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A STUDY ON JOB SATISFACTION AND MORALE OF COMMERCIAL BANKS IN BANGLADESH

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Abstract

In today's changing world the business environment is changing rapidly. The emergence of e-commerce and development of information and technology plays a significant role in the nature of work as well as their attitude towards the organization. We have been experiencing a tremendous growth in banking sector of Bangladesh during the last decade of the twentieth century. Private commercial bank plays a vital role in the overall development of our economy. Though it is a challenging profession, people working in this sector have increased notably during last few years. In recent time banking sectors have become the first choice for career development. In consideration of that factor, this study investigates job satisfaction among employees of all public and private commercial bank limited. The research method used an anonymous survey that was voluntarily completed and returned to the researcher. The study determined that morale and job satisfaction plays a vital role in overall performance of the employees in the workplace. The study also determined that social status, supportive colleagues and feeling secure about the job were the top three best reasons for working in the banks. It was also determined that pay, decision making authority, and promotional policy were the three top priorities for improving the work environment.

Keywords: Job satisfaction, Morale, Social status, Supportive colleagues, Pay, Decision making authority, Promotional policy.

INTRODUCTION

Job satisfaction can be defined as an individual's general attitude toward his or her job (Robbins et al. 2003). Price (1997) defined job satisfaction as the degree to which employees have a positive affective orientation towards employment by the organization. Cranny et al. (1992) defined job satisfaction as an affective (emotional) reaction to a job that results from the incumbent's comparison of actual outcomes with those that are desired. This later definition seems to be generally agreed upon throughout the literature. Job satisfaction is the degree to which people enjoy in doing their job.

Job satisfaction plays an important role in improving the financial standing of organizations. Dissatisfaction amongst higher-level employees will most likely reflect on lower-level employees thus resulting in economic, financial and morale problems which indicates that a positive relationship between job satisfaction and job level conveys certain

economic advantages to business organizations (Aronson et al. 2005). A satisfied, happy, efficient, dedicated and hard working employee is the biggest asset of any organization. Vijayashreea and Jagdishchandrab (2011) tried to identify the type of locus of control (i.e. internal or external) present in Public Sector Units (PSU) in Bangalore of India on job satisfaction of PSU employees. Their research indicates that there is a positive correlation between internal locus of control and job satisfaction as well as between external (other) locus of control and job satisfaction. They show that *internal control* is the term used to describe the belief that control of future outcomes resides primarily in oneself and *external control* refers to the expectancy that control is outside of oneself, either in the hands of powerful other people or due to fate/chance. Akinbobola (2011) expressed that there is significant independent prediction of job involvement by age, job satisfaction and some

characteristics which are supervision, fringe benefit, contingent reward, operating procedure, co-workers and communication. She discussed the implications of the result in line with corporate governance and conflict resolution. Mokaya and Gitari (2012) have tried to determine the effect of workplace recreation on employee performance at Kenya Utalii College and take attempt to cover aspects of job satisfaction, service quality, customer satisfaction, and employee productivity. Varatharaj and Vasantha (2012) analyzed the women working in service sector of Chennai city of India and tried to identify the various factors which help to maintain work life balance among women employees in service sector. Daneshfard and Ekvaniyan (2012) discussed the comparison job satisfaction and organizational commitment in all of employees (including managers, staffs and faculties), student areas, education and research, financial and administrative branches of the delegation in Islamic Azad University of Kogiluyeh and Boyer Ahmad province of Iran.

In today's competitive business world, satisfied employees are treated as the essential human capital. Though it is very easy to measure the financial performance of a firm by using various financial tools and techniques, but it is very difficult to determine whether the organization doing the right thing for its employees to remain satisfied in their workplace. There were so many extensive research conducted to measure job satisfaction of employees working an organization. During the last few decades banking sector of Bangladesh plays a dominant role in the financial service industry. At present, there are forty-nine (49) schedule banks among those, four (4) are Nationalized Commercial Banks (NCBs), five (5) are Specialized Banks (SBs), thirty (30) are Private Commercial Banks (PCBs) and ten (10) are Foreign Commercial Banks (FCBs) in Bangladesh. Among those 30 PCBs and 10 FCBs there are respectively 6

and 1 i.e., total 7 Islamic Banks (IBs) in Bangladesh. After March 2008 there are six thousand three hundred eight (6,308) branches of schedule bank in our country (Bank and Financial Institutions' Activities 2004-2005, Finance Division, Ministry of Finance, People's Republic of Bangladesh). In spite of thousands of people working in this sector, there is not enough research going on to know the actual job satisfaction of employees of this sector. For the success of banking sector of Bangladesh it is essential to manage human resource effectively and to find whether its employees are satisfied or not. Morale of employee reflects the overall attitude toward their work, i.e., how much committed an employee towards his organization and his job, as well as his willingness to achieve the goal of the organization and its shareholders. Efficient human resource management and maintaining higher job satisfaction level in banks determine not only the performance of the bank but also affect the growth and performance of the entire economy of the country.

STATEMENT OF PROBLEM

In today's changing world the business environment is changing rapidly. In the age of information and technology, we have seen change has occurred in every aspect of our life from personal to business, government to private, national to international, so the nature of people and their expectation from the job is also changing. We have come across various human resources and behavioral issues which we think play a significant role in their job satisfaction and morale. The purpose of the study is to describe the current level of job satisfaction and morale of the employees.

OBJECTIVES

This study will focus on the following three objectives:

- to determine the level of job satisfaction reported by employees,

- demographics will be identified such as age, gender, marital status, religion, department and tenure to verify if they relate to job satisfaction, and
- to determine the relationship between factors of job satisfaction by using a descriptive as well as inferential statistical tool in relation to overall satisfaction ratings.

RESEARCH HYPOTHESIS

It is hypothesized that factors of job satisfaction and morale will be associated with performance of the employees in all commercial banks. Job satisfaction is important for organizations to address due to its impact on absenteeism, turnover, and pro-social *citizenship* behaviors such as helping co-workers, helping customers and being more cooperative with all social ties (Karl and Sutton 1998). Literature also shows that increased productivity was found to be related to higher satisfaction (Wilkinson and Wagner 1993). Job is not only just obeying the boss; it provides internal satisfaction and is something for which employees bear to live. Organizations put efforts and provide excellent conditions for satisfying their employees (Jain et al. 2011). Job satisfaction today is a topic of major interest for many researchers and is an organizational variable that should be understood and constantly monitored for the welfare of any organization (Eyupoglu and Saner 2009).

