staff motivation and in keeping their enthusiasm alive (Taylor, Soares, Ferreira, & Gouveia, 2011). Motivation increases with increase in job satisfaction and vice-versa (Singh & Tiwari, 2011). Employee job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated (Singh & Jain, 2013).

Job Satisfaction of the Members of Agriculture, Fisheries and Livestock Cadres in Bangladesh: No study has been found which specifically addresses the job satisfaction of the members of BCS Agriculture, Fisheries and Livestock Cadres.

Methodology of the Study

Data Collection : To address the objectives of the study, primary data have mainly been used. Data collected from survey have formed the basis of analysis of job satisfaction of the members of BCS Agriculture, Fisheries and Livestock Cadres. Secondary data collected from different websites, reports, books and journal have also been used.

Population and Sample Size : The population was 4,370 which consisted of all

the members of BCS Agriculture, Fisheries and Livestock Cadres. There are about 1,900, 1,300 and 1,170 members in Agriculture, Fisheries and Livestock Cadres respectively. The sample size was 115 of which 50, 34 and 31 are respectively the numbers of respondents from BCS Agriculture, Fisheries and Livestock Cadres.

Sampling Technique : The sampling technique used for this study was “quota sampling”. Three Cadres- Agriculture, Fisheries and Livestock are three control categories, or quotas created for sampling. The proportions of sample elements in these quotas were representative of the proportions of the selected cadres in population elements (Table 1.1). The respondents were selected from these quotas based on convenience.

Table 1.1 Population and Sampling

Members of Cadres	In Population		In Sample	
	Number	As Percentage of Population (%)	Number	As Percentage of Sample (%)
Agriculture	1,900	43	50	43
Fisheries	1,300	30	34	30
Livestock	1,170	27	31	27
Agriculture, Fisheries and Livestock	4,370	100	115	100

Source : Ministry of Agriculture

Source : Ministry of Fisheries and Livestock

Date and Location of Survey : Primary data were collected from 8 December 2016 to 17 January 2017. Data have been collected from different organizations in Dhaka district. The date and location of survey is listed in Table 1.2.

Table 1.2 Date and Location of Survey

Date	Location
8 December, 2016	Savar Upazila Livestock Office, Savar, Dhaka Officer's Training Institute, Savar, Dhaka
11 December 2016	Motsho Bhaban, Kakrail, Dhaka

12 December 2016	Khamar Bari, Farmgate, Dhaka Department of Agricultural Extension, Farmgate, Dhaka Bangladesh Public Administration Training Centre (BPATC), Savar, Dhaka
15 December 2016	Savar Dairy Farm, Savar, Dhaka
21 December 2016	Mushroom Development Institute, Savar, Dhaka
17 January 2017	Bangladesh Public Administration Training Centre (BPATC), Savar, Dhaka

Data Collection Strategy : A structured questionnaire was used for the collection of data. It was consisted of two parts. Part A was designed for collecting demographic information; i.e., gender, age, tenure, and designation of the respondents. Part B was primarily designed for collecting information on job satisfaction. There were 32 gender neutral closed-ended questions in part B of the questionnaire. The respondents were asked to indicate their level of jobsatisfaction in questions 1 to 30 of part B. Most of these questions were either selected or adapted from 1977 long version of Minnesota Satisfaction Questionnaire (MSQ). Few questions have been added based on the equity model of J. Stacy Adams, job characteristics model of Hackman and Oldham, and in relevance with the practical conditions of Bangladesh. Questions 1 to 29 indicating different job related aspects were grouped into six broad categories, i.e., pay and security, promotion, working condition, people and relationships in workplace, work itself and work-life balance. Question no 30 was used to identify overall job satisfaction of the respondents. In question 31, the respondents had to rank the six categories or factors mentioned earlier based on the relative importance of these factors in their job satisfaction. The level of motivation of the respondents was asked in question no 32.

Scale used in the Questionnaire : In Questions 1 to 30 of part B, a five point Likert scale was used to identify the level of job satisfaction of the respondents. In that scale, points 1, 2, 3, 4 and 5 were respectively used to represent the satisfaction level as highly dissatisfied, dissatisfied, neither satisfied nor dissatisfied, satisfied and highly satisfied. Rank order scale was used in question 31 of part B. The range of the scale was from 1 to 6, 1 being the highest rank. Another five point Likert scale was used in question 32 of part B to identify the level of motivation of the respondents. Points 1, 2, 3, 4 and 5 respectively represented the level of motivation as highly demotivated, demotivated, neither motivated nor demotivated, motivated and highly motivated.

Data Processing Tool : The data has been processed by Statistical Package for the Social Sciences (SPSS) version 16 software. Microsoft Office Excel 2007 has

been used to generate charts for the representation of some data.

