



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	A POLICY FRAMEWORK FOR MANAGING DIVERSITY IN THE DEPARTMENT OF THE PREMIER OF THE WESTERN CAPE PROVINCIAL GOVERNMENT <i>DESMOND VAN DER WESTHUIZEN, DR. SHAUN PEKEUR & MOHAMED SAYEED BAYAT</i>	1
2.	OPPORTUNITIES OF TOURISM SECTOR IN BANGLADESH <i>MD. ZAHIR UDDIN ARIF, MD. NAZRUL ISLAM & MD. SHAFIQL ISLAM</i>	10
3.	AN EMPIRICAL BIVARIATE CASE STUDY ON ASSOCIATIONS BETWEEN SELECT FACTORS CONCERNING POST GRADUATE STUDENTS AND THEIR ACADEMIC PERFORMANCE <i>NIRAJ MISHRA & PREETI SHRIVASTAVA</i>	18
4.	A STUDY ON THE RELATIONSHIP BETWEEN CORPORATE FINANCIAL PERFORMANCE AND CORPORATE SOCIAL RESPONSIBILITY (CSR) <i>ALIYAR MOHAMED SHEHAM & DR. ATHAMBAWA JAHFER</i>	25
5.	FACTORS RELATED TO THE PERFORMANCE OF LOW COST ELECTRONIC PRODUCTS IN BANGLADESH <i>MD. RIFAYAT ISLAM</i>	32
6.	EMPLOYEE SATISFACTION: A CASE STUDY OF A LEADING MULTINATIONAL TELECOMMUNICATION COMPANY IN BANGLADESH <i>DR. TAIMUR SHARIF & SELINA AKTER</i>	36
7.	EFFECT OF FAMILY CONTROL AND INTERNAL AUDITOR ON ACCURAL ITEMS OF OPERATIONAL ACCOUNTING (GIULI AND HIN CCONSERVATIVE MODEL) <i>MOHAMADREZA ABDOLI</i>	45
8.	THE EFFECT OF INTELLECTUAL CAPITAL ON THE ORGANIZATIONAL PERFORMANCE <i>DR. AMIR HOSSEIN AMIRKHANI, SAYD MEHDI VEISEH, MEYSAM ERTEGHAEI & HAMIDEH SHEKARI</i>	49
9.	TEACHER STRESS: THE SOURCES OF TEACHER STRESS AND THEIR CONSEQUENCES <i>RABIA MUSHTAQ</i>	54
10.	RETAILING IN INDIA: OPPORTUNITIES & CHALLENGES <i>ANIL KUMAR .S. HAGARGI & DR. RAJNALKAR LAXMAN</i>	60
11.	GROWTH AND SUSTAINABILITY OF INDIAN BANKING SECTOR <i>DR. M. L. GUPTA & DR. REKHA GARG</i>	64
12.	A STUDY ON LOCUS OF CONTROL OF EMPLOYEES IN TEXTILE COMPANIES AT SALEM DISTRICT, TAMILNADU <i>M. GURUSAMY, A. VELSAMY & DR. N. RAJASEKAR</i>	67
13.	ORGANIZATIONAL EFFECTIVENESS AND SERVICE EFFICIENCY: A COMPARATIVE STUDY SELECT INDIAN BANKS <i>DR. ASHOK AIMA & NAVEEDA SEHER</i>	73
14.	EMPLOYEE WELFARE ACTIVITIES WITH RESPECTIVE MEASURES IN INDUSTRIAL SECTOR - A STUDY ON INDUSTRIAL CLUSTER AT CHITTOR DISTRICT <i>DR. P. VENUGOPAL, T. BHASKAR & P. USHA</i>	78
15.	MOTIVATORS AND INHIBITORS OF ONLINE SHOPPING IN HYDERABAD <i>MOHD LAYAQ AHAMAD & SHAIKH MOHD ZAFAR</i>	84
16.	A STUDY ABOUT HEALTH PROBLEMS OF EMPLOYEES WORKING IN IT AND ITES INDUSTRY IN THE ASPECTS OF ERGONOMICS <i>DR. C. S. RAMANI GOPAL & DR. G. PALANIAPPAN</i>	88
17.	A STUDY ON THE USAGE OF KNOWLEDGE MANAGEMENT PRACTICE IN AVASARALA TECHNOLOGIES LIMITED (ATL) <i>A. MANI MARAN, S. SUNDARAMURTHY REDDY & P. SELVA KUMAR</i>	94
18.	OUTSOURCING OF HR SERVICES AT ITC MAURYA SHERATON HOTEL & TOWERS <i>RISHI DOGRA & COL K. S. MADAAN</i>	101
19.	ANALYTICAL STUDY OF ICT SERVICES AND SKILLS IN THE MODERN EDUCATION SYSTEM <i>DHANANJAY MANDLIK, MADHUWANTI SATHE & DR. PARAG KALKAR</i>	106
20.	A COMPARATIVE STUDY OF ORGANISATIONAL CLIMATE: INDIAN MULTINATIONAL COMPANIES IT EXECUTIVES VS. FOREIGN MULTINATIONALS COMPANIES IT EXECUTIVES <i>ANURAG SINGH</i>	110
21.	FAMILY VS. WORK CONFLICT AMONG WORKING WOMEN IN INDIA WITH SPECIAL REFERENCE TO IT, EDUCATION AND BANKING SECTOR <i>A. VANITHA & DR. S. MEENAKUMARI</i>	113
22.	BANKING PROFESSIONALS AND ATTITUDINAL DIMENSION OF JOB SATISFACTION: A DESCRIPTIVE STUDY <i>S.M. SHARIQ ABBAS</i>	119
23.	USE OF ICT IN LEARNING OF ENGLISH PRONUNCIATION, GRAMMAR AND VOCABULARY OF SECONDARY SCHOOL STUDENTS <i>RANJIT SINGH</i>	125
24.	MANAGING CONFLICT THROUGH CONFRONTATION: AN OD INTERVENTION <i>DR. ARPITA SARANGI</i>	131
25.	SPONSORSHIP IN CULTURAL AFFAIRS: A NEW ARENA <i>TRINANKUR DEY</i>	135
	REQUEST FOR FEEDBACK	138

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at: [Ulrich's Periodicals Directory ©, ProQuest, U.S.A.](#), [Index Copernicus Publishers Panel, Poland](#), [Open J-Gate, India](#)

as well as in [Cabell's Directories of Publishing Opportunities, U.S.A.](#)

Circulated all over the world & Google has verified that scholars of more than Hundred & Fifteen countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

www.ijrcm.org.in

CHIEF PATRON

PROF. K. K. AGGARWAL

Chancellor, Lingaya's University, Delhi
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

PATRON

SH. RAM BHAJAN AGGARWAL

Ex. State Minister for Home & Tourism, Government of Haryana
Vice-President, Dadri Education Society, Charkhi Dadri
President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

AMITA

Faculty, E.C.C., Safidon, Jind

ADVISORS

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Dean (Academics), Tecnia Institute of Advanced Studies, Delhi

CO-EDITOR

DR. BHAVET

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

EDITORIAL ADVISORY BOARD

DR. AMBIKA ZUTSHI

Faculty, School of Management & Marketing, Deakin University, Australia

DR. VIVEK NATRAJAN

Faculty, Lomar University, U.S.A.