LITERATURE REVIEW

The study will summarize current literature on job satisfaction and morale, explore theories related to job satisfaction, and discuss the importance of being aware of employee's current satisfaction levels. Throughout this discussion the definitions of job satisfaction and morale stated above will be applied.

Job Satisfaction and Morale

Locke (1976) gives a comprehensive definition of job satisfaction as “a

pleasurable or positive emotional estate resulting from the appraisal of one's job experience.” Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. It is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studied attitude. There are three important dimensions to job satisfaction as follows (Locke 1976):

- Job satisfaction is an emotional response to a job situation. As such, it cannot be seen; it can only be inferred.
- Job satisfaction is often determined by how well outcomes meet or exceed expectations. For example, if organizational participants feel that they are working much harder than other in the department but are receiving fewer rewards, they will probably have a negative attitude toward the work, the boss and/or co-workers and they will be dissatisfied. On the other hand, if they feel that they are being treated very well and are being paid equitably, they are likely to have a positive attitude toward the job, and then they will be job satisfied.
- Job satisfaction represents several related attitudes (Mitchell and Larson 1987).

A satisfied employee tends to be absent less often, to make positive contributions and to stay with the organization very eagerly (Hakim 1993). But a non-satisfied employee may be absent more often, may experience stress that disrupts co-workers, and may be continually looking for another job. Contrary to what a lot of managers believe, however, high levels of job satisfaction do not necessarily lead to higher levels of productivity. One survey indicated that, also contrary to popular opinion, Japanese workers are less satisfied with their jobs than their counterparts in the USA (Lincoln 1989).

The history of job satisfaction stems back to the early 1900's with the situationist perspective on job satisfaction. This

perspective states that satisfaction is determined by certain characteristics of the job and characteristics of the job environment itself. This view has been present in the literature since the first studies by Hauser, Taylor and the various projects at the Western Electric plants in Hawthorne (Cranny et al. 1992). These studies follow the assumption that when a certain set of job conditions are present a certain level of job satisfaction will follow. The Hawthorne Studies are considered to be the most important investigation of the human dimensions of industrial relations in the early 20th century. They were done at the Bell Telephone Western Electric manufacturing plant in Chicago beginning in 1924 through the early years of the Depression. The Hawthorne plant created an Industrial Research Division in the early 1920's. Personnel managers developed experiments to explore the effects of various conditions of work on morale and productivity (Brannigan and Zwerman 2001). Today, reference to the "Hawthorne Effect" denotes a situation in which the introduction of experimental conditions designed to identify salient aspects of behavior has the consequence of changing the behavior it is designed to identify. The initial Hawthorne effect referred to the observation that the productivity of the workers increased over time with every variation in the work conditions introduced by the experiments (Brannigan and Zwerman 2001). Simply stated when people realize that their behaviors are being watched they change how they act. The development of the Hawthorne studies also denotes the beginning of applied psychology, as we know it today. These early studies mark the birth of research on job satisfaction relating to ergonomics, design and productivity.

One of the most popular and researched measures of job satisfaction is the Job Descriptive Index (JDI). "The JDI is a 72-item adjective checklist type questionnaire developed by Smith, Kendall, and Hulin in

1969" (Gregson 1991). This measure is based itself on five facets of job satisfaction.

The first facet is the *work itself*, satisfaction with work itself is measured in terms of the core job characteristics such as autonomy, skill variety, feedback, task identity, and task significance (Hackman and Oldham 1975).

Supervision, the second facet, is measured in such ways as how supervisors provide feedback, assess employees' performance ratings, and delegate work assignments.

Co-workers, the third facet, are measured in terms of social support, networking, and possible benefits attached to those relationships (Cranny et al. 1992).

Pay, the fourth facet, is an important source of satisfaction because it provides a potential source of self-esteem as well as the generic opportunity for anything money can buy (Brockner 1988). Obviously satisfaction with pay is measured primarily by current income but also by opportunities for salary increases.

Promotion is the final facet and the one that the JDI explicitly assesses how perceptions about the future can affect job satisfaction. Today the facets of the JDI are generally assessed by modifying the adjective checklist and using a Likert scale on statements such as, "opportunities for advancement are plentiful" measured from one (strongly disagree) to five (strongly agree) (Cranny et al. 1992).

According to a study, '5-Year 1992-1997 and 10-Year 1987-1997', the 100 "best companies to work for", those with the highest levels of satisfaction and moral outperformed the 300 largest US companies over both 5- and 10-year periods (figure-1).

Another popular and highly researched measure of job satisfaction is the Minnesota Satisfaction Questionnaire (MSQ). The MSQ can be scored for twenty facets; scores from one question for each facet provide a single overall composite score. The MSQ is commonly

used in conjunction with the Minnesota Importance Questionnaire (MIQ). Thompson and Blain (1992) expressed that “These instruments were designed for use with adult career counseling clients with work experience. They are particularly useful for clients that might be called

career changers, that is, adults with considerable work experience in one or more chosen occupations who are dissatisfied with their work and remain undecided about their career future.” The MIQ assesses the relative importance of each vocational need to the respondent.

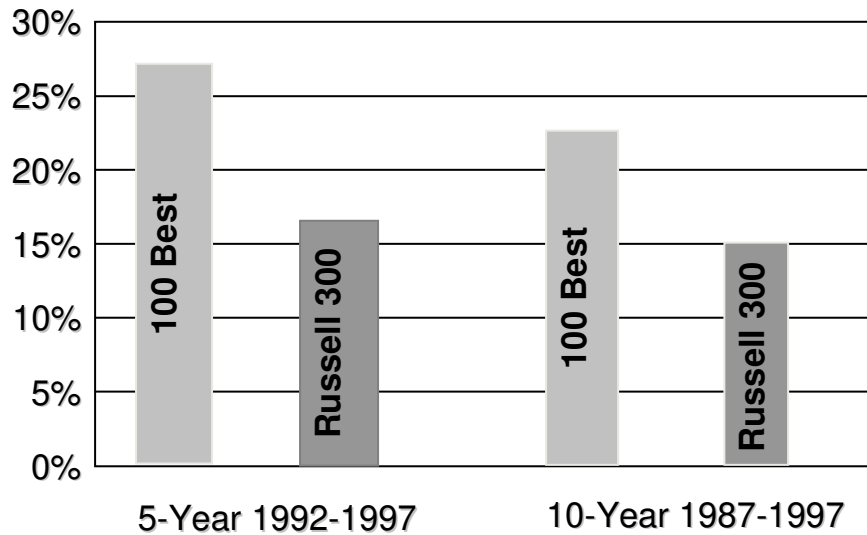


Figure 1: Impact of job satisfaction.