Data Analysis Method : Descriptive statistics, i.e., percentage, mean, mode and standard error of mean (SE), and correlation analysis have been used in analyzing the collected data. Mean represents the average level of satisfaction of the sample. SE reflects the degree of closeness of sample mean with actual mean of the population. There is a 95 percent probability of the population mean being ± 1.96 standard error (margin of error) more or less than the sample mean. It is an indication of the reliability of the mean. Mode refers to the value that occurs most frequently in a set of data. The measure of correlation is known as the coefficient of correlation (R). This measure describes the nature and strength of relationship between two variables. The value of R will always be between ± 1 . When the value of R equals to $+1$, there is a perfectly positive relationship and when it is -1 , there is a perfectly negative relationship between variables. If the value of R is 0, the variables are unrelated. The closer the value of R is to $+1$ or -1 , the closer the relationship between the variables and the closer the value of R is to 0, the less close the relationship. Two correlated variables vary together. The variables move in the same direction when there is a positive correlation, and they move in opposite directions when there is a negative relationship. The coefficient of determination which equals to R^2 (R Square) indicates the proportion of variation in dependent variable that can be explained by the independent variable.

Percentage has been used to analyze the demographic profile of the respondents. Level of job satisfaction was analyzed using mean and standard error of mean (SE). Mean and SE has also been used to compare between the overall job satisfaction level of male and female respondents. The relative importance of six factors, pay and security, promotion, working condition, people and relationships in workplace, work itself and work-life balance in job satisfaction has been identified using mode. Analysis of correlation has been used to understand the impact of age and tenure on overall job satisfaction. It has also been used to understand the relationship between job satisfaction and motivation.

Empirical Results

In this study the collected data have been analyzed under eleven captions such as Level of Job Satisfaction with respect to Pay and Security, Level of Job Satisfaction Regarding Promotion, Level of Job Satisfaction Regarding Working Condition, Level of Job Satisfaction Regarding People and Relationships in Workplace, Level of Job Satisfaction Regarding Work Itself, Level of Job Satisfaction Regarding Work-Life Balance, Overall Job Satisfaction, Relative Importance of the Factors Affecting Job Satisfaction, Demographic Differences and Overall Job Satisfaction,

Relation with Age and Length of Service and Overall Job Satisfaction and Motivation. All these are presented and analyzed below.

Level of Job Satisfaction Regarding Pay and Security : The mean of responses on eight aspects relating to pay and security are presented in Table 1 along with standard error of mean.

Table 1 Level of Job Satisfaction Regarding Pay and Security

Pay and Security	Statistics	Level of Job Satisfaction			
		Agriculture	Fisheries	Livestock	Agriculture, Fisheries & Livestock
Payment (considering the amount of work)	Mean	4.20	4.18	4.19	4.19
	SE	0.11	0.10	0.11	0.07
Lifestyle	Mean	3.90	3.80	3.97	3.89
	SE	0.10	0.10	0.09	0.06
Lifestyle compared to that of colleagues of similar rank in other cadres	Mean	3.20	2.85	3.19	3.10
	SE	0.13	0.18	0.18	0.09
Lifestyle compared to that of friends with similar qualifications	Mean	3.40	3.38	3.67	3.47
	SE	0.12	0.16	0.18	0.09
Job security	Mean	3.82	3.64	3.90	3.79
	SE	0.09	0.10	0.14	0.06
Chance to avoid unfair transfers	Mean	3.56	3.41	3.48	3.50
	SE	0.13	0.17	0.15	0.08
Chance to avoid unfair OSDs	Mean	3.60	3.59	3.38	3.54
	SE	0.11	0.16	0.14	0.08
Chance of a secured future	Mean	4.10	4.03	4.23	4.11
	SE	0.10	0.12	0.11	0.07

Data were collected from trainees who were participating in Foundation Training Course (FTC) at BPATC.



Satisfaction with the Payment Received Considering the Amount of Work :

The average level of satisfaction of the total sample is 4.19 which indicates that respondents are satisfied with this aspect. The standard error of mean 0.07, being very small, indicates that the sample mean is a very accurate reflection of population mean. The margin of error for mean 4.19 is ± 0.14 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 4.05 and 4.33. Individual results of the three cadres also reflect satisfaction in this regard and individual SEs of all three cadres are small.

Satisfaction with Lifestyle : The average level of satisfaction of the total sample is 3.89 which indicates that respondents are satisfied with this aspect. The standard error of mean 0.06, being very small, hints that the sample mean is a very accurate reflection of population mean. The margin of error for mean 3.89 is ± 0.12 ($SE \times \pm 1.96$) which reflect a 95 percent probability of the population mean being between 3.77 and 4.01. Individual results of the three cadres also reflect satisfaction in this regard and individual SEs of all three cadres are small.

Satisfaction with Lifestyle Compared to that of Colleagues of Similar Rank in Other Cadres: The average level of satisfaction of the total sample is 3.10 which indicates that respondents are neither satisfied nor dissatisfied with this aspect. The standard error of mean 0.09, being very small, hints that the sample mean is a very accurate reflection of population mean. The margin of error for mean 3.10 is ± 0.18 ($SE \times \pm 1.96$) which reflect a 95 percent probability of the population mean being between 2.92 and 3.28. Individual results of the three cadres are similar to sample mean in this regard and individual SEs of all three cadres are small.

