FACTORS INFLUENCING JOB SATISFACTION OF THE EMPLOYEES OF TANNERY INDUSTRY IN BANGLADESH

Md. Imrul Jobaid[1], Md. Moniruzzaman Khan[2]*, Md. Mizanur Rhman[3], Md. Imran Sarkar[4], Rashedul Hasan[5]

[1]*Lecturer, Department of Marketing, Faculty of Business Studies, Jagannath University*
[2] *Graduate Student, Department of Business Administration, Shahjalal University of Science & Technology, Sylhet, Bangladesh*
[3]*BBA,MBA, Department of Business Administration, Shahjalal University of Science & Technology, Sylhet, Bangladesh*
[4]*BBA,MBA, Department of Business Administration, Shahjalal University of Science & Technology, Sylhet, Bangladesh*
[5]*Lecturer, School of Business Studies, Southeast University, Dhaka, Bangladesh*

ABSTRACT. *The tannery industry is one of the major raw material and finished good supplier industries which have a significant impact on economy of Bangladesh. The main objective of this study is to evaluate the factors which are responsible for influencing employee's job satisfaction. The analysis of this study revealed that salary and incentive is the most important factor for influencing job satisfaction of employees. Though salary is most important but working condition, supervisor support, appraisal technique, work training, grievance handling and safety provision, work life balance are also crucial factors for determining employee's job satisfaction. This paper draws relationship among various factors and presents a conclusion with a suggestion for improving employee's job satisfaction level.*

KEYWORDS: *Job Satisfaction, Tannery, Salary & Incentive, Working Condition, Supervisor Support, Appraisal Technique, Work Training, Work Life Balance, Bangladesh.*

INTRODUCTION

Human resource is most valuable resource of the organization among all of the resources. And other resource of organization is easy to control than that of human resource. Human resource can be managed successfully if they are satisfied with the job and organization. Tannery industry of Hazaribagh is the largest tannery site in Bangladesh. More than 15000 employees are working here and so that it's a very large sector for study of the human resource. There are many organizational phenomena related to job satisfaction such as performance, motivation, leadership, attitude etc. (Gupta & Sharma, 2009). Employee job satisfaction can be influenced by a variety of factors such as degree of fulfillment in their job, quality of working environment, organizational commitment and quality of relationship with their superior etc. (Bajpai & Srivastava, 2004). Many researchers analyzed that to identify the different components of job satisfaction, to measure relative performance of each component of job satisfaction and to study what impacts of these components on the employee's performance and output (Qasim, Cheema, & Syed, 2012) .There are Positive correlation between job satisfaction and employee performance and productivity. Job satisfaction is vital for employee performance because its

64

positive impacts on employee behavior. If employee high level of job satisfaction motivates to stay in the current job for long time period and they can be much more dedicated to that organization. The ultimate result is that industry can be obtained highest level of productivity in their work (Robbins & Cenzo, 2014). The level of job satisfaction depends on friendly relationship between management and employee (Friedlander & Margulies, 1969). Herzberg (Herzberg, 1969) disagrees with the result of Friedlander & Margulies studies and he affirmed that management is the unrelated to the level of job satisfaction. Individual positive attitude about the job that means they expose high level of job satisfaction and negative attitude about job means low levels of job satisfaction. If the degree of expectation met is greater that will ultimately determine the level of job satisfaction (Steyn & Wyk, 1999). A study conducted by (Kathawala, Moore, & Elmuti, 1990) stated, compensation was found to be a major factor in for the motivation and job satisfaction of remunerated employees. The study has shown that increase in salary for performance was ranked as the number of job element for motivation and compensation was ranked as the number of elements for job satisfaction. Organizations have to more concern about the employee's job satisfaction with a high organizational commitment. Several studies showed that job satisfaction are influenced by remuneration, compensation, job security and promotion, supervisor support and behavior and other work related factors. (Kabir & Parvin, 2011). The primary objective of the study is to analyze the satisfaction level of employee and identify the factors responsible for the satisfaction or dissatisfaction of the employees in tannery industry. The secondary objective of the study is to measure the impact of different variables on job satisfaction.

METHODOLOGY

Descriptive research method is used for this study. In this study, the various factors influencing employee's job satisfaction among the employees working in tannery industry in Hazaribagh, Dhaka are analyzed through Statistical Package for the Social Sciences (SPSS). Simple random sampling technique has been used for analysis. Sample size of the study consists of 375 respondents. The researcher has used a structured questionnaire to collect primary data from respondents working in tannery industry in Hazaribagh. Pearson correlation and ANOVA Test are done for the study.