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SANJIV MITTAL

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

DR. KULBHUSHAN CHANDEL

Reader, Himachal Pradesh University, Shimla

DR. TEJINDER SHARMA

Reader, Kurukshetra University, Kurukshetra

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P. J. L. N. Government College, Faridabad

DR. SHIVAKUMAR DEENE

Asst. Professor, Government F. G. College Chitgappa, Bidar, Karnataka

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadhola, Yamunanagar

ASSOCIATE EDITORS

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PROF. A. SURYANARAYANA

Department of Business Management, Osmania University, Hyderabad

DR. ASHOK KUMAR

Head, Department of Electronics, D. A. V. College (Lahore), Ambala City

DR. SAMBHAV GARG

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

DR. V. SELVAM

Divisional Leader – Commerce SSL, VIT University, Vellore

DR. PARDEEP AHLAWAT

Reader, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

S. TABASSUM SULTANA

Asst. Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

SURJEET SINGH

Asst. Professor, Department of Computer Science, G. M. N. (P.G.) College, Ambala Cantt.

TECHNICAL ADVISOR

AMITA

Faculty, E.C.C., Safidon, Jind

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadhola, Yamunanagar

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Business Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic and Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email addresses: infoijrcm@gmail.com or info@ijrcm.org.in.

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.

(e.g. Computer/IT/Finance/Marketing/HRM/General Management/other, please specify).

DEAR SIR/MADAM

Please find my submission of manuscript titled ' _____ ' for possible publication in your journal.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication anywhere.

I affirm that all author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if our/my manuscript is accepted, I/We agree to comply with the formalities as given on the website of journal & you are free to publish our contribution to any of your journals.

NAME OF CORRESPONDING AUTHOR:

Designation:

Affiliation with full address & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

2. **INTRODUCTION:** Manuscript must be in British English prepared on a standard A4 size paper setting. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of the every page.
3. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.
4. **AUTHOR NAME(S) & AFFILIATIONS:** The author (s) full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address should be in italic & 11-point Calibri Font. It must be centered underneath the title.
5. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para.
6. **KEYWORDS:** Abstract must be followed by list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should be in a 8 point Calibri Font, single spaced and justified.
10. **FIGURES & TABLES:** These should be simple, centered, separately numbered & self explained, and titles must be above the tables/figures. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. It must be single spaced, and at the end of the manuscript. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use **(ed.)** for one editor, and **(ed.s)** for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parentheses.
 - The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio," Ohio State University.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITE

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on July 05, 2011 <http://epw.in/user/viewabstract.jsp>

EMPLOYEE SATISFACTION: A CASE STUDY OF A LEADING MULTINATIONAL TELECOMMUNICATION COMPANY IN BANGLADESH

DR. TAIMUR SHARIF
ASST. PROFESSOR
DEPARTMENT OF BUSINESS ADMINISTRATION
ALHOSN UNIVERSITY
ABU DHABI, UAE

SELINA AKTER
TEACHING ASSISTANT
DEPARTMENT OF BUSINESS STUDIES
LONDON SOUTH BANK UNIVERSITY
103 BOROUGH ROAD
LONDON SE1 0AA, UNITED KINGDOM

ABSTRACT

This study attempts to investigate the levels of workers' job satisfaction with regard to HRM policies and practices in the multinational corporations adopting TeleCorp (anonymously named), a leading multinational telecommunication company in Bangladesh, as a case study. The study is empirically based on a questionnaire survey with a response rate of 81%. The research observes that employees are satisfied with certain practices of TeleCorp such as performance appraisals, pay, compensation and dismissal whereas dissatisfied with job autonomy and working time. This study also analyses how job satisfaction varies among various groups of workers - groups categorised according to employees' personal and job related characteristics. The levels of employees' job satisfaction are observed to fluctuate in terms of their age, gender, education, experiences, designation, and marital status. A set of recommendations are formulated in light of the standard HR-policies and practices in literature and prescribed in view of the observations made with regard to employees' job satisfaction at TeleCorp. The outcomes of this research can be used in an inductive manner to penetrate a general picture of the existing multinational companies in Bangladesh. The outcomes can also be used as a guideline for those companies which are in pursuit of uplifting the standard of their HR practices as a mechanism to develop global competence. As the list of HR issues covered in this study are non-exhaustive in nature, the research ends with proposing for further research on a wider scale comprising of all types and sizes of companies operating in Bangladesh.

KEYWORDS

Employee satisfaction, HRM, Telecom sector.

INTRODUCTION

Research works on workers' behaviour in their workplaces suggest that employees' overall performance, loyalty and satisfaction largely depend on an organization's human resource management (HRM) policies and practices such as job autonomy, work-life balance, working time, communication between superiors and subordinates, etc. (Pare & Tremblay, 2007). Siddiquee (2003), Quadir, Azad & Uddin (2006) and Islam & Saha (2008) identified these practices in Bangladesh as informal, unsophisticated, and somewhat bureaucratic in most small and medium size organizations, regardless private or public. Although Islam and Saha (2008) attempted to examine employees' cognitive behaviour in multinational banking sector using the above factors, little is known so far about what extent employees' are pleased with specific factors like job autonomy, training and development, performance appraisals, pay, working time, communication, benefits, etc. in the context of large MNCs operating in Bangladesh's telecommunication sector – a sector that has experienced much growth in terms of foreign investment, subscriptions (crossed 80 million mark in September 2011), and, most importantly, quick rates of return over the last two decades since the country opened its economy to facilitate privatisation and attract multinational investments since the early 1990s (Rahaman, 2011; UKTI, 2011). In light of these observations, this study has aimed to examine the levels of employee job satisfaction in a leading multinational telecommunication company in Bangladesh, 'TeleCorp' (anonymously named). In order to attain this major objective, this study targets to make the following queries in the form of specific objectives:

1. To make a review of literature on job satisfaction and related issues in order to identify the factors that influence employees' performance and satisfaction;
2. To list factors that play important roles in job satisfaction, thus scrutinise the job satisfaction levels of employees working for TeleCorp;
3. To draw some meaningful conclusions about the current HR practices of TeleCorp and generalise the research outcomes for other companies operating in Bangladesh.

It is expected that the outcome of the research will have significant empirical contributions to improve the existing HRM policies and influence factors that affect employees' performance and satisfaction not only in TeleCorp but also other companies of similar nature in Bangladesh. As the number of private and foreign companies is rising fast in Bangladesh, it can be treated as a timely attempt to investigate the levels of employees' job satisfaction in non-traditional (ie, foreign, private) work environments and explore the factors that influence workers' commitment to these organizations.

LITERATURE REVIEW

Lawler (1972) presented job satisfaction as an employee's positive exhilarating feedbacks on a particular job s/he is involved with in a particular time period. According to Locke (1976), job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1300). Spector (1997) similarly pointed out job satisfaction as the state of how people are feeling about different aspects of their jobs. Sousa-Poza and Sousa-Poza (2000) commented that being able to fulfil their needs of current circumstances make people job satisfied. Rose (2003) analysed job satisfaction in a two dimensional viewpoints incorporating extrinsic and intrinsic satisfaction of jobs where extrinsic satisfaction mostly depends on promotion, pay, job security and other financial or material advantages or rewards of their jobs whereas intrinsic satisfaction are basically qualitative or symbolic facets of the jobs such as an individual's capability to deal with the required tasks of the job, relationship with line manager or supervisor, or even the type of work the employee actually performs. In light of the observations made in these researches, any clear indication or optimal way to identify the level of job satisfaction cannot be observed. This study therefore attempts to make an in-depth query of the factors that can be listed as responsible for promoting job satisfactions in a workplace.