Satisfaction with Job Security : The average level of satisfaction in terms of job security is 3.79 which indicates that respondents are satisfied with this aspect. The standard error of mean is 0.06, being very small, hints that the sample mean is a very accurate reflection of the population mean. The margin of error for mean 3.79 is ± 0.12 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.67 and 3.91. Individual results of the three cadres also reflect satisfaction in this regard and individual SEs of all three cadres are small.

Satisfaction with the Chance to Avoid Unfair Transfers : The average level of satisfaction of the total sample is 3.50 which indicates that respondents are satisfied with this aspect. The standard error of mean is 0.08, being very small, indicates that the sample mean is a very accurate reflection of the population mean. The margin of error for mean 3.50 is ± 0.16 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.34 and 3.66. Individual result of Agriculture Cadre also reflects satisfaction in this regard. However, respondents

from Fisheries and Livestock Cadres are neither satisfied nor dissatisfied with this aspect of their jobs; their mean satisfaction scores are 3.41 and 3.48 respectively. Individual SEs of all three cadres are small.

Satisfaction with the Chance to Avoid Unfair OSDs (Officer on Special Duty) :

The average level of satisfaction of the total sample is 3.54 which indicates that respondents are satisfied with this aspect. The standard error of mean is 0.08, being very small, hints that the sample mean is a very accurate reflection of the population mean. The margin of error for mean 3.54 is ± 0.16 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.38 and 3.70. Individual results of Agriculture and Fisheries Cadres also reflect satisfaction in this regard. However, respondents from Livestock Cadre are neither satisfied nor dissatisfied (3.38) with this aspect of their jobs. Individual SEs of all three cadres is small.

Satisfaction with the Chance of a Secured Future : The average level of satisfaction of the total sample is 4.11 which indicate that respondents are satisfied with this aspect. The standard error of mean is 0.07, being very small, hints that the sample mean is a very accurate reflection of population mean. The margin of error for mean 4.11 is ± 0.14 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.97 and 4.25. Individual results of the three cadres also reflect satisfaction in this regard and individual SEs of all three cadres are small.

II. Level of Job Satisfaction Regarding Promotion : The mean of responses on three aspects relating to promotion along with standard error of mean are shown in Table 2.

Table 2 Level of Job Satisfaction Regarding Promotion

Promotion	Statistics	Level of Job Satisfaction			
		Agriculture	Fisheries	Livestock	Agriculture, Fisheries & Livestock
Opportunities for promotion compared to that of other cadres	Mean	2.90	2.71	2.26	2.67
	SE	0.14	0.19	0.19	0.10
Degree of Fairness in the administration of promotion	Mean	3.36	3.26	3.29	3.33
	SE	0.12	0.17	0.13	0.08
Appropriateness of current position to qualifications (education, experience, etc.)	Mean	4.14	3.82	3.87	3.97
	SE	0.09	0.12	0.15	0.07

Satisfaction with the Opportunities for Promotion Compared to that of other Cadres: The average level of satisfaction of the total sample is 2.67 which indicates that respondents are neither satisfied nor dissatisfied with this aspect. The standard error of mean is 0.10, being very small, hints that the sample mean is a very accurate reflection of population mean. The margin of error for mean 2.67 is ± 0.20 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 2.47 and 2.87. Individual results of Agriculture and Fisheries Cadres are similar to sample mean in this regard. However, the members of Livestock Cadre are dissatisfied (2.26) with this aspect of their jobs. Individual SEs of all three cadres are small.

Satisfaction with the Degree of Fairness in the Administration of Promotion : The average level of satisfaction of the total sample is 3.33 which indicate that respondents are neither satisfied nor dissatisfied with this aspect. The standard error of mean is 0.08, being very small, hints that the sample mean is a very accurate reflection of population mean. The margin of error for mean 3.33 is ± 0.16 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.17 and 3.49. Individual results of the three cadres similar to sample mean in this regard and individual SEs of all three cadres are small.

Satisfaction with the Appropriateness of Current Position to Qualifications (education, experience, etc.) : The average level of satisfaction of the total sample is 3.97 which indicate that respondents are satisfied with this aspect. The standard error of mean is 0.07, being very small, hints that the sample mean is a very accurate reflection of population mean. The margin of error for mean 3.97 is ± 0.14 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.83 and 4.11. Individual results of the three cadres also reflect satisfaction in this regard and individual SEs of the three cadres are small.

III. Level of Job Satisfaction Regarding Working Condition : The mean of responses on five aspects relating to working condition are presented in Table 3 along with standard error of mean.

