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LEVEL OF WORKERS' JOB SATISFACTION AT JUTE MILLS: A CASE STUDY ON NARSINGDI DISTRICT**MD. GHULAM RABBANY****LECTURER****DEPARTMENT OF AGRIBUSINESS AND MARKETING
FACULTY OF AGRIBUSINESS MANAGEMENT
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SHER-E-BANGLA AGRICULTURAL UNIVERSITY
SHER-E-BANGLA NAGAR****ABSTRACT**

The term job satisfaction refers to an individual's general attitude toward his or her job. A person with high level of job satisfaction holds positive attitude toward his job while a person who dissatisfaction with his job holds negative attitude towards his job. Job satisfaction also occurs when a job meets the expectations, values and standards of an individual and will influence their commitment and performance. So from here, it is how an organization gets satisfied their workers in order to get their commitment to performed well. The study revealed that significantly higher percentage of the workers was satisfied with their present job. The study further suggested that working hours, overtime benefits, recognition for good work, management policy, promotional opportunity & good relation with colleagues were more important than working environment, job status, autonomy in work, participation in management, and open communication for their overall job satisfaction. There was not significant influence of personal factors such as age, experience, marital status, income, education, & skill on overall job satisfaction among the workers of Jute Mills in Narsingdi districts. The data are collected by face to face interview with a schedule of questionnaire and the core value of workers satisfaction and dissatisfaction that they feel from working in the Jute Mills situated at Narsingdi district are placed here.

KEYWORDS

autonomy in work, job satisfaction, promotional opportunity, participation in management.

1. PRELUDE

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely you will experience high job satisfaction. If you dislike your job intensely, you will experience job-dissatisfaction. Job satisfaction is an individual's emotional reaction to the job itself. It is his attitude towards his job. Bangladesh, as we know, being a third world country is trying to expand its industrialization programs. As a result of this effort, various types of industries, such as, jute mills, textiles, garments factories, tobacco companies, tea factories, cement factories, steel industries, iron industries and metal industries etc. have been set up. This study analyzed the job satisfaction of the workers of Jute Mills in Narsingdi District.

2. STATEMENT OF THE PROBLEM

The consequences of job satisfaction are very much important to an organization in terms of its efficiency, productivity, employee relations, absenteeism and turnover and to an employee in terms of his health and well being. Job satisfaction is the function of the perceived relationship between what one expects and obtains from one's job and how much importance or value he attributes to it. The indicators of job satisfaction such as, health, job safety, sustain facilities provided by respective authority, working environment, relationship with co-workers, salary structure, participation in factory management etc. With the end of the view, the present study has been designed to conduct a research work on the workers of various **Jute Mills in Narsingdi District**; the socio economic background of employees, job satisfaction, job dissatisfaction and their consequence as the related issue.

3. OBJECTIVE OF THE STUDY

The main objectives of the study are as follows:

1. To identify the determinants of job satisfaction of Jute Mills workers.

2. To measure the behavioral level of top management of Jute Mills.
3. To specify the mental happiness of workers of Jute Mills.
4. To evaluate the social background of the workers of Jute Mills.

4. RATIONALE OF THE STUDY

There are many employees' are engaged in the private sectors organization in Bangladesh. They are involving with a huge number of problems. But they don't get scope to express their opinion to the higher authority due to stress, fear, lack of knowledge etc. On the other hand they have a limited power to find out the actual problem involving with their job. The private sector organizations of our country are involving with strike, bribe, slowdowns, non-cooperation etc. Only by the help of job satisfaction it is possible to overcome. The knowledge of job satisfaction is very much important to understand their problems at the workplace. But no substantial work has so far been conducted on socio economic background, job satisfaction and job security of the non-government organizations; especially on Jute Mills in Narsingdi District. So it is very essential to conduct a research study on levels of job satisfaction in workers of Jute Mills.

5. LIMITATIONS OF THE STUDY

On the way of this study researcher has faced the following problems, which in terms may be considered as the limitations of the study. These are as follows:

1. The researcher could not spend sufficient time, which was required for the in-depth study.
2. The study mostly limited to only the 100 workers out of the 1000 workers of Jute Mills in Narsingdi District; which may be more in number for getting more accurate result.
3. Corrective measures for identified problems are not covered in it due to lack of experience.
4. All the respondents do not give answer correctly.

6. LITERATURE REVIEW

Hoque and Hossain (1992), in their study on "Perceived Importance of Different Job Facet and Overall Job Satisfaction of Industrial Workers in Bangladesh- An Empirical Study" found that numbers of satisfied subjects with their present job are significantly higher than those of the dissatisfying subjects.

