

PRODUCTIVITY IMPROVEMENT THROUGH JOB SATISFACTION: A STUDY OF GOLDEN SON LIMITED

Md. Mamunur Rashid^{1,*}, Md. Abdus Salek Khan² and M.A Rashid Sarker³

^{1,2}Bangladesh Institute of Management, 4, Sobhanbag, Dhanmondi, Dhaka-1207, Bangladesh

³Bangladesh University of Engineering and Technology, Dhaka-1000, Bangladesh

^{1,*} mamun87245@gmail.com, ³ rashid@me.buet.ac.bd

Abstract- *In open market of economy, competitiveness is crucial to win or success in any business. If a company/ an organization want to sustain in the market, he must produce competitive goods and services. Human resource is one of the factors for competitive products to sustain business. Now a day's organization believes that their main assets are software (people, information and knowhow), not machinery, land and buildings (hardware). High job satisfaction can lead to higher productivity by providing financial and non financial benefit. The company can measure the existing level of job satisfaction of its people. This will also help the management bring changes to the company plans like people planning, career strategy, quality of supervision etc. To measure job satisfaction level of the people of Golden Son Limited (GSL), take appropriate actions for improving this level. The objective of this work is to determine the level of the job satisfaction of the supervisor and non- supervisor level workers working in GSL, to find out how the people feel about their job and job environment: to compare the levels of job satisfaction between supervisory and non- supervisory people, to evaluate importance of some job factor than influence job satisfaction. For these purposes, we are developed a method and questionnaire to collect the people opinion. According to opinion of respondents from our providing questionnaire, we can see that 60% people are satisfied with their present salary because the salary made for paid in the time. On the other hand 40% are dissatisfied because they think the salary status is not sufficient. We also can see that about 53.33% are satisfied by fringe benefit because they get it in due time and 46.67% are not satisfied as they want to get fringe benefit of their work. Similarly, we can also observe the others questionnaires and discussion its.*

Keywords: Productivity Improvement Technique, Job Satisfaction, Competitiveness.

1. INTRODUCTION

Human Resource Management (HRM) involves all management decision and practices that can be directed by the people or human resources, who work for the organization. Specific employee attitudes relating to job satisfaction and organizational commitment are of major interest to the field of organizational behaviors and the practice of human resource management/job satisfaction. Job satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person was often predetermined by the occupation of that person's parent. There are a variety of factors that can influence a person's level of job satisfaction; some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, and the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements).

The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attitude which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities the work itself and co-workers. Some questioners ask yes or no questions while others ask to rate satisfaction on 1-5 scale (where 1 represents "not at all satisfied" and 5 represents "extremely satisfied"). For this perspective, job satisfaction level of the worker of GSL need to measure for appropriate actions for improving productivity. The level of the job

satisfaction of the supervisor and non-supervisors working in Public Limited Company can determine the goal of the organization through productivity improvement. Then the workers feel their job and job environment in line of productivity improvement. The levels of job satisfaction between supervisory and non supervisory staff should be optimum for better performance. Some job factor can be introduced job satisfaction. Hence the productivity improvement through job satisfaction is crucial for study for industrial development in Bangladesh. Golden Son Limited is the 100% export oriented Public Limited Company is considered here for a case for productivity improvement through job satisfaction purpose and has considered a sample of 30 people there. This paper preparation requires various aspects, study & experience. In this paper, we have tried to collect, organize, analyze & interpret the related data & finally to attain the optimum outcome of the paper. However, some constraints are faced while doing this paper.

3. METHODOLOGY

There are many methods for measuring job satisfaction. By far, the most common method for collecting data regarding job satisfaction is the Likert scale (named after Rensis Likert). Likert scales typically allow for five, seven, or nine responses to questions/statements on surveys, with the highest and lowest score indicating extreme degrees of either agreement or disagreement, and with the middle score showing neutrality. Sometimes an even number of options are used to force direction towards positive or negative in one's choice. Here is a simple example of a Likert scale:

I feel that my work is appreciated.