EMPLOYEES' PERSONAL CHARACTERISTICS AND JOB SATISFACTION

Employees' job satisfaction varies due to the variations of their personal characteristics such as gender, age, education, experiences, marital status, job status, employment sector, etc. These characteristics are listed below in light of the empirical studies conducted in different country contexts:

Bilgic (1998) and Bender, Donohue & Heywood (2005) observed the role of 'gender' as a widely considered and unavoidable factor of employees' job satisfaction. In terms of promotions, earnings, recruitment, dismissals, and career prospects, Kaiser (2002) found greater job satisfaction of women than their men counterpart. The surveys conducted in Austria, Finland, the Netherlands, Sweden and the UK showed that women are happier than men with their jobs (Cabrita and Perista, 2006). In contrast, some opposite scenarios were revealed in the study on Singaporean Accountants by Goh, Koh and Low (1991), Hansen's survey (2003) in Denmark and ECHP (European Community Household Panel) (2001) survey in Portugal that men have high level of job satisfaction than women in their respective jobs. Similarly, Okpara, Squillace and Erondu (2005) suggested that male teachers in American universities are more satisfied with their overall job package whereas female teachers are more satisfied with the nature of work and their work colleagues. In the case of the UK, Rose (2005) however suggested that job satisfaction between genders is converging and predicted that within next 10 years there would be no differences between genders in terms of job satisfaction. Alike Rose (2005), a number of surveys on Bulgaria, the Czech Republic, Estonia, Hungary, Italy, the Netherlands, Romania, and Spain have already found no remarkable differences between men and women in terms of their job satisfaction (Cabrita and Perista, 2006).

Job satisfaction and 'age' show long history of correlation. The outcome of the surveys carried out in some European countries like the Czech Republic, Denmark, Italy, the Netherlands and Sweden pointed out that there is higher level of job satisfaction with increasing age. The exceptions are Romania and Austria where employees' job satisfaction decreases with age. In Italy, educated younger employees are more satisfied than their less educated older counterparts. However, in Spain, Hungary and Estonia, age does not play a key role in job satisfaction. The survey on Spain by Royuela and Surinach (2008) suggested that employees aged below 19 years and over 65 years expressed high level of job satisfaction in their respective fields which were 54.5% and 64.8% respectively.

Significant relationships between 'education' and job satisfaction have been revealed in a number of surveys carried out in different country contexts. The more educated an employee is, the happier s/he is with her/his current job (Rogers, 1991). Falcone (1991) suggested that less educated managers, regardless of private or public sectors, are less satisfied with their jobs than their highly educated counterparts. In case of Italy, due to availability of better educational opportunities (reciprocal with the age), educated workers who are old are less pleased with their work than their young educated counterpart (Giaccone, 2007). Interestingly, in case of Denmark, semi-skilled and less educated women with little or no job training working in a physical environment with little remuneration are as happy with their job as highly educated professional women. Besides, men workers with no vocational training are more satisfied than male employees with some professional training (Hansen, 2003).

Job satisfaction has positive relationship with 'experience' in an organization. The more an employee work with an organization the more commitment and feeling grow up to the work and organization. According to Howard & Frink (1996) and Okpara (2004), people with more experiences have respects to their jobs and feel relatively more satisfied than those with less experience.

In case of job satisfaction, 'marital status' and 'family size' of an employee play important roles. Single persons are observed to be less satisfied with their jobs in Denmark and Italy. Surprisingly, in Italy, those who are divorced and separated from their partners are found to be the most satisfied employees with their jobs whereas married employees are comparatively less pleased with their jobs than other groups (Giaccone, 2007). Surveys in the Netherlands and Romania depicted that employees with increasing number of children are more satisfied with their jobs than others (Cabrita and Perista, 2006). Likewise, in Finland, employees with children considered very satisfied with their jobs than those with no children (Lehto and Sutela, 2007)

Job satisfaction also depends on 'job status' of an employee, eg, full time, part time, temporary or permanent, etc. The results of the surveys of NWCS (National Working Conditions Survey – Bulgaria) (2005), MQWL (Measuring the Quality of Working Life - Czech Republic) (2004), POLS (Permanent Quality of Life Survey – Netherlands) (2003) and TAS (TNO Working Situation Survey – Netherlands) (2004) suggested that company workers are less satisfied than self-employed people in Bulgaria, the Czech Republic and the Netherlands. The survey carried out by Cabrita and Perista (2006) showed that employees with permanent employment contract are more satisfied than those with temporary, visiting or fixed-term contracts. Surveys by Lehto and Sutela (2007) revealed similar results in case of Finland. The ECHP (European Community Household Panel) data (2001) on the Portuguese ICT and retail sectors pointed out that temporary employees are less satisfied with the various aspects of their jobs than those with permanent contracts. One of the surveys in the context of Italy similarly highlighted that permanent employees are more satisfied with their work as a career prospects but also showed that employees are least satisfied with work relations and fixed timers are less satisfied with working times (Giaccone, 2007).

'Employment sectors' play an important role in making an employee job satisfied. Cabrita and Perista's (2006) survey on both Spain and Portugal highlighted that the people working in agriculture and secondary industry are comparatively less pleased with their respective works than employees' working in services or tertiary sectors. In Austria, Bulgaria, the Czech Republic, and Sweden, the people working in the financial sectors has the maximum level of job satisfaction. The lowest level of job satisfaction are observed in manufacturing and industry sectors in the Czech Republic and Denmark, and mining sectors in Austria and Bulgaria. The low level of job satisfaction also emerged in the hotel and restaurant sector in Austria, Denmark, and the Netherlands. In Finland, employees in public sectors are more satisfied than those working in private sectors (Hooff et al, 2008).

ORGANISATIONS' HRM ACTIVITIES AND JOB SATISFACTION

Human resource management (HRM) activities are the prime organizational procedures and policies that measure employees' commitment to the organization, their various responsibilities as well as both in and extra role performances. The major HRM activities that affect employees' job satisfaction are identified and listed below:

Pay/salary/reward is treated as one of the most important measures of employees' job satisfaction. Sharif and Jamal-Ena (2002) pinpointed the importance of developing a constructive company pay policy and suggested a positive correlation between the salary an employee receives and the level of job satisfaction. Shields & Price (2002) and Clark (1997) found that employees' income can play a key role in shaping their overall job satisfaction. Studies by Sloane & Ward (2001), Hamermesh (2001) and Shields & Price (2002) suggested that the real factor that mostly affects job satisfaction is employees' relative income -- the difference between actual income and expected income in a particular time. However, as Frey and Stutzer (2002) emphasised, higher level of income for an employee may not always bring higher level of job satisfaction because people compare themselves with others with similar calibre and their respective income levels.

Training & development has significant impact on employees' job satisfaction. Aman (2010) carried out a research on Saudi Arabian employees and found that approximately 75% of the employees' are highly satisfied with their jobs because of their extensive carrier progressive training opportunities and around 68% employees' expressed their satisfaction about the development opportunities within the organization. Schmidt (2007) pinpointed the role that training and development plays to decide whether employees' keep or switch their jobs.

Performance appraisal is used to evaluate employees' overall ongoing performance, to measure efficiency and effectiveness of individuals, to find out areas that needs to be developed, and to improve overall organizational productivity (Jawahar, 2006). Overall employees' job satisfaction with performance appraisal basically depends on how satisfied employees are with performance rating criteria, performance appraisal interview and, overall, the performance appraisal system (Blau, 1999; Keeping and Levy, 2000). According to Boswell and Boudreau (2000), employees' have high satisfaction with transparent, objective and widely accepted performance appraisal systems that actually recognize employees' capabilities.

Job autonomy is one of the most influential factors to cause higher level of job satisfaction of an employee. Bradley, Petrescu and Simmons (2004) pointed out that job satisfaction is the degree of apparent autonomy that an employee feels in her/his current job. Hansen (2003) suggested that 90% of the male workers and around 85% of the female workers in Denmark who have greater job decision latitude have higher levels of job satisfaction. Likewise, the results from the MQWL (Measuring the Quality of Working Life - Czech Republic) survey (2004) illustrated that greater autonomy in the Czech Republic made employees considerably more job satisfied.

