
Factors Affecting Employee Satisfaction: An Empirical Study of Education Service Providing Non-Government Organizations in Bangladesh

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Abstract

This is an exploratory research based on primary data collected from 100 samples selected conveniently and experience survey. The study attempts to find out the influence of the important factors from the satisfaction of NGO employees through factor analysis. Employee's job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated. Study has chosen education service provider NGO's employees from a range of middle to top executive level especially at Dhaka Metropolitan areas. Findings reveal that the job satisfaction of NGO employees in Bangladesh is decreasing at present time due to unfavorable working conditions, poor salary, excessive work pressure, harassment during field work, lack of job security and absence of increment and pension benefits. Finally, the study recommends that to reduce the job dissatisfaction in NGO sector especially in education service providing sector, the authority of NGOs and regulatory authority of Bangladesh government should take proper initiative.

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1.0 Introduction

Non-government organizations (NGOs) are involved in providing educational services specially in the primary level. In this sector a good number of employees are involved.

In Bangladesh Since 1970s NGOs were very lively in assisting the general people in regions along with poverty discount and the inclusion of minorities in education, in reacting to herbal screw ups particularly floods and inside the preferred provision of welfare. Hasan (2009) mentioned in an article that in this country lots of Non-Government Organizations (NGOs) are working. Maximum of them are using Micro Credit business at the remote and rural areas of Bangladesh. Other NGOs are working for social welfare. This study aimed to discuss some factors that affect the satisfaction of the employees. These factors are: *Employee Relationship; Compensation and Benefits; Personal Development; Working Environment; External Challenges/Dissatisfaction; Safety and Security measures.*

Job satisfaction is such a tool that improves the motivation and commitment of workers which consequently leads to higher growth and productivity (Rubel & Kee, 2013; Shabnam & Sarker, 2012). Without satisfied employees, organization cannot achieve their business target as unhappy workers will never work for progress and prosperity. On the other hand, job dissatisfaction raises worker's voice and creates noise (Hossan et al., 2012). Therefore, job satisfaction is essential to enhance peace and harmony at work place as well as to ensure highest productivity.

The purpose of selecting the NGO sector for this study is – NGOs play an important role in our economic development, employment generation, poverty alleviation and human development etc. To make this sector more successful and contributing toward the development of our economy, focus is given to keep the right employees in their respective level. In order to retain the better employees within the organization, they must have to know why employees are dissatisfied and why they are leaving from organizations. This paper attempts to find out the influences of the important factors on the employee satisfaction of non-government organizations, so that the organization can take the right decision to retain them in right places.

2.0 Objectives of the Study

The objectives of the study are:

- i. to identify the factors that affect the job satisfaction in Non-government organizations of Bangladesh;
- ii. to evaluate the factors affecting job satisfaction by applying prescribed methodology;
- iii. to recommend policies to improve employees' job satisfaction in Non-Government Organizations.

3.0 Literature Review

To fulfill the above mentioned objectives, the researchers have evaluated different relevant literatures.

Nguyen & Prentice (2020) in their study concluded that job satisfaction is a pathway to bridge this set with organization commitment. The pathway from human resource practices to organizational commitment, mediated by job satisfaction, has never been statistically tested in banks in Vietnam before. The findings again recommend commitment-based organizations continue and reinforce organizational support for their staff. Sayed & Akhtar (2014) in their study showed a moderate level of job satisfaction and organizational commitment among the respondents. Job satisfaction facets and organizational commitment are found as positively related. As far as the demographic variables are concerned, only tenure was found significantly related to commitment. Job satisfaction facets and job tenure were the significant predictors of organizational commitment. Naile & Selesho (2014) tried to identify the role of leadership style in motivating the employees to remain committed to their work. The study results highlighted those aspects of motivation like relationship trust, inspiring a shared vision, encouraging creativity and emphasizing development act as positive aspects that help motivating employees towards their work. Memari *et al.* (2013) in their study revealed a positive relationship between organizational commitment and employees' job performance. In the comparative analysis of three dimensions of organizational commitment, normative commitment has a positive and significant correlation with employees' job performance. Furthermore, the study explores the employees' job performance with four demographic variables, resulting that male employees are high performer vis-a-vis their female counterparts.