1) Strongly disagree; 2) Disagree; 3) Neither agrees nor disagrees; 4) Agree; 5) strongly agree.

Other less common methods of for gauging job satisfaction include: Yes/No questions, True/False questions, point systems, checklists, and forced choice answers. The Job Descriptive Index (JDI), created by Smith, Kendall, & Hulin (1969), is a specific questionnaire of job satisfaction that has been widely used. It measures one's satisfaction in five facets: pay, promotions and promotion opportunities, coworkers, supervision, and the work itself. The scale is simple, participants answer either yes, no, or can't decide (indicated by '?') in response to whether given statements accurately describes one's job. The Job in General Index is an overall measurement of job satisfaction. It was an improvement to the Job Descriptive Index because the JDI focused too much on individual facets and not enough on work satisfaction in general.

Other job satisfaction questionnaires include: the Minnesota Satisfaction Questionnaire (MSQ), the Job Satisfaction Survey (JSS), and the Faces Scale. The MSQ measures job satisfaction in 20 facets and has a long form with 100 questions (5 items from each facet) and a short form with 20 questions (1 item from each facet). The JSS is a 36 item questionnaire that measures nine facets of job satisfaction. Finally, the Faces Scale

of job satisfaction, one of the first scales used widely, measured overall job satisfaction with just one item which participants respond to by choosing a face. The following methodology has been followed in the study: Sample Size (N) was 30 (Thirty) representative member's of target population. Data has been collected by using/administering a questionnaire. Data has been analyzed manually using proper statistical analysis.

4. DATA ANALYSIS AND OBSERVATION:

In the table-1, we see that 60% employees are satisfied with their present salary structure because the salary is given them in time. On the other hand, 40% are dissatisfied because they think the salary status is not sufficient.

Table1: Is your present salary satisfactory?

Response	Category of worker		Total
	Supervisor	Non-Supervisor	
Yes	10(33.33%)	8(26.67%)	18(60%)
No	0	12(40%)	12(40%)
No Response	0	0	0
Total	10	20	30(100%)

Table 2: Is fringe benefit (T.A, Bonus, Medical) given to you are adequate?

Response	Category of worker		Total
	Supervisor	Non-Supervisor	
Yes	10 (33.33%)	6 (20%)	16 (53.33%)
No	0	14 (46.67%)	14 (46.6%)
No Response	0	0	0
Total	10	20	30 (100%)

In the above table 2, we see that about 53.33% are satisfied by fringe benefit because they are got it in due time and 46.6% are not satisfied as they want to get more fringe benefit of their work.

Table 3: Is over time benefit satisfactory?

Response	Category of worker		Total
	Supervisor	Non-Supervisor	
Yes	0	12 (26.67%)	12 (40%)
No	0	8 (40%)	8 (26.67%)
No Response	10 (33.33%)	0	10 (33.33%)
Total	10	20	30 (100%)

Over time benefit provision is only for the supervisor. About 40% are satisfied because they are got this benefit and 26.67% are not satisfied as they need more. About 33.33% are not responding as on supervisor they are not getting this benefit as their salary is higher.

Table 4: Is retirement benefit satisfactory?

Response	Category of worker		Total
	Supervisor	Non-Supervisor	
Yes	7 (23.33%)	4 (13.33%)	11 (36.67%)
No	3 (10%)	13 (43.33%)	16 (53.33%)
No Response	0	3 (10%)	3 (10%)
Total	10	20	30 (100%)

Almost all government organizations in Bangladesh have the provision of retirement benefits. But in the above organization there is also retirement benefit but it is not appropriate for the Non-Supervisor. About 36.67% are satisfied but most of them (53.33%) are not satisfied so the company should give them proper retirement benefit for their future.

Table 5: Is provision of getting higher scale satisfactory?