Working hours seem to play a decisive role in job satisfaction. For example, the NWCS (National Working Conditions Survey – Bulgaria) (2005) shows that 78% of employees' with weekly working hours between 30 and 44 in Bulgaria are completely satisfied with their jobs. About 40% of workers working more than 45 hours are dissatisfied with their jobs. On the other hand, researchers of the UK discover that full time workers are happier than part timers but female full timers

are less satisfied with their job in terms of pay and working hours than those working part time (Rose, 2005). Using evidences from Honduras, Bóo, Madrigal and Pagés (2009) showed a similar picture for both male- and female-workers in developing countries.

Working flexibility and overtime work also influence workers' job performance and satisfaction. Royuela and Surinach's survey (2008) based on quality of life in Spain revealed that the more satisfied employees are those who enjoy flexibility in working hours and times. Likewise, Lehto and Sutela's survey (2007) in Finland showed that employees getting their own choice of working hours and times are more satisfied than those who do not have any such flexibility. In case of overtime work, a positive correlation between overtime and job satisfaction can be observed for those employees who need more money (Cabrita and Perista, 2006). On the contrary, the outcome of the SQLW (Survey on quality of life in the workplace – Spain) survey (2004) highlights that the less the employees' have to do the overtime, the happier they are with their jobs. Similarly, QWLS (Quality of Work Life Survey - Finland) survey (2003) reveals that employees who have to do more overtime than they are entitled to are little satisfied with their jobs. However, in a gender-specific analysis, Hansen (2003) highlighted that 79% of the male workers in Denmark are very happy if their job demands more overtime whereas female workers seem to be not interested in overtime opportunities.

Work-life balance makes an employee job satisfied. A number of research works revealed that job satisfaction and personal life fulfilment have high level of bondage -- employees who can accomplish their family responsibilities are highly motivated and exceptionally satisfied with their job regardless of other factors (Cabrita and Perista, 2006). More than 85% employees in Bulgaria (National Working Conditions Survey - NWCS, 2005) and 78.3% in Czech Republic (Measuring the Quality of Working Life -MQWL, 2004) expressed high level of satisfaction with their jobs due to good balance between working condition and personal lives. Hansen (2003) revealed a similar result with regard to the Danish employees.

Workers participation has a positive relationship with job satisfaction, according to various surveys. According to the survey conducted in Spain by Royuela and Surinach (2008), the more the employees are able to get involved in decisions making process, the happier they are with their jobs. Likewise, the survey by Lehto and Sutela (2007) in the context of Finland showed that employees who have chances to apply their own initiatives or ideas at work are satisfied with their jobs than those who are unable to express their own views at work. Moreover, MQWL (Measuring the Quality of Working Life – Czech Republic) (2004) suggested that employees who enjoy the privilege to share new and better ideas and who have a chance to discuss different opinions have high level of satisfaction with their jobs than others who do not enjoy these types of privileges.

The communication between superior and subordinates has remarkable influence on employees' job satisfaction in workplace. Sutton and Rafaeli (1989) pointed out that not only the verbal but also the nonverbal ways of communication between superior and subordinate can play a key role in developing job satisfaction. Subordinates' recognition of superior behavioural expressions such as eye contact, facial and vocal expressions and body language have greater influence on employees' job satisfaction, said Judge and Saari (2004). The researchers also pointed out that supervisors who are approachable, friendly, smiling get more positive feedbacks at workplace than others who are moody and use verbal immediacy.

At this stage, the above literature review can be summed up by developing a Table (below) with a list of work patterns and policies (as independent variables) that play key roles in promoting job satisfactions through facilitations of several HR practices (as dependant variables) – on the basis of which empirical examination of this study will be conducted.

TABLE 1: PROPOSED LIST OF DEPENDENT AND INDEPENDENT VARIABLES OF THE STUDY

Dependent variables	Independent variables
Job Autonomy	1. I am given adequate freedom to accomplish my duties and to take my own initiatives
Overtime	2. I am not forced to do overtime at TeleCorp 3. I have always had opportunities to do overtime at TeleCorp
Working time	4. I have flexibilities on my working hours and times 5. I am satisfied with working time (40 hours) at TeleCorp
Worker Participation	6. My views and participations are valued
Work-life balance	7. I can maintain both family and job responsibilities without extra headache 8. My job at TeleCorp never gives me unbearable amounts of pressure in my private life.
Communication between superior and subordinate	9. Superiors and subordinates have mutual respect and maintain professional relationship 10. My managers are easy to talk to, smiling and friendly 11. As a person, my line manager seems to care about me
Training and development	12. Training meets the needs of required development 13. Training opportunity is available for every employee 14. I am provided adequate opportunities for development and education 15. I have greater prospect to step up within TeleCorp 16. I am satisfied with overall training and development
Performance appraisal	17. Appraisal been executed fairly 18. Appraisal criteria are objective
Reward, compensation and dismissal	19. Pay is competitive 20. Promotion is open to everyone 21. Promotion criteria are objective 22. I am satisfied with benefit and reward package 23. Dismissal policy is fair
Overall, TeleCorp, as a company	24. Overall, I am fully satisfied with my current job at TeleCorp 25. I would recommend TeleCorp as a right place to work

Source: Authors' own development on the basis of literature review.

EMPIRICAL METHODOLOGY

There is no specific model or standard way to measure workers job satisfaction levels. Empirically, a number of instruments and methods can be observed to measure job satisfactions. In order to choose the right methods for this study, a number of related studies such as Job Satisfaction Survey (JSS), Minnesota Satisfaction Questionnaire (MSQ), Faces Scale (Fried and Ferris, 1987), among others were reviewed. Also, to select suitable estimation method of the satisfaction levels, studies that used Likert 5 points scale (Nannally, 1979) and Likert 7 points scale (Koelbel, Fuller & Misener, 1991) were taken into consideration. In consideration of these methodological issues, this study was set to be conducted on the basis of a questionnaire survey among TeleCorp staff members located in Dhaka. The respondents were selected randomly at TeleCorp head office and one customer service centre in Dhaka, irrespective of age, sex, educational background, hierarchy, etc. In aggregate, 88 respondents were approached for the survey. Out of 88 respondents, 71 completed the entire questionnaire constituting a response rate of about 81%. As "published opinion indicates that below 80% bias is likely to occur, and a response rate below 60% is barely acceptable" (RDSU, 2003, p.1), the above response rate can be claimed to be an acceptable one for this study. The survey questions were requested to be answered in Likert 5 points scale starting from 1 (Strongly dissatisfied) to 5 (Strongly satisfied). Altogether, to measure the level of job satisfaction, various quantitative analytical techniques such as Factor Analysis, MANOVA, and Reliability Analysis, etc. have been used in this study. In addition to this, for qualitative analyses, respondents' opinions (if any) were recorded and later inserted in section 4.0 (when needed).

FORMULATION OF QUESTIONNAIRE

In light of the survey of a number of empirical research works, this study initially formulated 32 questions to measure the job satisfaction of TeleCorp employees. In view of Rose (2005), multi-faceted questions were mostly used together with single-item questions. In some cases, standalone questions were also used to understand employees' job satisfaction. At first, a **pilot survey** was carried out with 5 randomly selected employees' in TeleCorp. On the basis of the pilot survey results, 7 questions were dropped. The **final survey** thus comprised of 25 questions.

The final survey questionnaire comprised of two parts. Part one concentrated on workers' personal information. Part two focused on different areas of HRM policies and practices such as performance appraisals, development and training, pay, benefits and dismissal, job autonomy, working time flexibility, overtime, work-life balance, worker participation, communication between superior and subordinates, etc. – factors that make employees happy and motivated to work.

CHARACTERISTICS OF THE RESPONDENTS

The respondents participated in the survey are all engaged directly as an employee of TeleCorp. An effort is made here to classify the respondents on the basis of some characteristics, eg, age, gender, education, etc., in Table 2.