The MSQ, a measure of job satisfaction, assesses the degree of respondent satisfaction with each need in their current work environment. Scoring for the MSQ is relatively simple: percentile scores of 25 or lower indicate low satisfaction, percentile scores of 26 to 74 indicate moderate satisfaction, and scores of 75 or higher indicate high satisfaction. The MIQ uses scale scores ranging from -1.0 to 3.0. Low importance is indicated by scores below 0.0, moderate importance is indicated by scores between 0.0 and 1.4, and high importance is indicated by scores of 1.5 or higher (Thompson and Blain 1992).

Job satisfaction is one of the most studied constructs in the areas of industrial organizational psychology, social psychology, organizational behavior, personnel and human resource management, and organizational management. This makes sense in that knowledge of the determinants, the consequences, and other correlates of job

satisfaction can be vital to organizational success (Cranny et al. 1992). Proper management can only be attained through knowing what affects job satisfaction.

A study conducted in Europe, Asia, Africa, and the Americas reported similarities among workers. Yankelovich Partners (1998) survey reported that “10,339 workers were surveyed across 10 European countries, Russia, Japan, and the USA. Researchers consistently identified the same top five key attributes in a job, ability to balance work and personal life, work that is truly enjoyable, security for the future, good pay or salary and enjoyable co-workers. Across the four major geographic regions studied, workers specifically emphasized the importance of potential advancement and the opportunity to build skills as a way to maintain employability and job security”.

A survey polling members of the Association for Investment Management and Research found that 81% of the managers said they were satisfied or very

satisfied with their job. When asked to identify the factors that create positive feelings about their job, most managers named 'professional achievement, personal or professional growth, the work itself and their degree of responsibility' more important than compensation. Factors they viewed as creating negative feelings about their jobs were 'company policies, administration, relationships with supervisors, compensation and the negative impact of work' on their personal lives (Cardona 1996). In order to decrease some of these negative feelings and increase productivity it has been proposed to reduce the number of work days employees miss by increasing job satisfaction, redesigning disability plans and involving supervisors in management (Maurice 1998).

Employers interested in remaining competitive in today's world economy need to concentrate on retaining quality employees. Walker (1998) expressed that "Rewarding employees for work well have done increases satisfaction and productivity." Simple practices like this can aid the atmosphere of the work environment. Metzler (1998) cited that "Giving recognition and rewards outside the paycheck such as recognizing key employees by name may also help." McDonald and Hutcheson (1999) have shown that "Other research indicates that customer satisfaction and loyalty are excellent predictors of profitability...the strongest predictors of customer satisfaction: employees' general satisfaction with their jobs and employees' satisfaction with their work/life balance." Again it is important to note that job satisfaction is subject to change. Osipow (1968) indicated that "Results of studies comparing differences between age groups and level of job satisfaction report an increase in job satisfaction with age." Karl and Sutton (1998) expressed that "From an employee's standpoint, job satisfaction is a desirable outcome in itself. From a managerial or organizational effectiveness

standpoint, job satisfaction is important due to its impact on (1) absenteeism (2) turnover, and (3) pro-social citizenship behaviors such as helping coworkers, helping customers, and being more cooperative. Thus, to redesign jobs, reward systems, and human resource management policies that will result in optimum job satisfaction and productivity, managers need to know what employees value." In order to know what employees value it is necessary for organizations to assess and pay attention to current levels of job satisfaction.

Current studies on job satisfaction are plentiful with some interesting results. In one study the relationship among career experience, life satisfaction, and organizational factors for managers of healthcare organizations is explored. Within this study a two-stage Delphi analysis of American College of Healthcare Executives (ACHE) members identified nine domains of important job skills, knowledge, and abilities necessary for success as healthcare managers. The nine domains, ranked in order of importance, are 'cost/finance, leadership, professional staff interactions, healthcare delivery concepts, accessibility, ethics, quality/risk management, technology, and marketing' (Wiggins and Bowman 2000). Notice leadership and professional staff interactions falling in second and third in order of importance for domains necessary for success. The same study shows that managers aspiring to become CEOs and those who do not reported similar levels of job satisfaction. It is also stated that personal satisfaction from one's employment, peer recognition, advancements, and positive feelings about personal success are excellent subjective measures of career success (Wiggins and Bowman 2000).

Another study focusing on organizational citizenship behaviors (OCB) analyzing peer ratings of altruistic OCB in a sample of 96 US nurses showed that the contextual variables of job satisfaction,

organizational commitment, and trust in management were pertinent for the participants (Wagner and Rush 2000). Organ (1990) indicated that “Such behaviors have been described as having an accumulative positive effect on organizational functioning.” Job satisfactions, pay satisfaction, and trust in management and peers, and organizational commitment as antecedents of OCB in US populations. Of these attitudes, job satisfaction has been most consistently associated with OCB. Feeling satisfied reflect appraisals of the fairness of the social exchange that the employee has with the organization. It is also suggested that satisfaction is a by-product of leader fairness and job satisfaction is one of the most reliable predictors of OCB (Wagner and Rush 2000).

Until recently most researches on job satisfaction were done in the industrial sector with attempts to adapt finding to higher education. While the above findings have relevance, job satisfaction for faculty must be examined. Given the impending shortage of prospective faculty to fill the numerous vacancies, the topics of job satisfaction for faculty, recruitment, and retention must be given attention. Consequently, university officials and current faculty in higher education must recognize the factors that lead to job dissatisfaction among faculty and eliminate them; as well as, recognize the factors that increase job satisfaction and enhance them (Tack and Patitu 1992). Low levels of satisfaction and morale can lead to decreased teacher productivity and burnout, which is associated with a loss of concern for and detachment from the people one works with, decreased quality of teaching, depression, greater use of sick leave, efforts to leave the profession, and a pessimistic and dehumanized perception of students (Mendal 1987).

The research suggests that internal stressors on faculty include achievement

and recognition for achievement, autonomy, growth and development, the quality of students, the reputation of the institution and one’s colleagues, responsibility, the interaction between students and teachers and its effect on students’ learning, and the work itself. Factors that prevent job dissatisfaction describe relationships to the context or environment in which individuals work, representing such variables as interpersonal relationships, salary, tenure, policies and administration, rank, supervision, working conditions, the fit between the faculty role and the person involved, and collective bargaining (Tack and Patitu 1992). A recent report on job satisfaction among American teachers identified that more administrative support and leadership, good student behavior, a positive school atmosphere, and teacher autonomy as working conditions associated with higher job satisfaction. A weak relationship was found between faculty satisfaction and salary and benefits. Research also shows that demographic variable such as age and gender have little or no significant impact on job satisfaction (National Center for Education Statistics 1997).