Table 3 Level of Job Satisfaction Regarding Working Condition

Working Condition	Statistics	Level of Job Satisfaction			
		Agriculture	Fisheries	Livestock	Agriculture, Fisheries & Livestock
Work-Station	Mean	3.18	2.94	2.84	3.02
	SE	0.15	0.17	0.21	0.10

Availability of Resources	Mean	3.22	3.21	3.06	3.17
	SE	0.15	0.16	0.21	0.10
Cleanliness and Hygiene	Mean	3.50	3.44	3.29	3.43
	SE	0.12	0.13	0.18	0.08
Sufficiency of Fund for Providing Service	Mean	3.08	2.71	2.68	2.86
	SE	0.13	0.17	0.20	0.09
Chance to Deliver Prompt Service	Mean	3.24	2.94	3.06	3.10
	SE	0.09	0.16	0.14	0.07

Satisfaction with Work-Station : The average level of satisfaction of the total sample is 3.02 which indicates that respondents are neither satisfied nor dissatisfied with this aspect. The standard error of mean is 0.10, being very small, hints that the sample mean is a very accurate reflection of population mean. The margin of error for mean 3.02 is ± 0.20 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 2.82 and 3.22. Individual results of the three cadres are similar to sample mean in this regard. Individual SEs of Agriculture and Fisheries Cadres are small. However, SE is 0.21 for Livestock Cadre indicating that the sample mean may not be an accurate reflection of population mean. The margin of error for mean 2.84 is ± 0.41 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 2.43 and 3.25.

Satisfaction with the Availability of Resources : The average level of satisfaction of the total sample is 3.17 which indicates that respondents are neither satisfied nor dissatisfied with this aspect. The standard error of mean 0.10, being very small, hints that the sample mean is a very accurate reflection of population-mean. The margin of error for mean 3.17 is ± 0.20 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 2.97 and 3.37. Individual results of the three cadres are similar to sample mean in this regard. Individual SEs of Agriculture and Fisheries Cadres are small. However, SE is 0.21 mean. The margin of error for mean 3.17 is ± 0.20 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 2.97 and 3.37. Individual results of the three cadres are similar to sample mean in this regard. Individual SEs of Agriculture and Fisheries Cadres are small. However, SE is 0.21- for Livestock cadre indicating that the sample mean may not be an accurate reflection of population mean. The margin of error for mean 3.06 is ± 0.41 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 2.65 and 3.47.

Satisfaction with the Cleanliness and Hygiene in Workplace : The average level of satisfaction of the total sample is 3.43 which indicates that respondents are

neither satisfied nor dissatisfied with this aspect. The standard error of mean 0.08, being very small, hints that the sample mean is a very accurate reflection of population mean. The margin of error for mean 3.43 is ± 0.16 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.27 and 3.59. Individual results of Fisheries and Livestock Cadres are similar to sample mean in this regard. However, the respondents from Agriculture Cadre are satisfied (3.50) with this aspect of their jobs. Individual SEs of all three cadres is small.

Satisfaction with the Sufficiency of Fund for Providing Service : The average level of satisfaction of the total sample is 2.86 which indicate that respondents are neither satisfied nor dissatisfied with this aspect. The standard error of mean 0.09, being very small, hints that the sample mean is a very accurate reflection of population mean. The margin of error for mean 2.86 is ± 0.18 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 2.68 and 3.04. Individual results of the three cadres are similar to sample mean in this regard. Individual SEs of Agriculture and Fisheries Cadres are small. However, SE is 0.20 for Livestock Cadre indicating that the sample mean may not be an accurate reflection of population mean. The margin of error for mean 2.68 is ± 0.39 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 2.29 and 3.07.

Satisfaction with the Chance to Deliver Prompt Service : The average level of satisfaction of the total sample is 3.10 which indicate that respondents are neither satisfied nor dissatisfied with this aspect. The standard error of mean is 0.07, being very small, hints that the sample mean is a very accurate reflection of population mean. The margin of error for mean 3.10 is ± 0.14 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 2.96 and 3.24. Individual results of the three cadres are similar to sample mean in this regard and individual SEs of all three cadres are small.

IV. Level of Job Satisfaction Regarding People and Relationships in Workplace : The mean of responses on four aspects relating to People and relationships in workplace are exposed in Table 4 along with standard error of mean.

Table 4 Level of Job Satisfaction Regarding People and Relationships in Workplace

People and Relationships in Workplace	Statistics	Level of Job Satisfaction			
		Agriculture	Fisheries	Livestock	Agriculture, Fisheries & Livestock
Spirit of Cooperation among Co-workers	Mean	4.01	3.84	3.68	3.93
	SE	0.09	0.12	0.24	0.07

Relationship with Co-workers	Mean	3.87	3.74	3.53	3.77
	SE	0.08	0.12	0.20	0.07
Appreciation from Colleagues for a Job that DoneWell	Mean	4.06	3.86	3.63	3.91
	SE	0.09	0.12	0.22	0.07
Relationship with Stakeholders	Mean	4.06	3.77	3.58	3.87
	SE	0.08	0.11	0.22	0.07

Satisfaction with the Spirit of Cooperation among Co-workers : The average level of satisfaction of the total sample is 3.93 which indicate that respondents are satisfied with this aspect. The standard error of mean is 0.07, being very small, hints that the sample mean is a very accurate reflection of the population mean. The margin of error for mean 3.93 is ± 0.14 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.79 and 4.07. Individual results of the three cadres are similar to sample mean in this regard and individual SEs of all three cadres are small.