Lucy et al. (2004) investigate the variables that may be the reasons for intentions to leave and findings of the study suggest that intentions to quit is largely influenced by job dissatisfaction, lack of commitment to the organization, and feeling of stress, which influenced by job stressors. Job stressors such as workload, job ambiguity are the factors that activate the chain of psychological states which lead to intentions to quit. Trevor (2001) argues that local unemployment rates interact with job satisfaction to predict turnover in the market. The transparency of meaning and purpose of work have relationship with job satisfaction of employees (Park 1998). These are skill variety, task identity, task significance, autonomy and feedback. Appelbaum's (1997) study identified correlation between the nature of job design including task complexity, task variety, task interdependence and job satisfaction of workers. Job satisfaction has

been defined as a general attitude toward one's job. According to Robins (1997) it is the difference between the amount of rewards employees receive and the amount they believe they should receive. Insufficient information on how to perform the job adequately, unclear expectations of peers and supervisors, ambiguity of performance evaluation methods, extensive job pressures and lack of consensus on job functions or duties may cause employees to feel less involved and less satisfied with their jobs and careers, less committed to their organizations, and eventually display a propensity to leave the organization (Mallica *et al.*, 1997).

Large organizations can provide employees with better chances for advancement and higher wages and hence ensure organizational attachment (Idson & Feaster 1990). Mobley (1982) indicates that there are four primary determinants of turnover: Job satisfaction-dissatisfaction; expected utility of alternative internal work roles; and non-work values and contingencies. Hackman & Oldham (1990) in their job characteristic model identified five core job dimensions, which determine the motivation potential score of an employee. Mobey & Lockey (1970) opined job satisfaction and dissatisfaction are function of the perceived relationship between what one expects and obtains from one's job and how much importance or value one attributes to it. The idea that job satisfaction is the result of an interaction between the person and his environment is not new.

More or less similar views have been expressed by Katzell (1964), Morse (1953) & Vroom (1964). Likert (1961) observed the subordinate's reaction to the supervisor's behavior always depends upon the relationship between the supervisory acts as perceived by the subordinate. Rosen & Rosen (1955) view job satisfaction as consequence of the discrepancy between percepts and value standards. While investigating satisfaction on the job Herzberg (1952) identified motivation factors and hygiene factors. He concluded that motivation factors (e.g. achievement, recognition, advancement, responsibility, growth and work itself) lead to satisfaction on the job and factors like company policy and administration, supervision, relationship with supervisor, work conditions, salary, relationship with peers, and relationship with subordinates, status, security may lead to job dissatisfaction. The impact of NGO program is huge in social development indicators, according a World Bank Report, 2007. Bangladesh has achieved tremendous progress in human development indicators such as life expectancy has risen to 67 years, population growth has dropped to 105 percent, literacy rate has more than doubled, child mortality has been cut to 70 percent, unemployment is down to 4 percent, and poverty incidence has fallen to 40 percent. All those are due to good social policies and innovative social program pioneered by world

famous NGOs and community based organizations, such as Grameen Bank and the Bangladesh Rural Advancement Committee (BRAC), partnered with government agencies and international donors (World Bank Report, 2007).

NGOs usually create employment in two ways. First, they provide employment in their own organization since they need human resources to manage and operate. Second, they provide loans and management assistance to individuals which create new employment opportunities (Begum, 2004). Hobley (2003) showed how NGOs through their forms of social organization help structural transformation for the poor. It will become significantly more important in the years ahead to recognize the commitment of individuals to an organization, as well as the organization's need to create an environment in which one would be willing to stay (Harris, 2000). Very few researches have been conducted related to employee satisfaction in NGO sector in Bangladesh. It is crucial for any organization to retain its talented employees. Every organization wished to have high productivity, fewer turnovers and to be profitable. Managing employee satisfaction successfully is a must to achieve these goals. Each day completed by an employee is an investment; to leave before the full term is to get no return on the investment (Bennison & Casson, 1984). In 1939, Roethlisberger and Dickson wrote that worker's attitudes towards objects in the work environment can be referred to the relation between an organism and its physical environment.