Hossain (1985), made a study on "An Analysis' of Factors Related to the Job Satisfaction of the Teachers of Secondary Schools." This study conducted on two hundred secondary school teachers were selected from the eleven secondary schools of Dhaka city as the subjects for the study.

Kalra (1981) conducted a research on the managerial people who have recently changed their job and found that there are many reasons behind leaving the previous jobs. These include lack of growth opportunity (56%), poor salary (51%) and lack of job satisfaction (45%). Thus, it can be concluded that job satisfaction is negatively correlated with turnover.

Khaleque and Rahman (1987), address their paper "Perceived Importance of Job Facets and Overall Job Satisfaction of the Industrial Workers.

Khaleque and Wadud (1984) on industrial supervisors found that autonomy in work, promotional opportunity, relations with colleagues, job security and recognition for good work were considered as important sources of job satisfaction by the respondents

Mathew (1992) reported that areas of activities such as, decision making, supervising, control, training, specific academic, sales promotion and selection-recruitment are significantly related with work satisfaction.

Mukherjee (1970) examined the extent to generality of job satisfaction across the different aspects of job.

Watchel, (1995) state that in a system sense, motivation consists of these three interacting and interdependent elements, i.e., needs, drives, and incentives.

7. METHODOLOGY OF THE STUDY

In the present study, methodology is taken to indicate the underlying principles and methods or organizing and the systems or inquiry procedure leading to completion of the study. This chapter deals with various methodological issues relating to the study like profile of the sample unit, sample size of the respondents, sources of data and analysis of data used in the study. There are several Jute Mills in Narsingdi, but among them Modina Jute Mills and Shomser Jute Mills have been selected for the purpose of my study.

8. SAMPLE SIZE OF THE RESPONDENTS

The present study conducted on the workers of two Jute Mills at Narsingdi, Bangladesh. Total 1000 workers are working in these industries Limited. Out of the total 1000 workers, only 100 workers have been selected randomly for the study purpose. The 100 sample respondents have been selected from the five different departments.

9. SOURCES OF DATA

Both primary and secondary data are used for the purpose of the study. The study is mainly based on primary data. The primary data have been collected through personal interview of the workers of Jute Mills. However, the data could not be collected from primary sources, would be collected through secondary sources. Different types of data and their sources are discussed under the following heads.

9.1 PRIMARY DATA

The primary data have been collected through personal interview with the workers used by structured questionnaire. To collect the primary data researcher used three sets of interview schedules, specially prepared in the light of the objectives of the study. The collected data have been subsequently processed, tabulated and analyzed for the purpose of the study. The collected data have been processed, tabulated and analyzed in the logical manner.

9.2 SECONDARY DATA

The data could not be collected from primary sources have been obtained through secondary sources. The secondary sources include books, journals, annual report and unpublished research works.

10. MEASURING INSTRUMENTS

The collected data have been analyzed through the following statistical instruments:

10.1 MEAN OR AVERAGE

The arithmetic mean is a location measure that describes the values in a data set by equal parts of their total. It is computed as the sum of the individual values divided by their number (Ingram, J.A., & Monks, J.G., 1989).

10.2 STANDARD DEVIATION

The Standard deviation (SD) is a measure of the variation of data that is used to determine the percentage of data values that reside within any specified distance from their mean (Ingram, J.A., & Monks, J.G., 1989).

$$\sigma = \sqrt{\frac{\sum (x - \bar{x})^2}{N}}$$

10.3 T-TEST

T-distribution is used in testing of hypothesis about the population mean to decide about the acceptance or rejection of H_0 vis-à-vis H_1 . The calculated value of t is compared with the value of t for $(n-1)$ d. f., and level of significance α the tabulated t -value gives the critical value of t . More clearly, if $t_{cal} > t_{\alpha}$ for $(n-1)$ d. f., reject H_0 otherwise accept it in case of one tailed test. (Agarwal, B.L., 1991).