Response	Category of worker		Total
	Supervisor	Non-Supervisor	
Yes	7 (23.33%)	10 (33.33%)	17 (56.67%)
No	3 (10%)	10 (33.33%)	13 (43.33%)
No Response	0	0	0
Total	10	20	30 (100%)

In the above mention table we see that 56.67% workers are satisfied with the provision of getting higher scale because they compare themselves with other organization and think that condition is better than that of other organization.

Table 6: Is Opportunity for promotion satisfactory?

Response	Category of worker		Total
	Supervisor	Non-Supervisor	
Yes	8 (26.67%)	10 (33.33%)	18 (60%)
No	2 (6.67%)	10 (33.33%)	12 (40%)
No Response	0	0	0
Total	10	20	30 (100%)

In the above table we see that about 60% workers are satisfied with their promotion policy because it is maintained systematically.

Table-7: Is your career prospect satisfactory?

Response	Category of worker		Total
	Supervisor	Non-Supervisor	
Yes	5 (16.67%)	13 (43.33%)	18 (60%)
No	5 (16.67%)	7 (23.33%)	12 (40%)
No Response	0	0	0
Total	10	20	30 (100%)

Here most of the workers are satisfied with their career prospect. In the above 60% of the workers are satisfied with their career prospect and 40% are not satisfied. In the competitive job market the worker cannot hold their expected job.

Table-8: Is your physical working condition (light, ventilation, cleanliness etc.) satisfactory?

Response	Category of worker		Total
	Supervisor	Non-Supervisor	
Yes	5 (16.67%)	15 (50%)	20 (67.67%)
No	5 (16.67%)	5 (16.67%)	10 (33.33%)
No Response	0	0	0
Total	10	20	30 (100%)

About 66.67% are satisfied with their physical working condition of the company and 33.33% are not satisfied. They want more comfortable physical conditions like cooling air or air condition in the floor.

Table-9: Is your office time suitable for you?

Response	Category of worker		Total
	Supervisor	Non-Supervisor	
Yes	10 (33.33%)	16 (53.34%)	26 (86.67%)
No	0	4 (13.33%)	4 (13.33%)
No Response	0	0	0
Total	10	20	30 (100%)

Most of the workers are agree with their office time as it is a non government organization.

Table-10: Is weekly holiday (one day) satisfactory?

Response	Category of worker		Total
	Supervisor	Non-Supervisor	
Yes	8 (26.67%)	18 (60%)	26 (86.67%)
No	2 (6.67%)	2 (6.67%)	4 (13.33%)
No Response	0	0	0
Total	10	20	30 (100%)

In the above 86.67% of the workers are agreed with one day weekly holiday. But they think if the organization gives them two days weekly holiday, they will be more satisfied.

Table-11: Have you impartial disciplinary procedure?

Response	Category of worker		Total
	Supervisor	Non-Supervisor	
Yes	10 (33.33%)	12 (40%)	22 (73.33%)
No	0	8 (26.67%)	8 (26.67%)
No Response	0	0	0
Total	10	20	30 (100%)

In the table 73.33% workers think that they have impartial disciplinary procedure and 26.67% have not impartial disciplinary procedure. In this case if they have not impartial procedure the worker may suffer problems and then the production will be hampered.

Table-12: You have opportunity to express your grievances

Response	Category of worker		Total
	Supervisor	Non-Supervisor	
Yes	8 (26.67%)	16 (53.33%)	24 (80%)
No	2 (6.67%)	4 (13.33%)	8 (20%)
No Response	0	0	0
Total	10	20	30 (100%)

The organization is operated by the government rules and regulation. About 80% are satisfied with grievance policy. And 20% are not satisfied to the opportunity to express their grievances because sometimes they are threaten by Supervisor and top level employee to express their grievance.

Table-13: Is co-operation from your colleagues available?

Response	Category of worker		Total
	Supervisor	Non-Supervisor	
Yes	8 (26.67%)	17 (56.66%)	26 (83.33%)
No	2 (6.67%)	3 (10%)	5 (16.67%)
No Response	0	0	0
Total	10	20	30 (100%)

There are good inter relationship between worker with co-workers/subordinates/mid level employees. In the above table we see that about 83.33% give assistance from their colleagues.