Literature review shows that few works have been done earlier about the selected study but not especially for the education service providing NGOs' employees. This is the rationality behind the present study.

4.0 Scope of the Study

Job satisfaction refers to employees' overall feelings about their jobs; it is the state of well-being and happiness of a person concerning performance in the workspace and its environment. It can be an excellent determinant of productivity within a company. A good experience at work generates job satisfaction. It's essential for employees to have positive experiences consistently. Employees are an organization's number one resource, and keeping them satisfied and fulfilled helps strengthen a company in multiple ways.

An employee that perceives their salary and benefits as fair and reasonable is more likely to experience a positive employee experience. No one likes to be worried about what the near future holds. A satisfied employee can work towards long-term goals and feel a greater sense of community and purpose within the company. Anyone can feel if they are respected and recognized in their

workplace. If workers are rewarded for their hard work, it encourages them to continue giving their best for themselves and the company. Not all people are satisfied with their work forever. Some will always seek development and progression in their careers. Career development is about setting goals and acquiring the skills to achieve those goals through a person's career within the company. Engaging employees in company activities make them feel valued, that their efforts count and that they feel more involved. These positive dynamics spread throughout the office, creating a more pleasant work environment. Bonding with employees respectfully to show appreciation for their work duties increases job satisfaction considerably. Genuine displays of respect translate into genuine respect for work in general.

5.0 Methodology

This study is mainly based on primary data which has been collected through a structured survey questionnaire. Some NGO's which provide education aids and services have been selected for this research such as ASA, Assistance for Social Organization & Development (ASOD), Bangladesh Association for Community Education (BACE), Centre for Health, Education, Environment Development and Democracy, Children Development Program Mayanir. and Bangladesh Environment, Health and Education Program (BEHEP. Samples are taken from those NGOs. Self-completion questionnaires are distributed to the respondents. The present study covered employees of NGOs which are located in Dhaka city. The criteria for selection of these NGO's were established and experienced in their respected area of operation; wide range of functional coverage, size and budget. In addition, the researcher tries to focus on only educational service of the concerned NGOs. A total of 100 respondents are taken as sample based on non-probability technique in a range of middle to top level employees as respondents. Convenience sampling technique is utilized for selecting sample in order to measure their responses and the importance of different variables.

The theoretical part of this study is formalized from secondary information collected from different books, journals and publications of thesis. Time period of the study was February to May, 2021.

The research instrument used to collect the response is a structured and self-administered questionnaire. The questionnaire incorporated 20 items (variables) and constructed by using Likert Scale 5.0, where 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree. The 20 variables measured in this study have a Cronback's alpha of 0.656. Kaiser-Meyer-Olkin (KMO) and Bartlett's test are employed to check the sample adequacy and strength of the

relationship among variables. Finally, researchers made factor analysis to address the factors based on collected data through questionnaire. The Statistical Package for Social Science, version 22.0 was used for this analysis.

6.0 Results and Discussions

Sampling test indicates that satisfactory number of respondents were included in this study. It should be notated that, in respondent’s demographic profile we didn’t consider the group (15-19) under age category, the group (below SSC) under educational level and the group (0-1year) under work experience category. The biographical nature and the background of the respondents are given in the following table:

Table 01: Respondents’ Demographic Profiles

Nature of the respondents		Percentage
Gender	Male	71
	Female	29
	Total	100
Age	20-25	14.5
	26-30	15.3
	31-35	14.4
	36-45	35.6
	46-55	8.7
	56-65	10.6
	Total	99.1
Educational level	SSC	6.7
	HSC	17.3
	GRADUATION	41.3
	POST GRADUATION	33.7
	Total	99.0
Number of years in present organization	2-5	36.6
	6-12	37.5
	15-25	14.4
	27-36	10.5
	Total	99.0

Source: *Questionnaire Survey*

For testing sampling adequacy, Kaiser-Meyer-Olkin Measure of Sampling (KMO) model is used. According to this model, KMO values greater than 0.6

indicate that the sampling is adequate (Stephanie, 2020). Following table shows that KMO value in this study is 0.693 which is greater than 0.6. So sampling used in this study is adequate. KMO is used to clarify the appropriateness of factor analysis. High values of KMO (between 0.5 and 1.0) indicate factor analysis is appropriate (Malhotra, Naresh K., 2003). The KMO measure of sampling adequacy has a value of 0.679 which means factor analysis is appropriate too. At the same time the Bartlett's test of sphericity is highly significant indicating high correlation between variables and the null hypothesis that the variables are Uncorrelated and the population is rejected.