10.4 CHI SQUARE TEST

The chi-square test is one of the simplest and most widely used non-parametric tests in statistical work. It makes no assumptions about the population being sampled. The quantity chi-square describes the magnitude of discrepancy between theory and observation. That is with the help of chi square test we can know whether a given discrepancy between theory and observation can be attributed to chance or whether it results from the inadequacy of the theory to fit the observed facts. If chi-square is zero it means that the observed and expected frequencies completely coincide. The greater the value of chi-square, the greater would be the discrepancy between observed and expected frequencies.

$$x^2 = \sum(O - E)^2 / E$$

Where, O = Observed Frequency

E = Expected or Theoretical Frequency

11. STATISTICAL ANALYSIS OF THE STUDY

11.1 CHI-SQUARE (x^2) TEST

The chi-square test is one of the simplest and most widely used non-parametric tests in statistical work. It makes no assumptions about the population being sampled. The quantity chi-square describes the magnitude of discrepancy between theory and observation. Satisfaction and dissatisfaction of workers recorded in the following table:

11.1 (A) PROMOTIONAL OPPORTUNITIES OF THE RESPONDENTS

Chi-Square statistics of promotional opportunities is shown in the following table:-

TABLE-11.1 (A) CHI-SQUARE STATISTICS OF PROMOTIONAL OPPORTUNITIES

Category	No. of Respondents	Expected Value	Residual Value	Chi-Square Value	Degree of Freedom (df)	Significance
Yes	47	50.0	-3	0.36	1	0.548
No	53	50.0	3			
Total	100					

Source: Field Survey

Table- 11.1(a) shows that computed chi-square value is .36 is smaller than the table value of 2.71 at 10% level of significance, therefore, the study accept the null hypothesis. Workers are not satisfied on promotional opportunities of factory.

11.1 (B) RECOGNITION FOR BETTER PERFORMANCE OF THE RESPONDENTS

Chi-square statistics of recognition for better performance is shown in the following table:-

TABLE-11.1 (B) CHI-SQUARE STATISTICS OF RECOGNITION FOR BETTER PERFORMANCE

Category	No. of Respondents	Expected Value	Residual Value	Chi-Square Value	Degree of Freedom (df)	Significance
Yes	2	50.0	-48	92.16	1	.0000
No	98	50.0	48			
Total	100					

Source: Field Survey

Table- 11.1(b) shows that calculated chi-square value is 92.16 is greater than the table value of 6.63 at 1% level of significance, therefore, the study reject the null hypothesis. Workers are satisfied on recognition of better performance.

11.1 (C) GOOD RELATIONSHIP WITH CO-WORKERS

Chi-Square statistics of good relationship with co-workers is shown in the following table:-

TABLE-11.1 (C) CHI-SQUARE STATISTICS OF GOOD RELATIONSHIP WITH CO-WORKERS

Category	No. of Respondents	Expected Value	Residual Value	Chi-Square Value	Degree of Freedom (df)	Significance
Yes	90	50.0	40	64	1	.000
No	10	50.0	-40			
Total	100					

Source: Field Survey

Table- 11.1(c) shows that calculated chi-square value is 64 is greater than the table value of 6.63 at 1% level of significance, therefore, the study reject the null hypothesis. Workers are satisfied on good relationship with co-workers.

11.1 (D) MANAGEMENT POLICY OF THE RESPONDENTS

Chi-Square statistics of management policy of the respondents is shown in the following table:-

TABLE-11.1 (D) CHI-SQUARE STATISTICS OF MANAGEMENT POLICY

Category	No. of Respondents	Expected Value	Residual Value	Chi-Square Value	Degree of Freedom (df)	Significance
Yes	70	50.0	21	17.64	1	.000
No	30	50.0	-21			
Total	100					

Source: Field Survey

Table- 11.1(d) shows that calculated chi-square value is 17.64 is greater than the table value of 6.63 at 1% level of significance, therefore, the study reject the null hypothesis. Workers are satisfied on salary management policy.

11.2 T-TEST (ONE-SAMPLE TEST)

T-test table gives over a range of values of degree of freedom at different levels of significance. By selecting a particular degree of freedom and level of significance, the study determine the tabular value of *t*. The study establishes a null hypothesis, and if our computed *t* is greater than tabular *t*, we reject the null hypothesis; if our computed *t* is smaller than the tabular *t*, we accept the null hypothesis. The satisfaction and dissatisfaction of the workers recorded in the following table:

11.2 (A) PROMOTIONAL OPPORTUNITIES OF THE RESPONDENTS

T-Test statistics of promotional opportunities of the respondents is shown in the following table:-

TABLE-11.2 (A) T-TEST STATISTICS OF PROMOTIONAL OPPORTUNITIES

Factor of Job Satisfaction	No. of Respondents	Mean	Std. Deviation	Std. Error	T -Value	df	Sig.
Promotional Opportunities	100	.47	.502	0.050	9.369	99	.00

Source: Field Survey

Table-11.2(a) reveals that the calculated value of *t* is 9.396 is greater than the table value of 2.576 at 1% level of significance and the degree of freedom is 99. The study will reject the null hypothesis. It is accept the alternative hypothesis. Workers are satisfied their promotional systems.