Satisfaction with the Relationship with Co-workers : The average level of satisfaction of the total sample is 3.77 which indicates that respondents are satisfied with this aspect. The standard error of mean is 0.07, being very small, hints that the sample mean is a very accurate reflection of the population mean. The margin of error for mean 3.77 is ± 0.14 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.63 and 3.91. Individual results of Agriculture and Fisheries Cadres also reflect satisfaction in this regard. However, respondents from Livestock Cadre are neither satisfied nor dissatisfied (3.45) with this aspect of their jobs. Individual SEs of all three cadres are small.

Satisfaction with the Appreciation from Colleagues for a Job that Done Well : The average level of satisfaction of the total sample is 3.91 which indicates that respondents are satisfied with this aspect. The standard error of mean is 0.07, being very small, hints that the sample mean is a very accurate reflection of the population mean. The margin of error for mean 3.91 is ± 0.14 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.77 and 4.05. Individual results of the three cadres are similar to sample mean in this regard and individual SEs of all three cadres are small.

Satisfaction with the Relationship with Stakeholders : The average level of satisfaction of the total sample is 3.87 which indicates that respondents are satisfied with this aspect. The standard error of mean is 0.07, being very small, hints that the sample mean is a very accurate reflection of the population mean. The margin of error for mean 3.87 is ± 0.14 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.73 and 4.01. Individual results



of the three cadres are similar to sample mean in this regard and individual SEs of all three cadres are small.

Satisfaction with the Appreciation from Colleagues for a Job that Done Well :

The average level of satisfaction of the total sample is 3.91 which indicates that respondents are satisfied with this aspect. The standard error of mean is 0.07, being very small, hints that the sample mean is a very accurate reflection of the population mean. The margin of error for mean 3.91 is ± 0.14 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.77 and 4.05. Individual results of the three cadres are similar to sample mean in this regard and individual SEs of all three cadres are small.

Satisfaction with the Relationship with Stakeholders : The average level of satisfaction of the total sample is 3.87 which indicates that respondents are satisfied with this aspect. The standard error of mean is 0.07, being very small, hints that the sample mean is a very accurate reflection of the population mean. The margin of error for mean 3.87 is ± 0.14 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.73 and 4.01. Individual results of the three cadres are similar to sample mean in this regard and individual SEs of all three cadres are small.

V. Level of Job Satisfaction Regarding Work Itself : The mean of responses on seven aspects relating to work itself in workplace are presented in Table 5 along with standard error of mean.

Table 5 Level of Job Satisfaction Regarding Work Itself

Work Itself	Statistics	Level of Job Satisfaction			
		Agriculture	Fisheries	Livestock	Agriculture, Fisheries & Livestock
Kind of Responsibilities	Mean	4.12	4.03	3.94	4.04
	SE	0.09	0.10	0.11	0.06
Compatibility of Job to Knowledge, Skills, Abilities and Interests	Mean	4.18	4.00	3.90	4.05
	SE	0.08	0.09	0.13	0.06
Variation in Job	Mean	3.84	3.65	3.42	3.67
	SE	0.11	0.17	0.15	0.08
Chance to Continually Develop New and Better Ways to Do the Job	Mean	3.54	3.38	3.38	3.45
	SE	0.10	0.16	0.16	0.08

Chance to Be of Service to People, Community and Country	Mean	4.42	4.01	4.16	4.25
	SE	0.08	0.14	0.13	0.06
Chance to See the Result of Work	Mean	3.94	3.65	3.77	3.81
	SE	0.09	0.11	0.14	0.07
Feeling of Accomplishment Received from the Job	Mean	3.82	3.59	3.77	3.76
	SE	0.09	0.16	0.15	0.07

Satisfaction with the Kind of Responsibilities : The average level of satisfaction of the total sample is 4.04 which indicates that respondents are satisfied with this aspect. The standard error of mean is 0.06, being very small, hints that the sample mean is a very accurate reflection of population mean. The margin of error for mean 4.04 is ± 0.12 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.92 and 4.16. Individual results of the three cadres also reflect satisfaction in this regard and individual SEs of all three cadres are small.

Satisfaction with the Compatibility of Job to Knowledge, Skills, Abilities and Interests: The average level of satisfaction of the total sample is 4.05 which indicates that respondents are satisfied with this aspect. The standard error of mean is 0.06, being very small, hints that the sample mean is a very accurate reflection of population mean. The margin of error for mean 4.05 is ± 0.12 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.93 and 4.17. Individual results of the three cadres also reflect satisfaction in this regard and individual SEs of all three cadres are small.