Folami and Bline (2012) discussed in their research the evidence on the link between job satisfaction and employee affective outcomes, including turnover and job performance. They examine the association between task complexity, organizational context variables of centralization, organizational complexity, formalization, and environmental uncertainty with job satisfaction.

Some workers are satisfied with their work and are poor performers. Of course, there are employees who are not satisfied but are excellent performers (figure-2).

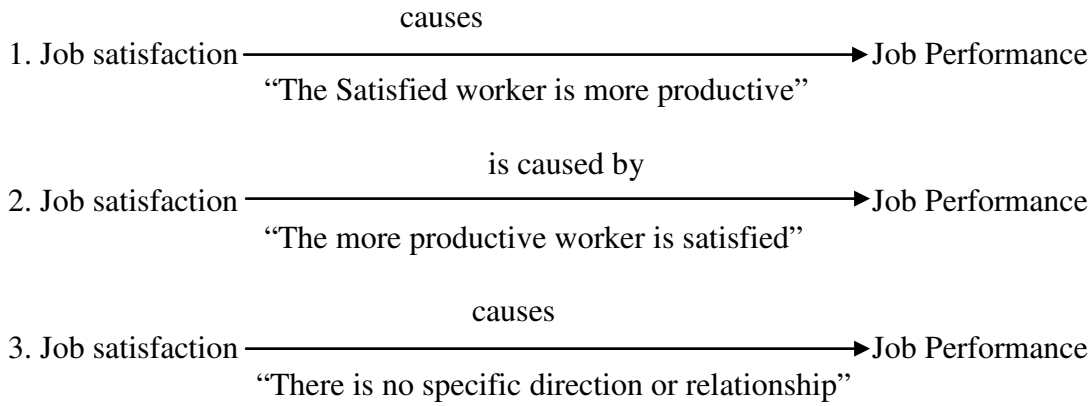


Figure 2: Satisfactions and performance relationships, Source: [Gibson, Ivancevich and Donnely 1997, p-109](#).

Theories of Job Satisfaction

A number of theories exist which relate to job satisfaction. The following are the relevant theories of job satisfaction which are highlighted in brief manner:

The Facet Model of Job Satisfaction

Job Facet Example	Description
Achievement	The extent of a feeling of accomplishment.
Creativity	Being free to come up with new ideas.
Recognition	Praise for doing a good job.

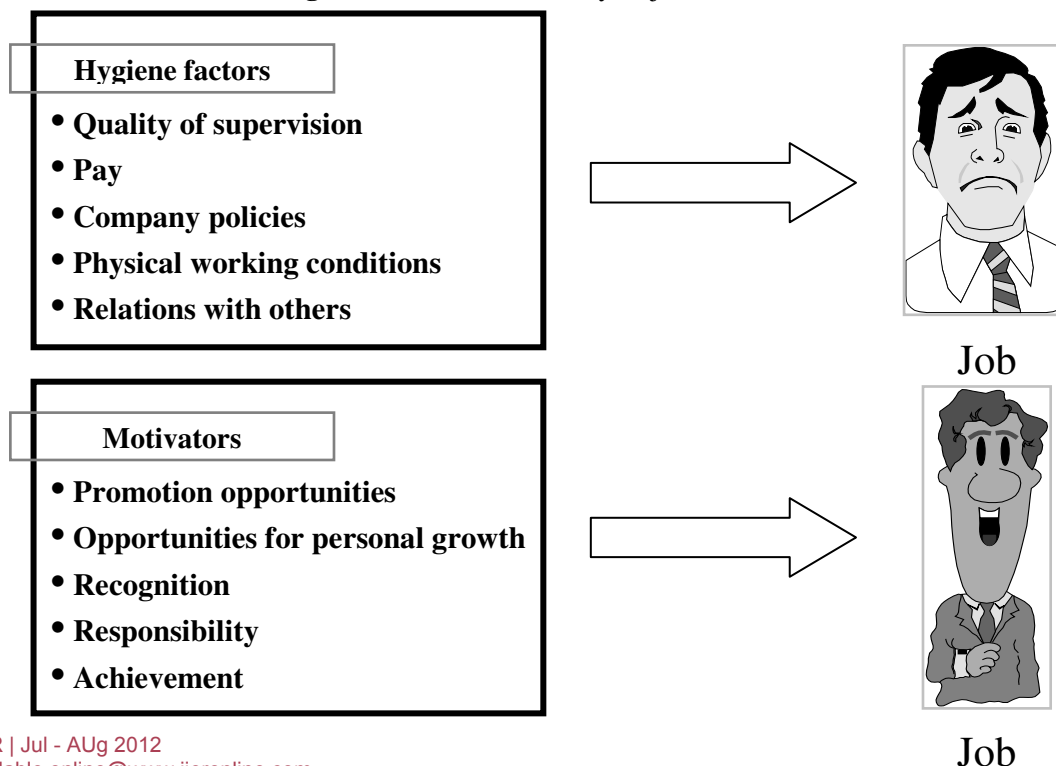
Hertzberg’s (Hertzberg 1966) Motivator-Hygiene Theory of Job Satisfaction

When Motivator needs are met, workers will be satisfied; when these needs are not met, workers will not be satisfied.

When Hygiene needs are met, workers will not be dissatisfied; when these needs are not met, workers will be dissatisfied.

Two-Factor Theory of Job Satisfaction

Figure 3: Two factor theory of job satisfaction.