Table 02: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.693
Bartlett's Test of Sphericity	Approx. Chi-Square	974.295
	df	231
	Sig.	0.000

Source: Developed by authors based on questionnaire survey

Principal components of factor analysis grouped those variables that are positively correlated into the same independent factor.

Table 03: Factor Analysis

Factors	Variables	1	2	3	4	5	6
01. Employee Relationship	1. Supervisor's behavior is satisfactory (autocratic or democratic)	-.721					
	2. Co-workers are helpful	-.696					
	3. Experienced lots of gender discrimination	.628					
	4. Performance is not properly recognized and appraised	.601					
02. Compensation and Benefits	5. Organization provides Transportation and accommodation during field visit		-.801				
	6. Reluctance of the authority to grant leave		.661				
	7. The administration is poor		.439				
	8. There is narrow scope of growth and development		.431				

03. Personal Development	9. There is no pension and provident fund facilities			.805		
	10. Promotion are given timely			.776		
04. Working Environment	11. Working conditions are favorable for you				.760	
	12. Salary structure is competitive				.736	
	13. Organization provides working hour flexibility				.700	
05. External Challenges	14. The job is challenging					.821
	15. Face harassment during fieldwork					.710
06. Safety & Security	16. Experienced excessive work pressure					.664
	17. Increment is absent					.516
	18. The job is not secured (permanent and contract)					.764
	19. Job does not give enough time for family					.663

Source: Developed by authors based on questionnaire survey

The variables included in the first factor (Employee Relationship) exhibits largely loadings for four variables which are supervisor’s behavior is satisfactory, co-workers are helpful, experienced lots of gender discrimination, performance is not properly recognized and appraised and the factor termed as supervisor’s behavior and improper appraisal.

This factor can alone explain 24.13% of the total variability. The second factor (Compensation and Benefits) exhibits loadings for four variables, which is named inefficient administration; it includes administration is poor, reluctance of the authority to grant leave, narrow scope of growth and development and whether organization provides transportation and accommodation during field visit. This factor can alone explain 13.85% of the total variability. The first and second factors together can explain 37.99% of the total variability.

The third factor (Personal Development), promotion and benefits are defined by two variables relating to no provision for pension and provident fund and promotions are given timely that can explain 9.35% of the total variability.

The fourth factor (Working Environment) is working condition and remuneration and it exhibits largely loading for three variables relating to working condition are favorable, salary structure is competitive and organization provides working hour flexibility and it can explain 9.009% of the total variability.

The fifth factor (External Challenges/Dissatisfaction) challenges and harassment during field work is defined by two variables relating to job is challenging and face harassment during field work that can explain 6.96% of the total variability.

The sixth factor (Safety and Security) is job security and work pressure and it contains four variables relating to experience excessive work pressure, job is not secured, increment is absent and job does not give enough time for the family which can explain 5.81% of the total variability. Six factors extracted in combination explain 69.13% of the total variability.