FINDINGS

Table 1 show that the association among all the factors and the relationship between factors and actor of job satisfaction of the employee of tannery. It shows that association between all the factors is positive except working conditions and work training and also work condition and grievance handling and safety provision. It has found that Working Condition has relationship with Appraisal Technique but it is not significant. It is also found that Working Condition has relationship with Satisfaction with job but it is not significant.

Table 1: Correlation

Factors	F1	F2	F3	F4	F5	F6	F7	F8
F1	1							
F2	.367**	1						
F3	.259**	.153**	1					
F4	.122*	.006	.240**	1				
F5	.166*	-.017	.348**	.347**	1			
F6	.169**	-.010	.229**	.243**	.393**	1		
F7	.500**	.140**	.342**	.266**	.511**	.384**	1	
F8	.271**	.049	.371**	.280**	.299**	.439**	.482**	1

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).   (Source: Field Data)

F1=Salary and incentive, F2=Working condition, F3=Supervisor support, F4=Appraisal technique, F5=Work training, F6= Grievance handling and safety provision, F7=Work life balance, F8=Satisfaction with job.

Table 2: Correlation between Salary & Incentive and Job Satisfaction

	Mean	Std. Deviation	Pearson Correlation
Salary & Incentive	3.14	.922	
Job Satisfaction	2.92	.815	.367**

Correlation is significant at the 0.01 level (2-tailed).   (Source: Field Data)

Table 2 shows that fair salary and compensation has positive and strong correlation with job satisfaction significant at the .01 level.

Table 3: Correlation between Working Condition and Job Satisfaction

	Mean	Std. Deviation	Pearson Correlation
Working Condition	3.23	1.012	
Job Satisfaction	2.92	.815	.049

Correlation is significant at the 0.01 level (2-tailed).   (Source: Field Data)

Table 3 shows that working condition has positive and strong correlation with job satisfaction significant at the .01 level.

Table 4: Correlation between Supervisor Support and Job Satisfaction

	Mean	Std. Deviation	Pearson Correlation
Supervisor Support	2.82	1.099	
Job Satisfaction	2.92	.815	.371**

Correlation is significant at the 0.01 level (2-tailed).   (Source: Field Data)

Table 4 shows that supervisor support has positive and strong correlation with job satisfaction significant at the .01 level.

Table 5: Correlation between Appraisal Technique and Job Satisfaction

	Mean	Std. Deviation	Pearson Correlation
Appraisal Technique	3.24	.826	
Job Satisfaction	2.92	.815	.280**

Correlation is significant at the 0.01 level (2-tailed).   (Source: Field Data)

Table 5 shows that appraisal technique has positive and strong correlation with job satisfaction significant at the .01 level.

Table 6: Correlation between Work Training and Job Satisfaction

	Mean	Std. Deviation	Pearson Correlation
Work Training	3.40	1.201	
Job Satisfaction	2.92	.815	.299**

Correlation is significant at the 0.01 level (2-tailed).   (Source: Field Data)

Table 6 shows that work training has positive and strong correlation with job satisfaction significant at the .01 level.

Table 7: Correlation between Grievance Handling & Safety Provision and Job Satisfaction

	Mean	Std. Deviation	Pearson Correlation
Grievance Handling & Safety Provision	2.80	1.141	. .439**
Job Satisfaction	2.92	.815	

Correlation is significant at the 0.01 level (2-tailed).   (Source: Field Data)

Table 7 shows that grievance handling and safety provision has positive and strong correlation with job satisfaction significant at the .01 level.

Table 8: Correlation between Work Training and Job Satisfaction

	Mean	Std. Deviation	Pearson Correlation
Work Life Balance	3.40	1.077	
Job Satisfaction	2.92	.815	.482**

Correlation is significant at the 0.01 level (2-tailed).   (Source: Field Data)

Table 8 shows that work life balance has positive and strong correlation with job satisfaction significant at the .01 level.