Two Views of Job Satisfaction

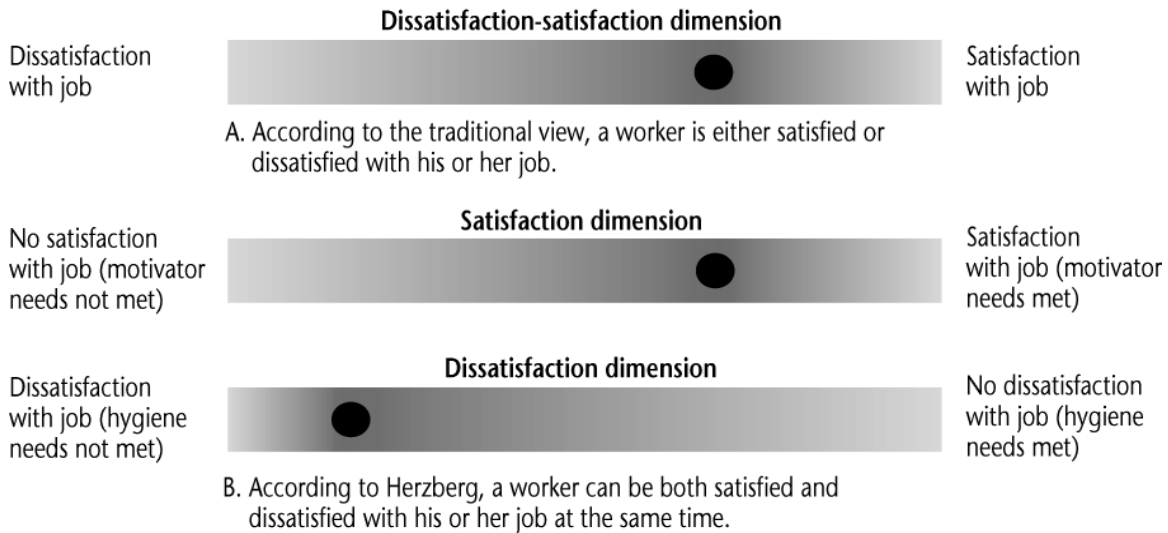


Figure 4: Two views of job satisfaction.

The Discrepancy Model of Job Satisfaction

To determine how satisfied they are with their jobs, workers compare their job to some *ideal job*. This *ideal job* could be

what one thinks the job should be like, what one expected the job to be like, what one wants from a job, or what one's former job was like.

Job Satisfaction as a Steady State

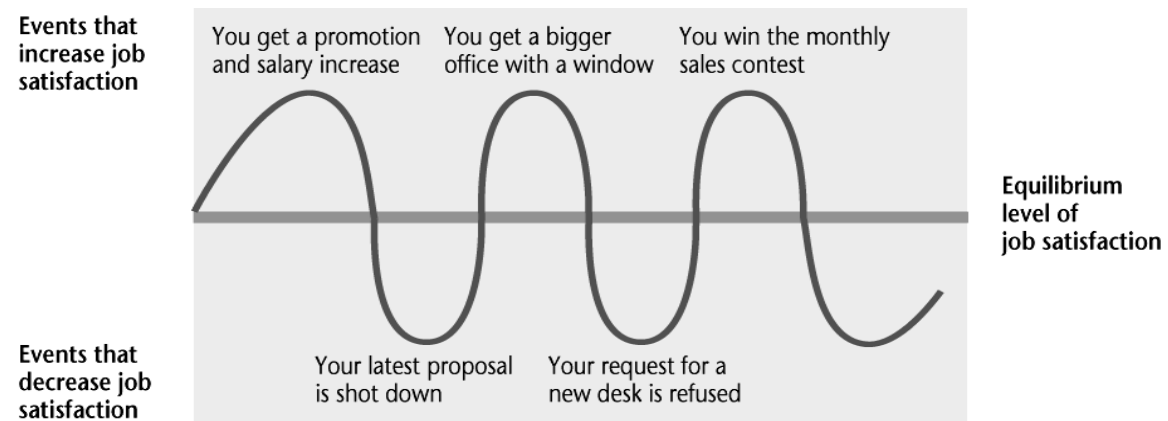


Figure 5: Job satisfaction as a steady state.

The Dispositional Model of Job Satisfaction

The dispositional model of job satisfaction being as follows:

- the dispositional model suggests that some people are inherently more satisfied than others,

- research by [Staw and Ross](#) has established the longitudinal stability of job satisfaction, and
- twin studies suggest a weak genetic basis for job satisfaction.

METHODOLOGY

The research study will be conducted on personal interview of the employees of the organization, who are working more than 2 years, as well as a questionnaire used to be collected various information related with job satisfaction and morale, and observation method will be used in various sensitive issues to know the actual behavioral aspects of employee.

Specific Procedures

Several procedures needed to be completed in order for this study to occur. First, a research proposal needs to submit to the respective authority for getting the green signal from head office. Then, before conducting personal interviews prior notice should be given as well as questionnaire will be prepared in the mean time by considering all the relevant information required proving the research hypothesis. Then, data collected through questionnaire as well as personal interviews will be check to find out the acceptable one. Then we have to edit and code the data for our convenient use in the research report, at this stage it is necessary to check the consistency by using various techniques then we have to enter the data in the computer for statistical analysis with the help of descriptive as well as inferential tools. We take an effort to study the job satisfaction level among employees of selected private and public banks of Bangladesh.

Population and Subjects

At present there are many branches of commercial banks in Bangladesh. Among the working employees of all commercial banks, the total numbers of respondent were 23 and selected participants were the permanent and working in the organization for more than 2 years and especial emphasis were given on those employees whom are in charge of various departments. A random selection process was used to select those respondents among employees of the banks.

Data Collection/Instrumentation

We collected the primary data through personal interview of the selected respondents of public and private banks of Bangladesh. At the same time a questionnaire consisting of number of questions related with job satisfaction and morale were given to select respondents of public and private banks of Bangladesh. The secondary data are mainly collected from Annual Report of various banks and bank website, published journal, internet publication, and various publications of Bangladesh Bank as well as Bank and Financial Institutions' Activities. The instrument uses a five point *Likert scale to rank the items*.

The ranges are as follows: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree.

Data Analysis

The collection of respondent's response was analyzed by using Microsoft Excel Sheet. The following manipulations were carried out on the data: mean, standard deviation, co-efficient of variance, frequencies, and chi-square test (tables 5, 6 and 7).

RESULTS

Employee's Morale and Job Satisfaction Survey was composed of 36 questions designed to elicit information on the work environment. The first part of the questionnaire was based on demographics such as age, gender, marital status, department, and number of years with the organization. The first 19 questions were based on a Likert scale and coded as numbered in the methodology section.

The following 12 questions were about what are the most important reasons behind choosing to work in the organization (table-1). Levels of satisfactions are as follows: 1= Highly dissatisfied, 2 = Moderately dissatisfied, 3 = Neutral, 4 = Moderately satisfied, 5 = Highly satisfied.

		1	2	3	4	5
1	How would you rate your job satisfaction within the Department?					
2	How would you rate the management style of your Manager?					
3	Do you feel Management allows you to perform your job effectively?					
4	Do you currently voice any concerns or issues in your work area to management?					
5	Did you receive a response to your concerns about your voice?					
6	Do you feel staffing levels in your Department/Division are adequate?					
7	Do you have the opportunity for beneficial job related training?					
8	Are you satisfied with the current evaluation process of your organization?					
9	Do you think promotional opportunities are handled fairly?					
10	Do you feel Acting Pay is handled fairly and equitably in your Department?					
11	Are you provided the proper tools and training to perform your job?					
12	Do you feel appreciated for the job you perform by Management?					