TABLE 2: SOME BASIC CHARACTERISTICS OF THE RESPONDENTS

Category	Features
Gender	Male = 52 Female = 19
Age groups	Under 30 = 21 30 – 39 = 35 40 – 49 = 9 50 -59 = 6 60 or over = 0
Education	Diploma = 7 Bachelor = 52 Masters = 12 PhD = 0
Job status	Entry level = 39 Middle level = 28 Top level = 4
Working years:	1 – 2 = 25 2 – 4 = 23 4 – 6 = 18 6 – 10 = 5 10 > = 0
Job Sectors:	Customer Service = 8 Intelligent Networking (IN) = 22 Billing = 13 RF = 9 Civil Engineering = 8 Accounts = 7 Management = 4
Marital status:	Married = 42 (30 of them have 1 or more children) Single = 29

Source: Compiled by the authors in light the questionnaire survey.

As mentioned, the first part of the survey questions focused on workers' personal information such as name, designation, gender, age, education, marital status, and experiences with the same company, etc. For the survey, the respondents were selected from lower position to higher executives irrespective of their gender. The survey statistics show that 10% respondents are in top level position, 55% are in entry level position, and rest of them are in middle level position. It was observed from the result of the first part of the survey that out of 71 respondents, about 73% were male and 27% female. 59% of the respondents were married and 71% of them have 1 or more children. 87% of the respondents completed at least Bachelor degrees in different disciplines and 17% obtained Master degrees. The mean working years of respondents was 3.9 years.

RELIABILITY OF THE QUESTIONNAIRE

The reliability test has been carried out to check the internal consistency of the questions using Cronbach's alpha. It is a coefficient of reliability and is defined as follows:

$$\alpha = \frac{K}{K-1} \left(1 - \frac{\sum_{i=1}^K \sigma_{Y_i}^2}{\sigma_X^2} \right)$$

Cronbach's alpha value is measured between 0 and 1. The acceptance level of reliability starts from 0.5. A value closer to 1 is highly reliable whereas a value closer to 0 is not considered reliable (Nunnally, 1979). Table 3 below shows the reliability statistics:

TABLE 3: RELIABILITY STATISTICS

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.829	0.893	25

The Cronbach's alpha value (α) above, 0.829, indicates that the questions in this study are highly reliable.

EMPIRICAL EXAMINATION RESULTS

JOB SATISFACTION OF EMPLOYEES IN GENERAL

It is observed from the survey that the mean values of the items related to performance appraisal and reward, compensation and dismissal policy are above 4 -- indicating employees are highly satisfied with these HRM policies.

For improving productivity and quality control, performance appraisals are arguably the most influential tool (Boswell and Boudreau, 2000). The standard deviations of two performance appraisal variables, 0.67075 and 0.62991 respectively, indicate the convergence of positive performance appraisals at TeleCorp. TeleCorp officials rightly believe that performance appraisals are one of the reasons of why the business of TeleCorp is growing day by day and maintaining its position as the leading telecom operator in Bangladesh. The Divisional Manager of Dhaka, during the face-to-face interview, emphasised on performance appraisal as the most important HRM activities. He believes that a good appraisal system may work as the prime mechanism to ensure employees are working well and the payment is justified on the basis of performance. As he stated, "TeleCorp is very careful with performance appraisals as poor appraisal badly affects

not only enterprise but also employees; we try to ensure right procedure and performance criteria to be fair and clear to everyone". In the questionnaire, some respondents made some positive remarks with regard to the existing performance appraisal policies. For instance, "I am very happy to see rigorous performance appraisal by TeleCorp. It works and the policy is fair enough". Similarly, promotion and its criteria look positive with mean value: 3.995, meaning employees are highly satisfied with promotion. However, the variance, which is nearly 1, indicates that some employees are not happy with this criterion though this does not greatly influence their overall job satisfaction.

Likewise, the mean of pay, benefits and rewards package is highest among all variables. The average mean value (4.8013) of these three factors is almost closure to 5. Moreover, the average variance is 0.4631 which is the lowest among all variables. These statistics depict that employees have highest satisfaction with pay, benefits and rewards. TeleCorp as a multinational company has highest basic pay scale, quarterly bonus, festive bonus and rewards based on performance etc. compared to the other similar types of companies (names not mentioned here to maintain anonymity of TeleCorp) in respective positions. According to some employees (comments on survey), "I would like to stick with this job because of its pay and benefits; I think I am getting higher salaries compared to my friends working with other companies". As another employee commented: "I like to work with TeleCorp because they are paying more than my expectation". The lowest standard deviation means apparently all employees are highly satisfied with these criteria.

TABLE 4: MEAN, SD AND RELIABILITY OF 10 DEPENDENT VARIABLES

Variables	Mean	Standard Deviation	Cronbach's Alpha
Job Autonomy	2.873	1.3194	0.819
Overtime	3.493	0.9608	0.824
Working time	2.451	0.9506	0.836
Worker Participation	3.155	2.5782	0.865
Work-life balance	3.085	1.5216	0.832
Communication between superior and subordinate	3.655	1.0510	0.814
Training and development	3.800	0.9420	0.818
Performance appraisal	4.014	0.6503	0.818
Reward, compensation and dismissal	4.316	0.7124	0.821
Overall, TeleCorp, as a company	4.739	0.5361	0.816

TeleCorp has plenty of overtime and employees are happy to do that unless, in some cases, they are forced to do it. The mean value of the overtime opportunity (ie, over 4) means that employees are highly satisfied with their jobs in terms of overtime opportunities. But, in contrast to pay, benefits, rewards package, overtime opportunities, the mean values of the job autonomy and working time are lower than average (3), ie, 2.873 and 2.451 respectively. The results illustrate that most of the employees are not given freedom of choice to accomplish their jobs and they mostly do what they are instructed to do by the line manager. One of the employees commented, "Although my pay is good, I sometimes feel bored doing the same job everyday". Moreover, entry level employees are forced to do overtime in case of business demand which adversely affects employees' job satisfaction. Each and every new employee is not happy as the business demands get more priority than individual necessities. However, the higher standard deviations of job autonomy (1.31941) and overtime (1.15743) in Table 5 represent that considerable employees, particularly higher and middle levels, are still happy with those criteria as most of the time they are not forced to do overtime as well as they have satisfactory freedom of choice to get their jobs done and they can take their own initiatives for the better causes of the business they work for.

TABLE 5: MEAN, SD AND RELIABILITY OF 25 INDEPENDENT VARIABLES

Variables	Mean	Standard Deviation	Cronbach's Alpha
I am given adequate freedom to accomplish my duties and to take my own initiatives	2.8732	1.31941	.819
I am not forced to do overtime at work	2.9437	1.15743	.817
I have always had opportunities to do overtime at work	4.0423	.76414	.830
I have flexibilities on my working hours and times	1.9155	.71207	.827
I am satisfied with working time (40 hours) at TeleCorp	2.9859	1.18915	.845
My views and participations are valued	3.1549	2.57819	.865
I am able to satisfy both my job and family responsibilities	3.1549	1.54594	.834
My job does not cause unreasonable amounts of stress in my life	3.0141	1.49755	.829
Superiors and subordinates have mutual respect and maintain professional relationship	3.3521	1.18441	.813
My managers are easy to talk to, smiling and friendly	3.9577	.91709	.815
As a person, my line manager seems to care about me	3.7887	.75433	.820
Training meets the needs of development	4.0845	.57932	.827
Training is open to everyone	3.5211	.98357	.809
I am provided adequate support for education and development	3.7606	1.00662	.815
I have adequate opportunities to step up within TeleCorp	3.6479	1.32124	.825
I am satisfied with overall training and development	3.9859	.81928	.815
Appraisal been executed fairly	4.0845	.67075	.820
Appraisal criteria are objective	3.9437	.62991	.823
Promotion is open to everyone	3.9437	.92408	.825
Promotion criteria are objective	4.0000	.95618	.813
Pay is competitive	4.8592	.45656	.824
I am satisfied with benefits and reward package	4.7465	.46960	.819
Dismissal policy is fair	4.0282	.75540	.823
Overall, I am fully satisfied with my current job at TeleCorp	4.7746	.45347	.819
I would recommend TeleCorp as a right place to work	4.7042	.61862	.813

Source: Authors' own calculations on the basis of the questionnaire survey.