Table 04: Analysis of Questionnaire Based on Likert Scale

Queries		Likert Scale 5.0					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Scale Point>		1.0	2.0	3.0	4.	5.0	
1. Salary structure is competitive	Count	1	3	19	49	31	103
	% of Total	1.0%	2.9%	18.4%	47.6%	30.1%	100%
2. Working conditions are favorable for you	Count	0	1	2	43	57	103
	% of Total	0%	1.0%	1.9%	41.7%	55.3%	100%
3. Organization provides working hour flexibility	Count	0	1	12	46	44	103
	% of Total	0%	1.0%	11.7%	44.7%	42.7%	100%
4. Working environment is good	Count	1	0	1	36	65	103
	% of Total	1.0%	0%	1.0%	35.0%	63.1%	100%
5. Supervisor's behavior is satisfactory (autocratic or democratic)	Count	0	0	40	31	32	103
	% of Total	0%	0%	38.8%	30.1%	31.1%	100%
6. Co-workers are helpful	Count	34	50	17	2	0	103
	% of Total	33%	48.5%	16.5%	1.9%	0%	100%
7. Experienced excessive work pressure	Count	0	9	50	32	12	103
	% of Total	0%	8.7%	48.5%	31.1%	11.7%	100%
8. The job is not secured. (Permanent and contract)	Count	13	51	24	7	8	103
	% of Total	12.6%	49.5%	23.3%	6.8%	7.8%	100%
9. The administration is poor	Count	18	15	37	31	2	103
	% of Total	17.5%	14.6%	35.9%	30.1%	1.9%	100%

10. Increment is absent	Count	7	25	58	11	2	103
	% of Total	6.8%	24.3%	56.3%	10.7%	1.9%	100%
11. There is no pension and provident fund facilities	Count	9	15	23	47	9	103
	% of Total	8.7%	14.6%	22.3%	45.6%	8.7%	100%
12. Promotions are given timely	Count	6	4	23	60	10	103
	% of Total	5.8%	3.9%	22.3%	58.3%	9.7%	100%
13. The job is challenging	Count	7	5	20	56	15	103
	% of Total	6.8%	4.8%	19.4%	54.4%	14.6%	100%
14. Experienced lots of gender discrimination	Count	6	13	48	31	5	103
	% of Total	5.8%	12.6%	46.6%	30%	4.8%	100%
15. Face harassment during fieldwork	Count	3	8	22	47	23	103
	% of Total	2.9%	7.8%	21.3%	45.6%	22.3%	100%
16. Performance is not properly recognized and appraised	Count	14	16	40	12	21	103
	% of Total	13.6%	15.5%	38.9%	11.6%	20.4%	100%
17. Reluctance of the authority to grant leave	Count	31	44	15	6	7	103
	% of Total	30%	42.7%	14.6%	5.8%	6.8%	100%
18. There is narrow scope of growth and development	Count	18	22	30	14	19	103
	% of Total	17.5%	21.3%	29.1%	13.6%	18.4%	100%
19. Organization provides Transportation and accommodation during field visit	Count	25	41	28	3	6	103
	% of Total	24.3%	39.8%	27.2%	2.9%	5.8%	100%
20. Job does not give enough time for the family	Count	6	9	27	22	39	103
	% of Total	5.8%	8.7%	26.2%	21.3%	37.9%	100%

Source: Developed by authors

About 97% employees feel that working environment is not favorable for them. 100% employees' supervisors' behavior is not satisfactory to the subordinates'. 81.5% coworkers do not show helpful mentality in job place. The job is challenging for 89% employees. In 61% cases there is narrow scope for growth and development. 70% employees think that performance is not properly evaluated.

7.0 Findings of the Study

Based on the collected information and the data analysis the study has the following findings:

- i. No one will likely stay in the same job position for more years if they knew that there won't be any possibility of promotion. Lack of increment and opportunity to climb up the career ladder is one of the main reasons why workers decide to transfer to another business that provides better career advancement opportunity
- ii. Some workers feel that the organizations they work for fail to look at their employees as genuine 'human resources.' While money isn't the most common reason for leaving a job, some workers equate their salaries with their value in the company. If they feel that they're not paid enough, workers can get easily demotivated.
- iii. Employee's satisfaction is positively influenced by some issues like training, compensation, employee development, employee's satisfaction the composition of the work environment, freedom of work, recognition & reward.
- iv. The study showed that the job satisfaction is found to be averagely satisfactory, and accommodation level, administration, work condition, recognition, co-workers communications, educational facility, payment, vacation, and leaves are used to determine the job satisfaction
- v. The compensation package, supervisory support, job security, training and development opportunities, team cohesion, career growth, working conditions, and organizational culture and policies are positively associated with the academics' job satisfaction.
- vi. About 91% respondents say that most of the time private organizations do not provide transportation and accommodation facility during field work. 70% respondents face harassment during fieldwork in different areas.
- vii. More than 85% employees think that *Job does not give enough time for the family. If they could enjoy enough time with the family they can contribute more to the institution.*
- viii. About 72% employees are fail to take leave when they need to get treatment, to visit different places or any other purpose.
- ix. When the expected pension, provident fund, promotions and increments are given timely the employees morale can be boosted up.
- x. A positive work environment has a significant influence on how the employees feel. The work environment plays a vital role in keeping the employees motivated. It significantly influences his/her work life. It reflects in the work they do and helps sustain positivity throughout the day.