Table 1: First 12 questions are based on a Likert scale.

The next 7 statements are about the opinions of respondents about the working environment (table-2). The respondents are advised to put tick (√) in the box.

		Highly Satisfied	Moderately Satisfied	Satisfied	Dissatisfied	Highly Dissatisfied
1	Nature of work					
2	Reward system					
3	Support from the superior					
4	Support from colleagues					
5	Working environment					
6	Decision making authority					
7	Promotional opportunity					

Table 2: The rest 7 statements are based on a Likert scale.

In the middle of questionnaire there are 12 dichotomous questions to cross check the respondent's response (table-3). In the following 12 questions respondents are advised to put tick (√) on Yes or No box.

		Yes	No
1	Do you think that it is a challenging job?		
2	Is salary justifiable in proportion to work?		
3	Are you satisfied with authority and responsibility given to you?		
4	Are you feeling secure in your job?		
5	Is relationship with peers and supervisors congenial?		
6	Will you leave your present organization if you get a better chance with higher salary?		
7	Do you have enough scope to show your ability and loyalty towards your organization?		
8	Do you like to tell others about your present profession?		
9	Do you think that it is respective job in our society?		
10	Do you think you can achieve your goal by working in this organization?		
11	Is adequate information available to perform the job effectively?		
12	Is there any available opportunity for advancement?		

Table 3: The 12 questions to cross check the respondent's response.

The last 5 statements are closed end questions to know the way of expressing dissatisfaction and overall level of satisfaction of individual employee (table-4). The following 5 statements are about their experiences and advised to put tick (√) in the box.

		Highly Satisfied	Moderately Satisfied	Satisfied	Dissatisfied	Highly Dissatisfied
1	This company is a pretty good place to work					
2	I can get ahead in this company if I make the effort					
3	My job makes the best use of my abilities					
4	I know what my boss expects of me					
5	I think I have made the right decision to work here					

Table 4: To know the way of expressing dissatisfaction and overall level of satisfaction of individual employee.

The questionnaire was hand delivered to the different departments of the banks. Fifteen surveys out of 23 were returned for a response rate of sixty-five percent (65%). The purpose of the study is to describe the current level of job satisfaction and morale and its relationship to performance of permanent employees of the banks.

Research Findings

Job satisfaction is the result of effect of so many factors. The terms are highly personalized, as the level of satisfaction differs from time to time and situation.

Moreover, the attitude of any employee affects a lot. One gets satisfaction in any of the activities depending upon how he/she perceives the situation and what is expected in exchange of effort. There may be the difference between two employees, working at a different place and on different cadres. It all depends upon viewing of the situation and the effect of rest of the factors which are crucial at any point of time. A display of the satisfaction levels for the employees is given below which contains the Microsoft Excel Sheet printout of the encoded data.

Factor	\bar{x}	δ	Co-efficient of variance (COV)	Rank order in terms of Mean
A-1	3.87	0.96	0.248	4
A-2	3.40	0.85	0.250	8
A-3	3.47	0.86	0.248	6
A-4	4.33	1.12	0.259	1
A-5	4.13	1.05	0.253	2
A-6	4.07	1.02	0.251	3
A-7	3.47	0.86	0.248	7
A-8	3.53	0.87	0.247	5
Average	3.78	0.95	0.250	

Table 5: Aggregated results of the survey of the factor types A.

Chi-square test:

H_0 = there is no significant effect of employee morale in employee's performance; Chi-square ($\chi^2_{0.05} = 3.841$) at 5% significance level.

Observation (<i>O</i>)	Expected observation (<i>E</i>)	$(O - E)^2$	$\frac{(O - E)^2}{E}$
1	3	4	1.333333
2	3	1	0.333333
1	3	4	1.333333
0	3	9	3.000000
2	3	1	0.333333

Table 6: Reports of the survey by Chi-square test, where $\chi^2_{0.05} = 3.841$.

Hypothesis is rejected i.e., employee morale significantly affects the performance in the organization.

Factor	\bar{x}	δ	COV	Rank order in terms of Mean
<i>B-1</i>	4.4	1.149	0.261	2
<i>B-2</i>	4.5	1.176	0.263	1
<i>B-3</i>	4.1	1.023	0.251	5
<i>B-4</i>	4.3	1.096	0.257	4
<i>B-5</i>	4.4	1.149	0.261	3
Average	4.3	1.118	0.258	

Table 7: Aggregated results of the survey of the factor types *B*.

This data contains the information that was collected, analyzed, and used to determine the important constructs relating to employee satisfaction. After analyzing the tables, we have observed that employees are moderately satisfied and the deviation among the respondents response is very insignificant as result they are very much consistent with each other. The primary descriptive results for each factor are as follows:

- Overall the results are positive. The employee views this organization as a good place to work.
- The top rated (highest mean listed first) satisfaction level deemed important by the employee were: support from superior, support from colleagues, working environment, nature of work, promotional

opportunity, reward system, decision making authority, and basic salary.

- The lowest rated (lowest mean) satisfaction level deemed important by the employee were: basic salary, decision making authority and reward system for which mean remains bellow 3.5 (5 point Likert scale as mentioned in Methodology)
- The mean age of the respondents was approximately 29 years old. There were twelve male and three female respondents.
- The mean number of years working with the banks was approximately three (3) years.
- Due to the purpose of this study the primary relationship examined was the correlations between all the variables

and the rating of overall job satisfaction (overall this is a good place to work).

- Several associations were found that support the hypothesis that constructs job satisfaction and morale will be associated with the performance of the employees.
- The bulk of the instrument composed of questions rated on a Likert scale provided some interesting information.
- The qualitative data involving the three best things about working at the SIBL and the three things that could best improve the work environment were analyzed according to frequency of responses and tabulated.
- Several other constructs evolved from the qualitative data that were interesting. Most of the employee's thing that job satisfaction can lead to increase performance. Almost all the respondents believe that satisfied employees usually not absent from the job. Dominant portion of respondents think dissatisfied employee should leave the organization and others believe that they should actively and constructively try to improve the condition.