Satisfaction with the Variation in Job : The average level of satisfaction of the total sample is 3.67 which indicates that respondents are satisfied with this aspect. The standard error of mean is 0.08, being very small, hints that the sample mean is a very accurate reflection of population mean. The margin of error for mean 3.67 is ± 0.16 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.51 and 3.83. Individual results of Agriculture and Fisheries Cadres are similar to sample mean in this regard. However, respondents from Livestock Cadre are neither satisfied nor dissatisfied (3.42) with this aspect of their jobs. Individual SEs of all three cadres are small.

Satisfaction with the Chance to Continually Develop New and Better Ways to Do the Job : The average level of satisfaction of the total sample is 3.45 which indicates that respondents are neither satisfied nor dissatisfied with this aspect. The standard error of mean is 0.08, being very small, hints that the sample mean is a very accurate reflection of population mean. The margin of error for

mean 3.45 is ± 0.16 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.29 and 3.61. Individual results of fisheries and livestock cadres are similar to sample mean in this regard. However, respondents from Agriculture Cadres are satisfied (3.54) with this aspect of their jobs. Individual SEs of the three cadres are small.

Satisfaction with the Chance to be of Service to People, Community and Country : The average level of satisfaction of the total sample is 4.25 which indicates that respondents are satisfied with this aspect. The standard error of mean is 0.06, being very small, hints that the sample mean is a very accurate reflection of the population mean. The margin of error for mean 4.25 is ± 0.12 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 4.13 and 4.37. Individual results of the three cadres also reflect satisfaction in this regard and individual SEs of all three cadres are small.

Satisfaction with the Chance to see the Result of Work : The average level of satisfaction of the total sample is 3.81 which indicates that respondents are satisfied with this aspect. The standard error of mean is 0.07, being very small, indicates that the sample mean is a very accurate reflection of the population mean. The margin of error for mean 3.81 is ± 0.14 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.67 and 3.95. Individual results of the three cadres also reflect satisfaction in this regard and individual SEs of all three cadres are small.

Satisfaction with the Feeling of Accomplishment Received from the Job : The average level of satisfaction of the total sample is 3.76 which indicates that respondents are satisfied with this aspect. The standard error of mean is 0.07, being very small, hints that the sample mean is a very accurate reflection of the population mean. The margin of error for mean 3.76 is ± 0.14 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.62 and 3.90. Individual results of the three cadres also reflect satisfaction in this regard and individual SEs of all three cadres are small.

VI. Level of Job Satisfaction Regarding Work-Life Balance : The mean of responses on two aspects relating to work-life balance in workplace are tabulated in Table 6 along with standard error of mean.

Table 6: Level of Job Satisfaction Regarding Work-Life Balance

Factor: Work-Life Balance	Statistics	Level of Job Satisfaction			
		Agriculture	Fisheries	Livestock	Agriculture, Fisheries & Livestock
Opportunity to spend time with family, friends and relatives	Mean	3.28	3.59	3.42	3.41
	SE	0.12	0.16	0.18	0.09
Opportunity to have Personal time (hobbies, physical exercises, etc.)	Mean	3.06	3.56	3.58	3.35
	SE	0.14	0.16	0.15	0.09

Satisfaction with the Opportunity to Spend Time with Family, Friends and Relatives: The average level of satisfaction of the total sample is 3.41 which indicates that respondents are neither satisfied nor dissatisfied with this aspect. The standard error of mean is 0.09, being very small, hints that the sample mean is a very accurate reflection of the population mean. The margin of error for mean 3.41 is ± 0.18 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.23 and 3.59. Individual results of Agriculture and Livestock Cadres are similar to sample mean in this regard. However, respondents from Fisheries Cadre are satisfied (3.59) with this aspect of their jobs. Individual SEs of all three cadres are small.

Satisfaction with the opportunity to have Personal Time : The average level of satisfaction of the total sample is 3.35 which indicates that respondents are neither satisfied nor dissatisfied with this aspect. The standard error of mean 0.09, being very small, hints that the sample mean is a very accurate reflection of population mean. The margin of error for mean 3.35 is ± 0.18 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.17 and 3.53. Individual result of Agriculture Cadre is similar to sample mean in this regard. However, the members of Fisheries and Livestock Cadres are satisfied with this aspect of their jobs, their mean satisfaction scores are 3.56 and 3.58 respectively. Individual SEs of all three cadres are small.

VII. Overall Job Satisfaction : The mean of responses on overall job satisfaction are tabulated in Table 7 along with standard error of mean.

Table 7 Overall Job Satisfaction

Overall job satisfaction	Cadre	Statistics	
		Mean	Standard Error (SE)
	Agriculture	3.90	0.08
	Fisheries	3.65	0.15
	Livestock	3.68	0.15
	Agriculture, Fisheries & Livestock	3.77	0.07

The average level of satisfaction of the total respondents is 3.77 which indicates that respondents are satisfied with their job in general. The standard error of mean 0.07, being very small, hints that the sample mean is a very accurate reflection of population mean. The margin of error for mean 3.77 is ± 0.14 ($SE \times \pm 1.96$) reflecting a 95 percent probability of the population mean being between 3.70 and 3.91. Individual results of the three cadres also reflect satisfaction in this regard and individual SEs of all three cadres are small.