In terms of worker participation, the highest standard deviation (2.57819) means this variable gives maximum insights of the employees' job satisfaction. It is discovered from the survey that lower level employee views and participations are not considered most of the time. On the contrary, as higher level employees' opinions are valued, they appear to be highly satisfied with their jobs. As one of the employees commented, "It is frustrating for me when I realized that my valued opinions are not even considered and sometimes I am not even aware of the incidents around me".

It is a tradition to live in joint families in Bangladesh (Abedin, 1999). With an increased financial responsibility in social events and religious festival, it sometimes becomes difficult to accomplish all the responsibilities imposed on one particular member, especially when s/he has a conjugal life to maintain. This, in turn, creates a strong possibility of hampering job performance and, as a consequence, job satisfaction. The survey results reveal the same trend that married employees' are having difficulties to keep their full commitments in both family and job matters. Even when the nature and quality of their job are higher,

employees fail to enjoy the work. However, the standard deviation (1.5216) depicts that a significant number of employees are satisfied with their jobs as they can satisfy both parties where their jobs do not make any unreasonable stress on their personal lives. Overall, employees are highly satisfied with their jobs. A higher mean value of the overall satisfaction (closer to 5) and the lowest standard deviation (0.45347) indicate that all employees are strongly satisfied with their jobs although they, in many cases, expressed dissatisfaction about job autonomy, working time, overtime, worker participation as well as work-life balance. Due to inconsistency of mind and confusion about deciding the good and bad sides of a job, respondents may have sometimes shown discrepancies in their responses. As, overall, most of them expressed great satisfaction about their jobs, it can be assumed factually that rewards and benefits have played vital roles in their overall job satisfaction in the context of an economy like Bangladesh where salary structure of the local companies, both private and public, is poor. It was interesting to note that among the MNCs in Bangladesh, TeleCorp offers higher salary and benefits package, thus narrows the possibility of their employees to move to other companies with lower salary package.

JOB SATISFACTION OF EMPLOYEES AMONG GROUPS

To find out the satisfaction levels of employees in terms of age group, sex, education, marital status, working years, etc., a multivariate analysis of variance (MANOVA) was repeatedly performed. Tables 6 and 7 illustrate the results.

TABLE 6: MEAN AND SD OF GROUPS

	Category	Variables	Mean	SD	Average Mean	Average SD
Gender	Male	JO	3.05	1.35	3.92	0.757
		OT	3.68	0.91		
		WT	2.43	1.01		
		WP	3.00	1.31		
		WLB	3.61	1.33		
		CBSS	3.92	0.92		
		TD	4.08	0.66		
		PA	4.12	0.48		
		RCD	4.41	0.55		
	O	5.00	0.00			
	Female	JO	2.37	1.12	3.21	1.055
		OT	2.97	0.92		
		WT	2.50	0.77		
		WP	3.58	4.54		
		WLB	1.67	0.96		
		CBSS	3.08	0.73		
		TD	3.04	1.13		
		PA	3.73	0.93		
RCD		4.04	0.89			
O	4.02	0.62				
Age	Under 30	JO	1.57	0.59	3.24	0.872
		OT	2.83	0.57		
		WT	2.78	0.64		
		WP	2.62	4.49		
		WLB	3.5	1.58		
		CBSS	2.87	0.46		
		TD	3.26	1.05		
		PA	4.24	0.43		
		RCD	4.20	0.39		
	O	4.56	0.50			
	40 – 60	JO	4.33	0.48	4.16	0.496
		OT	4.53	0.47		
		WT	2.16	0.75		
		WP	4.33	0.48		
		WLB	2.80	1.18		
		CBSS	4.71	0.32		
		TD	4.16	0.56		
		PA	4.20	0.37		
RCD		4.59	0.41			
O	5.00	0.00				
Education	Lower (Diploma)	JO	1.00	0.00	3.63	0.200
		OT	2.64	0.24		
		WT	3.07	0.51		
		WP	1.28	0.48		
		WLB	4.78	0.27		
		CBSS	2.71	0.13		
		TD	4.11	0.11		
		PA	4.57	0.53		
		RCD	3.94	0.09		
	O	5.00	0.00			
	Lower (Masters)	JO	4.33	0.65	3.89	0.470
		OT	4.20	0.58		
		WT	1.66	0.40		
		WP	3.92	0.79		
		WLB	1.96	0.54		
		CBSS	4.60	0.48		

		TD	3.85	0.64		
		PA	4.21	0.55		
		RCD	4.40	0.29		
		O	5.00	0.00		
Job Status	Entry level	JO	1.66	0.55	3.25	0.941
		OT	2.87	0.51		
		WT	2.59	0.79		
		WP	2.48	3.95		
		WLB	2.96	1.73		
		CBSS	2.80	0.45		
		TD	3.21	0.96		
		PA	3.87	0.83		
		RCD	3.92	0.75		
	O	4.31	0.69			
	Top level	JO	5.00	0.00	4.12	0.247
		OT	4.50	0.00		
		WT	1.62	0.25		
		WP	5.00	0.00		
		WLB	1.37	0.54		
		CBSS	4.83	0.33		
		TD	4.25	0.31		
		PA	4.62	0.25		
RCD		4.60	0.31			
O	5.00	0.00				
Marital Status	Single	JO	1.83	0.65	3.65	0.650
		OT	2.93	0.51		
		WT	2.79	0.60		
		WP	2.00	0.89		
		WLB	4.45	0.83		
		CBSS	3.15	0.61		
		TD	3.86	0.87		
		PA	4.15	0.36		
		RCD	4.34	0.51		
	O	4.86	0.35			
	Married	JO	3.59	1.17	3.74	0.966
		OT	3.88	0.97		
		WT	2.20	0.83		
		WP	3.95	3.03		
		WLB	2.11	1.08		
		CBSS	4.07	0.96		
		TD	3.74	0.93		
		PA	3.92	0.77		
RCD		4.28	0.77			
O	4.65	0.62				
JO = Job Autonomy OT = Over time WT = Working times WP = Worker participation WLB = Work-life balance CBSS = Communication between superior and subordinate TD = Training and development PA = Performance appraisal RCD = Rewards, Compensation and Dismissal O = TeleCorp, overall, as a company						

The striking difference in employees' satisfaction between males and females is observable from the mean values of their work-life balances. The mean value (1.67) indicates that female employees' are struggling to manage both job and family responsibilities whereas the mean value (3.61) shows that male workers' are highly motivated with their job in terms of work-life balance. Overall, male workers are more pleased with their works than their female counterparts. It is because, as observed in Lim (2009), unlike working women, male workers do not take much family and social responsibilities even if they do have similar workloads. It was therefore rightly said in UN (2000), "Recent age patterns indicate that women are finding ways to combine family responsibilities with market work" (p.111).

The difference of employees' age reflects the variance of job satisfaction according to the survey results. The notable factors behind the job satisfaction of employees between under-30 years and over-40 years are job autonomy, overtime, worker participation and work-life balance. Employees under 30 years of age being mostly entry level workers cannot refuse doing forced-overtime, cannot participate in decision making process. They do not enjoy autonomy in their everyday tasks and, usually, are not authorized to take any initiative on their own. In contrast, employees over 40 years of age are mostly married. They usually hold more responsibilities than their younger counterparts. According to the survey results, in terms of job autonomy, younger employees (1.57) are highly dissatisfied with their jobs whereas older employees (4.33) expressed high job satisfaction. Similar trends are observed in cases of overtime and worker participation. In contrast, in terms of work-life balance, younger employees' (3.5) appeared more pleased with their works than their old counterparts (2.8). But, overall, aged employees (4.16) seem to be highly motivated to work in their existing company in comparison to the younger employees (3.24).