Three best things about working as follows:

Frequency:	<u>Total Respondents</u>	<u>Frequency</u>
Respective job in the society	15	15
Colleagues/ Supervisors	15	13
Feeling secure in the job	15	12

Three things that could best improve the work environment as follows:

Frequency:	<u>Total Respondents</u>	<u>Frequency</u>
Pay/Salary	15	15
Training	15	12
Fair promotional handling	15	11

EXAMINING THE DETERMINANTS OF JOB SATISFACTION AND MORALE

Job satisfaction and morale is derived from and is caused by many inter-related factors. Although these factors can never be completely isolated from one another for analysis, they can by the use of statistical techniques, be separated enough to give an indication of their relative importance to job satisfaction and morale to employees' performance.

Personal Factors

1) Sex

Though the number of women working in a bank is increasing, but the investigation finds that women are less with banking job. Study reveals that woman to man ratio per branch is 4:20. Another reason is that banking is a challenging profession it requires tremendous determination to succeed. Those who are working they are doing for their pleasure or for the income aspect. Generally tendency is such that unless women feel necessary she will not go for job. Though the scenario is changing very few women are career oriented. Out of the surveyed almost all are job oriented, having a little desire for further progress. Male employees are thinking of competition era now, and they are thinking of promotion to the next cadre. But, in a country like Bangladesh the opportunity to have a highly secured job is rare.

2) Age

Age is an important factor to decide about job satisfaction. Maximum age limit for probationary officers/officer grade-II to join bank is of 28-30 years which varies over situation. Study finds that employees irrespective of age factor are satisfied with the job in sub-staff and clerical cadre. While officers above the age group of 35 seems to be settling somewhere permanent as frequent transfer is not a conducive one for them. So far female employees are concerned, they are highly satisfied as the general duty is related to children bringing up and taking care of beloved ones. For them increasing age means greater responsibility for homely affairs.

3) Time on Job

The study finds that those employees who have got higher need for achievement time on the job may become crucial factor if not promoted, hence they are dissatisfied. It has been seen that job satisfaction level among officers level employee is somewhat below par as they wanted to show their competence to the higher level and demand promotion. It is observed that most of the employees put a lot of efforts in their work at the initial stage of their career.

4) Education

As bank is engaged with commercial activities, it requires better aptitude towards figure and calculation. The survey reveals that the employees are from various disciplines Science, Commerce, Arts etc. It clearly proved by the performance of the respondents that regardless of educational disciplines they are quite successful in their profession. As banking is a field where more practical implication is required rather than theoretical knowledge. Another, interesting think reveal the study that people with less qualification suppose to be satisfied with their job and their satisfaction level is quite static over the period of time and they think that this job

suits to their educational background, and hence satisfied.

5) Religion

The factor which should be considered as an important determinant of job satisfaction and morale of employee is religion. Religious belief among the employees resists them to act any unlawful and unethical activities as well as the religious believe motivates them to be satisfied with what they get. So, in that case substantial research should take place as various Islamic Banks are emerging around the world.

FACTORS INHERENT IN THE JOB

1) Type of work

The most important factors inherent in the job are type of work. In the research it is clear that employees working in the banks are satisfied with their work. As we know that job market is not expanding in Bangladesh, most of the people who get the job of a bank are very satisfied. There are mainly four departments in a bank and study reveal that employees working in the Cash Department suffer stress and their satisfaction level is reduced substantially. Most satisfied employees found in the Investment Department. Banking sector has got a tradition of rotational services especially for entry level officers. It means changing of counter, brings some level of dynamism. While for the rest of the employees repetitive and monotonous task looks boring.

2) Skill required

Skill in relation to job satisfaction has a bearing on several other factors, kind of work, responsibility and others. A study of the relation of skill to job satisfaction concluded that where skill exists to a considerable degree, it tends to become the first source of satisfaction to the workman, satisfaction in condition of work. Research indicates that most of the employees in every department get required skills to

perform their job effectively and efficiently. Again, many respondents think they are not appropriately suited to the job that they are specified and ultimately this reduces their job satisfaction and morale towards the organization.

3) Occupation status

Occupation status is related to, but not identical with job satisfaction. Occupational status is always valued in terms of others opinion. It has been seen that employees who are working at the lower position seems to look for other job, where they can have greater job satisfaction. It has been seen that employees are more dissatisfied in jobs that have loss social status and prestige. Study discloses that most of the employees working in the banks seem to be quite satisfied with their occupational status and they are quite happy to say other about their job in the society.

4) Commitment to the organization

Level of commitment to the organization is such an important factor in the performance of employee. Ultimately, level of commitment indicates how much employees are satisfied with their work and toward organization. Study indicates that though dominant percentage of employees are very much committed with the organization few of them responded negatively and saying that they will leave the organization if they get better chance any where, this eventually indicates lower satisfaction level and morale of the employees towards their work and organization.

5) Size of organization

In a small organization, employees get a greater chance to interact with other employees and can seek co-operation of others very easily. While in a large organization this can be possible but depending upon requirement of the organization and the task which it has assigned to the employees. It is observed

in the research on an average there are 27 employees working in each branch which is well above the industry average and considered to be overcrowded. Still many employees blame they have to take too much responsibility because there are not enough workforces to do the job effectively.

6) Present place of work

Employees' level of job satisfaction varies with the present place of work. Employees working in rural and semi urban branches seem less satisfied than employees with urban and metropolitan branches. As the business is carried in branch wise, this is located in rural, semi-urban, urban and in metropolitan cities. In comparison to metro and urban branches, semi-urban and rural branches are small and the employees of these branches are having a better opportunity to interact with one another, while in big city branches, this seems to be a rare one. Most of the respondents in the research response positively that is, they are quite satisfied with their present place of work.

FACTORS CONTROLLABLE BY MANAGEMENT

1) Security

An average employee will think of job security first rather than other factors to get settle in life. It has been seen that employees secured in job are more satisfied in their job. But security is of less importance to the better educated person, perhaps because there is not so much fear of layoff in the kind of jobs that the highly educated obtain, or the highly educated are justifiably more confident of being able to find other jobs if necessary. Research indicates that all the employees are highly secured hence they are satisfied.

2) Pay

The importance of pay as a factor in job satisfaction has been greatly over emphasized by management. Most studies

have found that pay ranks well below security, type of work etc. The research exposes that the pay structure is well below the industry average. Though, many employees think they are paid reasonably but most of the top and mid level executive/officers think they are less paid. It is observed that because of low level of pay structure many mid level employees already switched to another bank and it is a potential threat for the bank.