Table 9: Correlation of Relationship and Job Satisfaction

	Relation with Boss	Relation with Subordinate	Relation with Colleague	Satisfaction with Job
Relation with Boss	1			
Relation with Subordinate	.024	1		
Relation with Colleague	-.061	.554**	1	
Satisfaction with Job	.013	.078	.095	1

** Correlation is significant at the 0.01 level (2-tailed).   (Source: Field Data)

Table 9 shows that all relationship is associated with each other but not significant except relation with subordinate and relation with colleague.

Table 10: ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
Salary and Incentive	Between Groups	73.916	4	18.479	28.005	.000
	Within Groups	244.148	370	.660		
Working Condition	Between Groups	37.791	4	9.448	10.132	.000
	Within Groups	345.025	370	.933		
Supervisor Support	Between Groups	89.559	4	22.390	22.877	.000
	Within Groups	362.111	370	.979		
Appraisal Technique	Between Groups	71.861	4	17.965	36.312	.000
	Within Groups	183.057	370	.495		
Work Training	Between Groups	80.865	4	20.216	16.299	.000
	Within Groups	458.932	370	1.240		
Grievance Handling & Safety Provision	Between Groups	119.627	4	29.907	30.154	.000
	Within Groups	366.970	370	.992		
Work Life Balance	Between Groups	136.161	4	34.040	42.288	.000
	Within Groups	297.839	370	.805		

 (Source: Field Data)

The above table depicts that at the significant level .05, a higher level of salary and incentive, working condition, supervisor support, appraisal technique, work training, grievance handling & safety provision, work life balance result in higher employee satisfaction.

CONCLUSION

Based on the analysis of this study job satisfaction of tannery employees it has been found that majority of the respondents think that their salary and incentive are not enough. To increase their job satisfaction level it's essential to revise the salary structure and incentive in various

festivals will be appreciated by the employee. About 30.1 percent of tannery employees are not satisfied with their working condition. According to them canteen and rest room for them is highly essential. In most of the tannery the supervisors are cordial to their subordinated and this is a very positive side of this industry.

Most of the firm doesn't have any good appraisal procedure and about 41 percent of employees are not satisfies with their firm appraisal policy and 39.7 percent was neutral about the appraisal system. An effective appraisal system is essential in tannery industry in Bangladesh. About 55.5 percent employees are not satisfied with the training facilities and 48.5 percent employee opinions are taken by the organization for grievance handling and safety provision. Tannery authority should take some action to provide them some training facilities. According to them the work life balance is not good at all and about 52.5 percent have complained about their work life balance system. It's very good sign for that industry that it have 34.4 percent of young employee and their ages range is 18-25 years and 14.1 percent are female employees and the percentage will be increase with the time.

The tannery industry in Hazaribagh is the one of largest industry in Bangladesh. It supplies lather for the lather industry of Bangladesh which is one of the great source of nation's foreign remittance. So, it's highly essential to keep employees satisfied to their jobs and that's why above discussion and findings need to consider.

REFERENCE

Bajpai, N., & Srivastava, D. (2004). Sectorial Comparison of Factors Influencing Job Satisfaction in Indian   Banking Sector. Singapore Management Review , 26 (2), 89-99.

Friedlander, F., & Margulies, N. (1969). Multiple Impacts of Organization Climate and   Individual Values System upon Job Satisfaction. Personnel Psychology , 177-183.

Gupta, M., & Sharma, P. (2009). Job satisfaction level among employees: A case study of   Jammu Region, J & K. ICFAI Journal of Management Research , 8, 17-25.

Herzberg, F. (1969). Work and the Nature of Man. London: Thomas Y. Crowell Co.

Kabir, M., & Parvin, M. M. (2011). Factors Affecting Employee Job Satisfaction of Pharmaceutical Sector. Australian [6] Journal of Business and Management Research , 1 (9), 113–123.

Kathawala, Y., Moore, K. J., & Elmuti, D. (1990). Preference between Salary or Job Security   Increase. International Journal of Manpower , 11 (7), 25-31.

Qasim, S., Cheema, F.-E.-A., & Syed, N. A. (2012). Exploring Factors Affecting Employees'   Job Satisfaction at Work. Journal of Management and Social Sciences , 8 (1), 31-39.

Robbins, S. P., & Cenzo, D. A. (2014). Fundamentals of Management: Essential Concepts   and Applications (5th Edition ed.). New Jersey: Prentice Hal.

Steyn, G., & Wyk, J. V. (1999). Job Satisfaction: Perception of principals and teachers In urban black schools in South Africa. South African Journal of Education , 19 (1), 37-44.