11.2(B) RECOGNITION FOR BETTER PERFORMANCE OF THE RESPONDENTS

T-Test statistics of recognition for better performance of the respondents is shown in the following table:-

TABLE-11.2(B) T-TEST STATISTICS OF RECOGNITION FOR BETTER PERFORMANCE

Factor of Job Satisfaction	No. of Respondents	Mean	Std. Deviation	Std. Error	T-Value	df	Sig.
Recognition for Better Performance	100	0.02	0.14	0.014	1.421	99	0.16

Source: Field Survey

Table-11.2(b) reveals that the calculated value of *t* is 1.421 is smaller than the table value of 1.645 at 5% level of significance and the degree of freedom is 99. The study will accept the null hypothesis. So workers are not satisfied to the recognition for better performance.

11.2 (C) GOOD RELATIONSHIP WITH CO-WORKERS

T-Test statistics of good relationship with co-workers is shown in the following table:-

TABLE-11.2 (C) T-TEST STATISTICS OF GOOD RELATIONSHIP WITH CO-WORKERS

Factor of Job Satisfaction	No. of Respondents	Mean	Std. Deviation	Std. Error	T-Value	df	Sig.
Relation with Co-Worker	100	0.9	0.30	0.030	29.84	99	.00

Source: Field Survey

Table-11.2(c) reveals that the calculated value of *t* is 29.84 is greater than the table value of 2.576 at 1% level of significance and the degree of freedom is 99. The study will reject the null hypothesis. So it is found that good relation exists among the co-workers.

11.2 (D) MANAGEMENT POLICY OF THE RESPONDENTS

T-Test statistics of management policy of the respondents is shown in the following table:-

TABLE-11.2 (C) T-TEST STATISTICS OF MANAGEMENT POLICY

Factor of Job Satisfaction	No. of Respondents	Mean	Std. Deviation	Std. Error	T-Value	df	Sig.
Management Policy	100	0.71	0.45	0.045	15.56	99	.00

Source: Field Survey

Table-11.2(c) reveals that the calculated value of *t* is 15.56 is greater than the table value of 2.576 at 1% level of significance and the degree of freedom is 99. The study will reject the null hypothesis. Here it can be said that workers are satisfied for participation in management policy.

12. TABLE OF MEAN RANKING

On the basis of t-test of different contents of interview schedule a mean ranking table is shown below:

TABLE 12: TABLE OF MEAN RANKING

Factor of Job Satisfaction	No. of Respondents	Mean	Std. Deviation	Std. Error	T-Value	df	Sig.	Rank of Mean
Promotional Opportunities	100	0.47	.502	0.050	9.369	99	.00	03
Recognition for Better Performance	100	0.02	0.14	0.014	1.421	99	0.16	04
Relation with Co-Worker	100	0.9	0.30	0.030	29.84	99	.00	01
Job Freedom	100	0.57	0.50	0.050	11.45	99	.00	02

13. FINDING OF THE STUDY

Job satisfaction plays an important role to the workers of any organization in terms of its productivity, efficiency, employee relationship, absenteeism and turnover. From the analysis of the present study we find the following findings:

1. There was no significant influence of personal factors on the overall job satisfaction.
2. There was a significant positive correlation between job satisfaction and performance and a significant negative correlation between job satisfaction and absenteeism and accident.
3. The workers of the organization always expect good behavior from their higher authority.

14. RECOMMENDATIONS

The present study was an attempt to obtain a better understanding about the causes of job satisfaction of Jute Mills in Narsingdi District, Bangladesh. The following recommendations may be made in light of the present study:

- The promotional opportunities should be increased then present stage of promotional opportunities.
- Workers are to be rewarded for their better performance.
- Workers should keep a friendly relation with their co-workers.

15. CONCLUSIONS

Here various determinants are used to find out the job satisfaction. The following determinants such as, promotional opportunity, good relation with co-workers, management policy and recognition for better performance represents the job satisfaction of the workers of Jute Mills in Narsingdi District. A job is a part of one's life and such work not only physical needs are fulfilled through monetary gain but also giving psychological satisfaction. It is the work and through it the individual finds opportunities for the satisfaction of many of his social personal needs. As the workers are more satisfied they will be more productive, so the employers have to make the workers more satisfied.

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