Table-14: Is relationship with your immediate boss/supervisor marked with problems?

Response	Category of worker		Total
	Supervisor	Non-Supervisor	
Yes	10 (33.33%)	18 (60%)	28 (93.33%)
No	0	2 (6.67%)	2 (6.67%)
No Response	0	0	0
Total	10	20	30 (100%)

Most of the employee 93.33% relationship with immediate boss/ Supervisor is marked with problem. It is a good phenomenon for job satisfaction.

Table- 15: In your opinion the method of performance appraisal is appropriate

Response	Category of worker		Total
	Supervisor	Non-Supervisor	
Yes	8 (26.67%)	16 (53.33%)	24 (80%)
No	2 (6.67%)	4 (13.33%)	6 (20%)
No Response	0	0	0
Total	10	20	30 (100%)

About 80% employees say that the method of performance appraisal of the organization is good. As it is a non government organization and they compare with other organization and found there is no different

between their organization and the others.

Table-16: Are reward and recognitions best on performances?

Response	Category of worker		Total
	Supervisor	Non-Supervisor	
Yes	10 (33.33%)	15 (50%)	25 (83.33%)
No	0	5 (16.67%)	5 (16.67%)
No Response	0	0	0
Total	10	20	30 (100%)

In the above mention table we see that about 83.33% workers are happy with their recognition respecting their performance. On the other hand 16.67% are not happy regarding this.

Table-17: You are satisfied with your present position

Response	Category of worker		Total
	Supervisor	Non-Supervisor	
Yes	5 (16.67%)	20 (50%)	25 (83.33%)
No	5 (16.67%)	0	5 (16.67%)
No Response	0	0	0
Total	10	20	30 (100%)

Most of the workers are satisfied with their present position.

Table-18: Is job security of your service satisfactory?

Response	Category of worker		Total
	Supervisor	Non-Supervisor	
Yes	10 (33.33%)	10 (33.33%)	2 (66.67%)
No	0	10 (33.33%)	10 (33.33%)
No Response	0	0	0
Total	10	20	30 (100%)

In the above mention table we see that about 66.67% workers are satisfied with their service of job security.

Table-19: Do you think that the organization gives sufficient welfare activities?

Response	Category of worker		Total
	Supervisor	Non-Supervisor	
Yes	8 (26.67%)	10 (33.33%)	18 (60%)
No	2 (6.67%)	10 (33.33%)	12 (40%)
No Response	0	0	0
Total	10	20	30 (100%)

Most of workers about 40% do not think that the organization gives sufficient welfare activities. They think that the organization should take proper steps for opening a welfare fund and they will get benefit from it.

Table-20: Are you satisfied with the present welfare activities?

Response	Category of worker		Total
	Supervisor	Non-Supervisor	
Yes	8 (26.67%)	16 (53.33%)	24 (80%)
No	2 (6.67%)	4 (13.33%)	6 (20%)
No Response	0	0	0
Total	10	20	30 (100%)

Most of workers are satisfied with the present welfare activities. About 80% workers think the welfare activities of this organization are suitable for them and some employees think the organization should give more facilities to them. Table-19 and Table-20 are partially contradictory due to frequency based analysis.

5. RECOMMENDATION

In the table 1-4, we see that 60% workers are satisfied with their present salary because the salary made for paid in the time. On the other hand 40% are dissatisfied because they think the salary status is not sufficient. We also see that about 53.33% are satisfied by fringe benefit because they get it in due time and 46.67% are not satisfied as they want to get fringe benefit of their work. TA/DA benefit provision is given for all sorts of the workers. About 40% are satisfied because in due time they get this benefit and 26.67% are not satisfied as they need more. About 33.33% workers do not give any response. Almost every govt. org. has provision of pension benefit, this is why, and this org. also maintains the provision of the pension benefits of employees. They also maintain the retirement benefit, provident fund, gratuity etc.