VIII. Relative Importance of the Factors Affecting Job Satisfaction : The respondents ranked the six factors of job satisfaction from 1 (most important) to 6 (6th in importance) based on the relative importance of those factors in their satisfaction. Mode has been used to analyze the relative importance of the factors affecting job satisfaction (Table 8).

Table 8 Relative Importance of the Factors Affecting Job Satisfaction

Factors	Mode ¹⁰					
	Most Important	2 nd in Importance	3 rd in Importance	4 th in Importance	5 th in Importance	6 th in Importance
Pay and Security	26	17	10	8	6	4
Promotion	18	21	5	8	7	12
Working Condition	8	16	19	12	8	8

People and Relationships in Workplace	8	11	12	16	14	10
Work Itself	4	5	9	14	24	15
Work-Life Balance	7	1	16	13	12	22

The above table revealed that in maximum number of times pay and security was ranked as the most important factor (26 times) followed by promotion as second in importance (21 times), working condition as third in importance (19 times), people and relationships in workplace as fourth in importance (16 times), work itself as fifth in importance (24 times) and work-life balance as sixth in importance (22 times) of the factors affecting the job satisfaction of the respondents.

IX. Demographic Differences and Overall Job Satisfaction Gender : The overall job satisfaction of male and female respondents has been compared (Table 9) to identify whether any difference exists between the level of job satisfaction of men and women.

Table 9 Overall Job Satisfaction of Male and Female Respondents

Gender	Overall Job Satisfaction	
	Mean	SE
Male	3.65	0.10
Female	3.92	0.09

Based on 71 responses, 44 out of 115 responses were incomplete.

From Table 9, it can be concluded that members of both genders were satisfied. However, the average levels of satisfaction of male and female respondents were 3.65 and 3.92 respectively which indicates that female members of BCS Agriculture, Fisheries and Livestock Cadres are to some extent more satisfied than male members.

X. Relation with Age and Length of Service : Analysis of correlation has been used in order to understand the impact of age and length of service overall job satisfaction. The results are tabulated in Table 10.

Table 10 Coefficient of Correlation (R)

Variables	Overall Job Satisfaction
Age	0.067
Length of Service	0.58

a. Predictor: Age

b. Predictor : Length of Service

From Table 10, it can be interpreted that that is almost no linear relationship between overall job satisfaction and age (0.067), and between overall job satisfaction and length of service (0.058) which means that age and length of service do not have much impact on overall job satisfaction.

XI. Overall Job Satisfaction and Motivation : Correlation analysis has been used to understand the relationship between job satisfaction and the motivation to give one's best in one's job. The result is presented in Table 11.

Table 11 Correlation between Overall Job Satisfaction and Motivation

Variables	Motivation	
	R	R Square
Overall Job Satisfaction	0.480	0.231

a. Predictor: Job Satisfaction

A moderately strong positive relationship (0.480) was found between overall job satisfaction and motivation which means that overall job satisfaction and motivation moves in the same direction. Motivation increases with any increase and decreases with any decrease in overall job satisfaction. The value of R square (0.231) indicates that 23.1 percent of variation in motivation can be explained by variation in overall job satisfaction.

Major Findings of the Study : The major findings from the analysis of data are summarized as follows.

Level of Job Satisfaction :

a. Pay and Security : Apart from the lifestyle they enjoy compared to that of their colleagues of similar rank in other cadres and that of their friends with similar qualifications, the respondent were satisfied with all the aspects of pay and security. They were most satisfied with the payment they receive considering the amount of work they do and the chance they have for a secured future.

b. Promotion : The respondents were neither satisfied nor dissatisfied with the opportunities for promotion they have compared to that of other cadres and the fairness in the administration of promotions. The members of Livestock Cadre were dissatisfied with their opportunities for promotion compared to other cadres.

c. Working Condition : The respondents were neither satisfied nor dissatisfied with all the aspects of working-condition. Among the five aspects they were the least satisfied about the sufficiency of fund for service delivery.

d. People and Relationships in Workplace: The respondents expressed satisfaction with all the aspects of people and relationships in workplace.

e. Work Itself : The respondents were satisfied with six out of the seven aspects in this category. They were most satisfied with the chance they have to be of service to people, community and country. Other than the members of Agriculture Cadre, the respondents were neither satisfied nor dissatisfied about chances to develop new and better ways to do their jobs.

f. Work-life Balance : The respondents were neither satisfied nor dissatisfied with both aspects of work-life balance. The members of Agriculture Cadres are less satisfied than the members of fisheries and livestock cadres in this category.

g. Overall Job Satisfaction : Members of all three cadres are satisfied with their overall job. Overall job satisfaction of the members of Agriculture Cadre is the highest of the three cadres.