8.0 Recommendations

The following practices may combat unhappiness and dissatisfaction among employees:

- i. Make sure to provide clear objectives and instructions to the employees, and guide them properly. This allows them to have an understanding of what is expected of them, increasing their confidence and motivation
- ii. Know what your employees are capable of by pushing their limits and teaching them to surpass these. Don't forget to offer opportunities for transfer or career changes to deserving employees. Another way to show employees that they're valued is to provide them with opportunities to develop their skills or learn new things that interest them.
- iii. Not all perks and benefits are monetary. Health issues, work stress, and family obligations negatively impact productivity levels. In order to keep workers happy, offer more flexible work arrangements and reward deserving employees with gift.
- iv. Always communicate with your staff and listen to what they have to say. This will make them feel that they're being valued. Ask what they want to do or how they view some of the issues related to the workplace.
- v. Making employees feel that the management is inclined to develop one person or unit will create a sense of frustration to your staff. They'll inevitably feel that anything they do doesn't matter, which can trigger poor performance. Another sure way to boost an employee's morale is to give a 'pat on the back' or congratulatory message and recognition for a job well done. Otherwise, establish a rewards system so that they further feel satisfied and become willing to do better.
- vi. To minimize the poor administration process authority should consider the structure of the organizational level such as departmentalization or functionalization process and highly assured the chain of command. To provide the personal growth and development authority should consider high level of training and development, arrange workshop, seminar and different motivational reward.
- vii. A positive work environment doesn't only mean the organizational structure. It is the overall experience an employee shares with his/her co-workers, immediate supervisors, and company culture. Create a positive

- work environment through-Open communication, building trust, building healthy work relationships, Listening and promoting equal opportunities
- viii. When Employees get proper safety and security at the same time organizations can minimize their employees' injury or death, financial losses, property damages; service quality and public relations are improved. To ensure safety and security authority can provide a medical allowance or provide life insurance. They can also assure the police protection for the field level employees.

9.0 Conclusions

This is empirical research based on primary data collected from some selected experience survey. In this study the researcher tries to find out the inspiration of the important factors on the job satisfaction of NGO employees through factor analysis. The research mostly chosen educational sector provider of NGO's employees and researcher only cover-up the middle to top executive who are currently working at Dhaka Metropolitan areas. In Bangladesh, NGO employees face various crises in job aspects that the researcher observes in the findings. For the smooth operation of NGOs it is essential to maintain its skilled workforce. But most of the times it is very difficult to maintain employee satisfaction within NGOs. There are so many factors that affect job satisfaction. According to the theoretical discussion and the case studies many solutions to reduce employee dissatisfaction in NGOs have been discussed. First of all, obviously satisfactory salary structure helps to reduce dissatisfaction though job security is also an important issue too. But it is not the only and always the solution for the authority. A person does not stay in an organization only for salary but he/she may stay for many other reasons such as better working environment, good stream relation, preferable job location etc. Given this variety, executives and hiring managers can take some approaches to reducing dissatisfaction like changing the job and its environment to eliminate negative characteristics, or screening out potential leavers during the hiring process. Career in NGO has good prospect in Bangladesh. That is why we are concerned about finding issues which have been working behind employees' satisfaction. Our study exposes the variables and groups these factors with most appropriate analytical framework. If the recommended measures are implemented in the NGO sector then it may improve the present situation of employee satisfaction and morale level by which the sector may achieve its goals.

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