In the table 5-7, we see that 56.67% workers are satisfied with the provision of getting higher scale and job security because they compare with the other org. We see that about 60% are satisfied with their promotion policies because they maintain it systematically. Most of the workers are satisfied with their career. In above 60% are satisfied their career prospect and 40% are not satisfied. In the competition of job market, man cannot hold their expected job.

In the table 8-10, about 66.67% are satisfied with their physical working condition of the organization and 33.33% are not satisfied. They want more comfortable physical conditions like cooling air or air condition set in the floor. Most of the workers are agreed with the office timings. In the table-10; 86.67% are agree with one days weekly holidays.

In the table 11-13, about 73.33% have impartial disciplinary procedure and 26.67% have not impartial disciplinary procedure. In this case if they have not impartial disciplinary procedure, the workers may create problem and then the workers will not give utmost efforts to the org. The org. is operated by govt. rules and regulation. About 80% are satisfied with grievance policies and 20% are not satisfied to opportunity to express grievance because sometimes they are threatened by supervisor to express their grievance.

In the table 14-15, there are good relationships between workers with co-workers/ supervisors / non-supervisors. In the above table we see that about 83.33% give assistance from their colleagues. About 93.33% workers have relationship with immediate boss. It is a good phenomenon for job satisfaction.

In the table 16-17, about 80% workers say that method of performance appraisal is good. Like other organizations, this organization also gives their workers reward and recognition respecting their performance. So most of the workers are satisfied. On the other hand 16.67% are not happy regarding this.

In the table 18, most of the workers are satisfied with their present position, and 66.67% workers are satisfied with their service of job security because they would get regular salary and bonus.

In the table 19-20, most of the workers (66.67%) do not think that the organization gives sufficient welfare activities. They think the organization should take proper steps opening a welfare fund and they will get benefit from it. Most of the workers are satisfied with present welfare activities.

6. CONCLUSION

From the above observation, we have observed that excluding some areas the level of job satisfaction of the worker of GSL is satisfactory. We also have observed the level of job satisfaction of the Supervisor is better than Non-Supervisor. As a Public Limited Company has excellent management capacity that can manage the all levels the worker job satisfaction and the worker of the GSL are very devoted to the organization and they always try to improve the company's goal through productivity improvement.

7. REFERENCES

- [1] GSL Research Profile, 2013.
- [2] GSL ADR Project Brochure, 2012.
- [3] C.R. Kothari, *Research Methodology (Method and Techniques)*, Second Edition, 2007.
- [4] K. Aswathappa, *Human Resources Management*, Third Edition, 2004.
- [5] Arvey, R. D., Bouchard, T. J., Segal, N. L., & Abraham, L. M. (1989). *Job satisfaction: Environmental and genetic components*. *Journal of Applied Psychology*, 74, 187-192.
- [6] Carsten, J. M., & Spector, P. E. (1987). *Unemployment, job satisfaction, and employee turnover: A meta-analytic test of the Muchinsky model*. *Journal of Applied Psychology*, 72, 374-381.
- [7] Hackett, R. D., & Guion, R. M. (1985). *A reevaluation of the absenteeism-job satisfaction relationship*. *Organizational Behavior and Human Decision processes*, 35, 340-381.
- [8] Judge, T. A., Locke, E. A., Durham, C. C., & Kluger, A. N. (1998). *Dispositional effects on job and life satisfaction: The role of core evaluations*. *Journal of Applied Psychology*, 83(1), 17-34.
- [9] Judge, T. A., & Watanabe, S. (1993). *Another look at the job satisfaction-life satisfaction relationship*. *Journal of Applied Psychology*, 78(6), 939-948.
- [10] Locke, E. A. (1976). *The nature and causes of job satisfaction*. In M. D. Dunnette (Ed.), *Handbook of Industrial and Organizational Psychology* (pp. 1297-1349). Chicago, IL: Rand McNally.
- [11] Spector, P. E. (1985). *Measurement of human service staff satisfaction: Development of Job Satisfaction Survey*. *American Journal of Community Psychology*, 13, 693-713.