Relative Importance of the Factors Affecting Job Satisfaction : Majority of the respondents ranked pay and security, promotion and working condition consecutively as the first, second and third factors that are important for their job satisfaction. People and relationships in workplace, work itself and work-life balance were consecutively ranked as fourth, fifth and sixth in order of importance in most cases.

Demographic Differences and Overall Job Satisfaction : Although on average both male and female respondents were satisfied with their overall job, average overall satisfaction of female respondents was higher than that of male respondents. Age and length of service do not have much impact on job satisfaction.

Overall job Satisfaction and Motivation : A moderately strong positive relationship existed between overall job satisfaction and motivation. Variation in job satisfaction explains 23.1 percent of variation in motivation.

Recommendations of the Study : On the basis of findings and analysis, the following recommendations were made.

1. As pay and security, promotion and working condition were the major factors that affect the job satisfaction of the respondents, the appropriate authority should prioritize on improving the level of job satisfaction in these three factors.
2. Although the respondents were satisfied with the payment, security and lifestyle their job provides, satisfaction level was low when they compared their lifestyle to that of their colleagues of similar rank in other cadres. As all civil servants belonging

to the same rank are entitled to equal basic salary, it is suggested that the fringe benefits offered to different cadres also be equitable to improve job satisfaction.

3. The respondents were not satisfied with the promotional opportunities they have compared to that of other cadres. They were also not satisfied with the degree of fairness in the administration of promotion. In order to ensure high level of job satisfaction, it is important to create more and equitable promotional opportunities for the members of agriculture, fisheries and livestock cadres of Bangladesh and the promotions should be administered fairly. Policies regarding promotion require modification. Performance in job should be the primary basis of promotion rather than seniority, i.e., the order of merit-as declared by Bangladesh Public Service Commission (BPSC) at the time of making recommendation for appointment so that the level of satisfaction improves along with improvement in the level of motivation to perform.

4. The respondents were not satisfied with any aspect of their working condition. Initiatives should be taken to improve working conditions including work stations, availability of resources, cleanliness and hygiene in the establishments where they work. The government should ensure that sufficient fund is allocated to this sector so that service delivery is not disrupted due to financial constraints. Amount of bureaucracy and paperwork need to be minimized enabling the officers to deliver prompt service.

5. Service rules should be reconsidered to enhance the degree of autonomy over one's own job. Accountability should be reinforced at the same time in order to ensure responsible actions. The authority to develop and implement new and better ways to do the jobs may increase the level of job satisfaction and feeling of ownership.

6. Level of satisfaction was moderate in both aspects of work-life balance, i.e., the opportunity to spend time with family, friends and relatives and personal time for pursuing hobbies and interests. Although work-life balance was ranked sixth in order of importance by most of the respondents, the opportunity to have a proper work-life balance may increase the level of satisfaction.

Especially in case of dual career families, authority should take benevolent approach regarding posting and transfer of the government servants including the members of agriculture, fisheries and livestock cadres so that their family lives do not get strained because of their job.

Limitations of the Study : As this was not a funded study, the location of data collection was confined to different organizations in Dhaka district, i.e., Bangladesh Public Administration Training Centre (BPATC), Department of Agriculture Extension, Khamar Bari, Motsho Bhaban, Mushroom Development Institute,

Officers' Training Institute, Savar Dairy Farm and Savar Upazila Livestock Office. Although data has been collected from officers working in different districts of Bangladesh while they were participating in training at BPATC, a practical observation of the real scenario of different districts was not possible. For that reason, only the data collected from survey has been used to reach a conclusion. No qualitative analysis was included which could ensure a better understanding of the observed trend. The age of 85 percent of the respondents was between 25 to 34 years and the tenure of 89 percent of the respondents was within the range of 10 years. It was difficult to access and collect data from more experienced officers that could minimize any possible bias.

Conclusion

The purpose of this study was to get an insight into the job satisfaction of the members of Agriculture, Fisheries and Livestock Cadres of BCS. It was found that on average, they were satisfied about their overall job. However the respondents were not satisfied with their lifestyle compared to that of their colleagues of similar rank in other cadres and that of their friends with equal qualifications, the promotional opportunities they have compared to other cadres, the fairness in the administration of promotion, the opportunity to develop new and better ways to do their job and work-life balance. Pay and security, promotion and working condition were consecutively ranked by majority of the respondents as first, second and third in order of importance. No significant impact of demographic differences, i.e., gender, age and length of service on overall job satisfaction was discovered. The study also identified a moderately strong positive relationship between job satisfaction and motivation. Recommendation was made that the appropriate authority should take initiatives in improving the level of job satisfaction by ensuring equitable fringe benefits and promotional opportunities for all cadres and a sound working condition. An extension in the degree of autonomy and opportunity for proper work-life balance were also recommended. As there are only a limited number of studies exploring the job satisfaction of government servants, especially of the members of technical cadres, this study can be very helpful for employment policy formulating authorities in Bangladesh to further investigate the situation as well as in organizational behavior studies on public sector of developing countries.

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