Education is observed to be another factor that has significant impact on employees' job satisfaction. The significant difference in job satisfaction between higher educated- and lower educated- employees is observed in case of job autonomy. Highly educated people appeared highly satisfied with their jobs in terms of job autonomy, overtime, worker participation and communication between superior and subordinate categories. Employees with lower level of education, on

the other hand, enjoy greater job satisfaction than highly educated employees in terms of work-life balance. Overall, more educated employees (3.89) tend to be more satisfied than employees (3.63) with less education.

There are some similarities of results with regards to age, job status, working years and marital status. The survey results highlight that younger employees who have joined recently, thus have experiences of few months or years, hold entry level position and most of them are single. On the other hand, older employees who have long work experiences naturally hold higher positions in the hierarchy. All of them have conjugal responsibilities. Employees with higher positions are observed to be highly satisfied with their jobs than those working in the entry levels with less experience.

Table 7: MANOVA

	Sum of Squares	Df	Mean Square	F	Sig
Between People	393.357	70	5.619		
Within People				35.934	.000
Between Items	826.291	24	34.429		
Residual	1609.629	1680	.958		
Total	2435.920	1704	1.430		
Total	2829.277	1774	1.595		

Grand Mean = 3.7307

CONCLUDING COMMENTS & RECOMMENDATIONS

In the context of Bangladesh, some researchers have attempted to examine employees' cognitive behaviour in different company set-ups, eg, government, private, small and medium scale, large scale, etc. Little is however known about what extent employees are pleased with some specific factors such as job autonomy, training and development, performance appraisals, pay, working time, communication, benefits, etc. in the multinational corporations – companies which are increasingly playing a vital role in the economy of Bangladesh since mid-1990s. In light of this observation, this study has adopted a leading multinational telecommunication company, TeleCorp (anonymously named), as a case to study HR practices, and the associated levels of job satisfactions among employees.

The major outcomes of the survey indicate that job satisfaction levels of different clusters of employees' varied significantly. The TeleCorp employees, in general, have expressed their satisfaction with regard to their HRM practices. They appeared to be more satisfied with performance appraisal, training & development, rewards, compensation and dismissal than other job related factors such as job autonomy, working time, overtime, worker participation, communication between subordinates and superiors, etc. Employees are quite happy with meticulous performance appraisal at TeleCorp in view of the fact that fair and objective performance appraisals system within an organization is the key to evaluate their contribution to the company where employees receive payments, benefits and compensation based on their performance. Male employees who are of 40-60 years of age, highly educated, and working in top level have expressed high level of satisfaction with most of the HR and related factors. Although employees' satisfaction with job autonomy, working times, worker participation, communication between superiors and subordinates, overtime and some HRM activities varied in light of their personal experiences, they, in general, have appeared to be moderately satisfied with regard to communicating with their superiors, fairly satisfied with worker participation opportunities and work-life balance, and least satisfied about training and development prospects. Employees consider TeleCorp as a leading multinational company that offers competitive salary and benefit package. Although employees have articulated high dissatisfaction about their job autonomy and working time, they showed high overall satisfaction about TeleCorp as an employer in view of the fact that other companies seemingly offer relatively poor salary and incentives.

In view of the overall findings of this study, a number of recommendations are formulated and listed below in light of the standard HR policies and practices outlined in literature (section 2.0) towards improving workers' job satisfaction:

1. All employees should be made aware of their employment rights, rules and regulations by the management so that they know to what extent they can exercise their rights while carrying out the assigned duties in their workplaces. Furthermore, employees should not be forced to do the overtime work as it may result in declining productivity in course of time.
2. Employers need to demonstrate flexibility while setting working time of their employees so that in case of emergencies they can make themselves available to families in quickest possible time. Residence facilities can be provided to the married employees near the office premises or within the office compound so that employees with higher responsibilities can be availed in case of overtimes or in situations when they have to work till late.
3. The management should provide adequate training, development and educational opportunities to the employees as sufficient training and development opportunities do not only help the individual develop his/her skills but also the organization as a whole with higher resulting productivity. Training and development followed by promotions on demonstrated performances may also work as a tonic of motivation to work hard.
4. Business activities need to be decentralised so that workers have the opportunity to apply own initiatives and judgements as well as enjoy the freedom of decision making. Without developing a sense of belongingness to the company and feeling valued in their workplaces, workers cannot flourish as a highly productive element in daily business activities. It is also important to keep in mind that an employee's productivity and motivation to work do not decline due to monotony of doing the same tasks repeatedly.
5. Communication between superiors and subordinates should be maintained with mutual respects. Employees need to have a feeling of being heard in decision making and policy implementing activities. Line managers must exhibit affirmative actions and cater to the needs of their subordinates by offering timely supports, intrinsic and/or extrinsic. It is however also important that employees show positive reactions to company's initiatives taken in light of the workers' needs.

The above recommendations can be taken into consideration by the local companies where HR policies are not much structured and/or where the existing HR policies are not practiced towards promoting employee satisfaction. Since the issues addressed in this study are not exhaustive, further research on a wider scale covering all varieties and sizes of companies operating in both private and public sectors would be required to outline a general picture of the HRM policies and practices followed by a set of prescriptive actions to develop global competence.

REFERENCES

- Abedin, S. (1999) *Social and Health Status of the Aged in Bangladesh*, Research Paper: 4, Bangladesh: Centre for Policy Dialogue (CPD).
- Aman, A.A. (2010) *Training as a motivational tool for the job satisfaction in Saudi Arabia*, Malaysia: Open University Malaysia.
- Bender, K., Donohue, S. and Heywood, J. (2005) 'Job Satisfaction and gender segregation', *Oxford Economic Papers*, 57 (3): 479-496.
- Bilgic, R. (1998) 'The Relationship between Job Satisfaction and Personal Characteristic of Turkish Workers', *Journal of Psychology*, 132 (5): 49-57.
- Blau, G. (1999) 'Testing the Longitudinal Impact of Work Variables and Performance Appraisal Satisfaction on Subsequent Overall Job Satisfaction', *Human Relations Journal*, 52 (2): 1099-1113.
- Bóo, F. L., Madrigal, L., Pagés, C. (2009) *Part-Time Work, Gender and Job Satisfaction: Evidence from a Developing Country*, Discussion Paper No. 3994, February, ILO.
- Boswell, W.R. and Boudreau, J.W. (2000) 'Employee Satisfaction with Performance Appraisals and Appraisers: the role of perceived appraisal use', *Human Resource Development Quarterly*, 11 (3): 283-284.
- Bradley, S., Petrescu, A. and Simmons, R. (2004) *The Impacts of Human Resource Management Practices and Pay Inequality on worker's Job Satisfaction*, Working Paper, Lancaster University.
- Cabrita, J. and Perista, H. (2006) *Measuring job satisfaction in surveys – comparative analytical report*. [Online] Available at: <http://www.eurofound.europa.eu/ewco/reports/TN0608TR01/TN0608TR01_11.htm> [Accessed 7 March 2011].