3) Opportunity for advancement/ Promotional opportunity

In today's time this factor is of greater importance. Young ones are more interested in advancing because it is possible only in his earlier years. Belief that individual merit is rewarded would appear to be closely related to belief that there is chance to advance even where a person does not believe that he deserves a promotion it is still highly important to him that the best man be prompted. Research finds out that employees are moderately satisfied with their promotional opportunity and most of them believe that the promotional policy handled fairly, though it is observed that few young employees were dissatisfied with promotional policy because they think seniority is given more preference over performance.

4) Working conditions

Working conditions rank variously from second to eighth in importance, there seems to be a tendency for working conditions to be ranked lower, perhaps because they have been improved in banking sector. The study observed that management ensured a comfortable working condition suitable for employees. All the employees are satisfied with working conditions.

5) Co-workers

One's associations have frequently been mentioned as a factor in job satisfaction. Certainly this seems reasonable as people

want to be near their friends. Survey finds that co-workers seem to be co-operative one. After working for many years together brings a sense of mutual co-operations, which is there with the bank. But nature of man is such that anything is offered with the expectation of return. Above all, employees are moderately satisfied with their support from colleagues.

6) Supervision

Good supervision ranks about average in importance of the first ten things people want in a job. To the subordinate his supervisor is the company; hence worker's feelings towards his supervisor are usually similar to his feelings towards the company. Supervision is without question, one of the most important factors related to job satisfaction, which is correlated with factors that also are important in assessing job satisfaction level of bank. Research indicates that employees are moderately satisfied with supervision they get from their superior. It is necessary to mention that still some of the respondents express their dissatisfaction with superior support and they blame that they are not getting enough support from superior to perform the task effectively and efficiently.

7) Other Factors

Other factors include culture, relationship with peers and subordinates and recognition of work are important determinants of job satisfaction and morale. Whenever any employee in an underdeveloped economy finds a job with higher security and regular return, he/she is satisfied. Moreover, the culture of state also believes in *earn and enjoyment* philosophy. In addition to that the people of this region believe in business much than the job. So a tendency of lack of commitment has been noticed among employees.

LIMITATIONS OF THE RESEARCH

To measure the actual level job satisfaction and morale of employees is a daunting task. Instead of the best effort it would not be possible to collect the actual information from the respondents. While conducting this study following limitations are encountered:

- **Absence of corporate culture:** As there is no Research and Development Department in bank sector, there is no specific source of collecting necessary data.
- **Fear of information leakage:** It is the main obstacle of getting accurate response from the respondents as most of the employees did not provide appropriate answer to the questions because they think it will be disclosed to others.
- **Poor knowledge of the respondents:** In many cases respondents did not have any knowledge about subject matter of the study.
- **Busy schedule:** Because of the busy schedule, most of the cases respondents were unable to give time for personal interview.
- **Perception of respondents:** Many respondents think that it is worthless to give time to answer such questions which ultimately gives nothing as result they are very non-cooperative.

It is very clear that if it would be possible to overcome the above limitations, the findings of the research may be more representative and can easily prove the hypothesis.

RECOMMENDATIONS

The impact of job satisfaction and morale in the performance of the employee is very implicit issue. Satisfied employees always motivated to perform their job in a better way as well as morale keep the employees to be committed to the organization. From the extensive study on the commercial banks reveals that though employees are satisfied but there are some factors which should be taking into consideration:

- The top level management of bank should keep an eye on the existent pay structure, as study reveals that many respondents are not satisfied with their salary. So, the company should try to provide the competitive pay structure considering industry situation.
- It is recommended that the top level manager should give enough decision making authority and responsibility to the mid and lower level executives/officers so that they can act independently and make their best effort to increase their performance.
- Though, most of the employees are quite satisfied with the present promotional policy which is basically based on seniority and length of work. It is recommended that the company should try to implement the promotional policy based on both seniority as well as performance so that the young and energetic employees are motivated to perform better in their job.
- The study observed that there are some employees who are not competent enough to perform their job effectively and efficiently. That is why it is required to give enough concentration by the top management while recruiting new employees and standard recruitment system should be followed.
- To increase the morale of the employee it is required to make their job more interesting and manager should always appreciate his/her subordinates for doing a good job.
- It is strongly recommended that the team work among employees of each department should be encouraged and superior should try to create an atmosphere suitable for group work and relationship building activities.

The organization first understand the employees welfare, their financial issues, their interest of domain, their problems, their family problems and how much time is devoted to their families, the exploitation in workplace (Jain et al. 2011).

Finally, it is recommended that these be replicated in the future before policy changes are made that involve the employees work environment. This will ensure that levels of job satisfaction be maintained at an above average level.

CONCLUSIONS

The research suggests that job satisfaction can affect employee morale, turnover, absenteeism, and pro-social behavior, which can be crucial for organizational success. This not only applies to traditional business but also the financial institutions like bank. The job satisfaction of employees of the commercial banks is critical for the success.

Overall the employees are quite satisfied and view the bank as a good place to work, majority of them think that they can go ahead if they try hard to achieve their goal. They are very much satisfied with the supervisory relationships as well as they know what their superior expects from them. Almost all of the respondents think that they made the right choice to work with the organization.

The bank's missions as well as motivation and hygiene factors are important for their job satisfaction. In order from most to least they are: feeling comfortable talking to senior management about job content, feeling comfortable talking to the supervisor about job content, having open communication throughout the workplace, having performance evaluations done by his supervisor be fair and based on clear performance standards, and pay structure of the organization.

However they were not the only associations. As shown in the results section satisfaction with career advancement had a strong association with job satisfaction. Working in an environment of cooperation and mutual respect was also important to the employees' job satisfaction. Topics such as talking with senior management about problems with and simple open

communication throughout the workforce were among some others associated.

Feeling motivated at work is just as important as having work assignments delegated fairly. Finally the employees believe they are providing a valuable service to their clients and make contribution to the overall development of the bank. The in-charge of different department also enjoys its job autonomy. Other ideas were expressed when asked to inform the three best things about working at the Bank. These ideas include: Respective job in the society, friendly colleagues/supervisors and feel secure in the job.

However, the majority of the respondent feels that more pay would be the best way to improve the work environment. More training and necessary equipment to perform the job would also be appreciated. The respondents also strongly expressed that the work-loads are not equal between colleagues.

The results of the current study support the notion that job satisfaction and morale are major factors in improving the performance of the employee. It is recommended that these results be kept in mind when structuring all aspects of employee positions in the bank and further change. While not all suggestions are feasible due to budget constraints it is recommended to be aware of current satisfaction levels of employees in order to address problems efficiently. This will result in a smoother operating of the banking system that is more apt to successfully serve its purpose as an organization.

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