- Clark, A. E. (1997) 'Job satisfaction and gender: Why are women so happy at work?', *Labour Economics*, 4 (2): 341-372.
- D'Addio, A.C., Eriksson, T. and Frijters, P. (2003) *An analysis of the determinants of job satisfaction when individuals' baseline satisfaction levels may differ*, Copenhagen: CAM, University of Copenhagen.
- ECHP (2001) *Measuring Job Satisfaction in Surveys – Portugal*, Portugal: European Foundation.
- Falcone, S. (1991) 'Self-assessment and Job Satisfaction in Public and Private Organizations', *Public Productivity and Management Review*, 16 (1): 385-396.
- Frey, B. and Stutzer, A. (2002) 'What can economist learn from happiness research?', *Journal of Economic Literature*, 23 (3): 22-19.
- Fried, Y. and Ferris, G.R. (1987) 'The validity of the Job Characteristics Model: A review and meta-analysis', *Personnel Psychology*, 40 (2): 287-322.
- Giaccone, M. (2007) *Place of work and working conditions – Italy*, Italy: EWCO, European Foundation.
- Goh, C.T, Koh, H.C, and Low, C.K. (1991) 'Gender Effects on the Job Satisfaction of Accountants in Singapore', *Work and Stress*, 5 (4): 341-348.
- Hamermesh D. (2001) 'The changing distribution of job satisfaction', *Human Resources*, 36 (1): 1-30.
- Hansen, C.B. (2003) *Danish Work Environment Cohort Study, 2000 (DWECS)*, Denmark: EWCO, European Foundation.
- Hooff, M.V. Bossche, S.V.D. and Smulders, P. (2008) *The Netherlands working conditions survey*, Netherlands: TNO. [Online] http://www.tno.nl/downloads/TNO-KvL_NEA_Brochure_2007_Eng.pdf [Accessed on 15 March 2011].
- Howard, J. and Frink, D. (1996) 'The Effects of Organizational Restructure on Employee Satisfaction', *Group and Organizational Management*, 21(3): 278-303.
- Hulin, C. and Smith, P. (1976) 'Sex Differences in Job Satisfaction', *Journal of Applied Psychology*, 48(2): 88-92.
- Islam, N. and Saha, G.C. (2008) 'Job Satisfaction of Bank Officers in Bangladesh', *ABAC Journal*, 21(3): 62-74.
- Jawahar, I.M. (2006) 'Correlates of Satisfaction with Performance Appraisal Feedback', *Journal of Labour Research*, 27(1): 213-234.
- Judge, T.A. and Saari, L.M. (2004) 'Employee attitudes and job satisfaction', *Human Resource Management*, 43(1): 395-407.
- Kaiser, L.C. (2002) *Job Satisfaction: A comparison of standard, non-standard, and self-employment patterns across Europe with a special note to the gender/job satisfaction paradox*, Colchester: EPAG working paper, University of Essex.
- Keeping, L.M. and Levy, P.E. (2000) 'Performance Appraisal Reactions: Measurement, Modelling, and Method Bias', *Journal of Applied Psychology*, 85(5), pp. 708-723.
- Koelbel, P., Fuller, S. and Misener, T. (1991) 'An explanatory model of nurse practitioners job satisfaction', *Journal of American Academy of Nurse Practitioners*, 3(1): 17-24.
- Lehto, A. and Sutela, H. (2007) *Quality of Work Life Survey*, Finland: EWCO, European Foundation.
- Lim, L.L. (2009) *Female Labour-Force Participation*, Gender Promotion Programme (GENPROM), International Labour Office, Geneva, Switzerland.
- Locke, E.A. (1976) *The Nature and Causes of Job Satisfaction*, Handbook of Industrial and Organizational Psychology, pp. 1297-1343. Chicago: Rand McNally, 1st edition.
- MQWL (2004) *Measuring Job Satisfaction in Surveys – Czech Republic*, Czech Republic: European Foundation.
- Nunnally, J.L. (1979) *Psychometric Theory*, New York: McGraw Hill Company.
- NWCS (2005) *Measuring Job Satisfaction in Surveys: Bulgaria*, Bulgaria: European Foundation.
- Okpara, J.O. (2004) 'Personal Characteristics as predictors of job satisfaction: An exploratory study of IT managers in a developing economy', *Information Technology and People*, 17(3): 327-338.
- Okpara, J.O., Squillace, M. and Erond, E.A. (2005) 'Gender differences and job satisfaction: a study of university teachers in the United States', *Women In Management Review*, 20 (3):177 – 190.
- Pare, G. and Tremblay, M. (2007) 'The influence of high-involvement human resource management practices, procedural justice, organizational commitment, and citizen behaviour on information technology professional's turnover intentions', *Group and organization management*, 32 (3): 326-357.
- POLS (2003) *Permanent Quality of Life Survey (Permanent Onderzoek Leef Situatie)*, Netherlands.
- Quadir, S.M., Nasrul, A., Sohel, A.S.M. and Uddin, S.M.S. (2006) 'Human Resource Development Practices in Bangladesh: A Study of Selected Business Enterprises', *Bangladesh Journal of Resources and Development*, 3(1): 45-59.
- Rahaman, M. (2011) *Mobile Phone Use Crosses 80m Mark*, Business Article, The Daily Independent, Bangladesh, 25 September 2011.
- RDSU (2003) *Enhancing Questionnaire Response Rates*, Research Teaching Helpsheet 14 (14 Feb. 2003), Peninsula Research and Development Unit (RDSU), University of Exeter.
- Rogers, R. (1991) 'The Effects of Educational Level on Correctional Officer Job Satisfaction', *Journal of Criminal Justice*, 19(2): 123-137.
- Rose, M. (2003) 'Good deal, bad deal? Job Satisfaction in Occupations', *Work Employment and Society*, 17(3): 503-530.
- Rose, M. (2005) 'Job Satisfaction in Britain: Coping with Complexity', *British Journal of Industrial Relations*, 43(3): 455-467.
- Royuela, V. and Surinach, J. (2008) *Quality in work and productivity*, Barcelona: IAREG working paper WP2/05.
- Schmidt, S.W. (2007) 'The relationship between satisfactions with work place training and overall job satisfaction', *Human Resource Development Quarterly*, 18(4): 32-45.
- Sharif, T.R. and Jamal-Eña, S. (2002) 'Human Resource Mobility: An Analytical Study on the Private University Teachers of Bangladesh', *AIUB Journal of Business & Economics*, 1(2): 60-81.
- Shields, M. and Price, S. (2002) 'Racial harassment, job satisfaction and intentions to quit: Evidence from British Nursing profession', *Economica*, 69 (3): 295-362.
- Siddiquee, N.A. (2003) 'Human Resource Management in Bangladesh Civil Service: Constraints and Contradictions', *International Journal of Public Administration*, Vol. 26, 2003.
- Sloane, P. and Ward, M. (2001) 'Cohort effects and job satisfaction of academics', *Applied Economics Letters*, 8(1): 787 – 791
- Souse-Poza, A. and Sousa-Poza, A. (2000) 'Well-being at work: A cross-national analysis of the levels and determinants of job satisfaction', *Journal of Socio-Economics*, 29(6): 517-538.
- Spector, P.E. (1997) *Job Satisfaction: Application, Assessment, Causes, and Consequences*, London: Sage Publications.
- Sutton, R. and Rafaeli, A. (1989) 'The expression of emotion in organizational life', *Research in Organizational Behaviour*, 11(2): 1-42.
- TAS (2004) *TNO Working Situation Survey (TNO Arbeid Survey)*, Netherlands.
- UKTI (2011) *Sector briefing: Telecommunication Sector Opportunities in Bangladesh*, UK Trade and Investment, London: UK Trade and Investment (UKTI).
- UN (2000). *The World's Women 2000 Trends and Statistics*. ST/ESA/STAT/SER.K/16. New York: United Nations.
- Wanous, J.P. and Lawler, E.D. (1972) 'Measurement and Meaning of Job Satisfaction', *Journal of Applied Psychology*, 56(2): 95-105.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce, IT and Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mails i.e. **infoijrcm@gmail.com** or **info@ijrcm.org.in** for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail **infoijrcm@gmail.com**.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator