

A COMPARATIVE STUDY OF JOB SATISFACTION OF THE SENIOR MALE AND FEMALE EXECUTIVES IN BANGLADESH

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ABSTRACT

The study on job satisfaction of the senior level executives of Bangladesh showed that other than work itself there is not many strong motivating forces present to satisfy the executives. Both male and female executives have confirmed that their companies recognize their good works and they are also clear about the goals of their organizations. It is noted that there is hardly any gender difference regarding job satisfaction, even though, there is less scope of promotion possibility in most of the organizations. Both male and female executives expressed relatively higher level of agreement about their liking of coworkers and enjoying their jobs and company, suggesting less sex discrimination, though they mildly agreed that there is bickering and fighting at work. Regarding satisfaction on benefits received the male executives are found somewhat less satisfied compared to the female executives. Interestingly enough both the groups have indicated that there are benefits, which they don't enjoy at present, but they should have those benefits in future and should be given more frequently than the current practice. It is noted that there exists red-tapism in the organization. Both the groups preferred to choose an indifferent view on their opportunity for advancement and payments received from the company. A higher level of agreement on the part of male executives on good communication in their organization may be explained by the fact that because of social and cultural reasons female executives may not enjoy easy and direct communication access compared to their male counterpart even in the office set up.

1.0 INTRODUCTION

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. 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, relationships

with peers, personal life, relationships with subordinates, status, security may lead to job dissatisfaction. It has been also observed that all the motivation factors are intrinsic factors and are within the periphery of the job, while all the hygiene factors are extrinsic and are outside the periphery of the job.

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Hackman and Oldham (1990) in their job characteristic model identified five core job dimensions, which determine the motivation potential score of an employee. 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. The transparency of meaning and purpose of work have relationship with job satisfaction of employees (Park 1998). The higher level of bureaucracy hinders the smooth flow of communication in the company. When individuals have idea of their work purpose, they become more satisfied with their jobs. In a survey (Witford 2001) conducted by Fortune, often referred to as the Microsoft of the medical-device industry, 86% of Medtronic employees said their work had special meaning, while 94% felt pride in what they accomplished.

Work environment is another important factor, which has influence on job satisfaction of the employees. Study found that politics-free work environment is significantly correlated to job satisfaction of employees (Pathik and Pestonjee 1997). Welfare (wellness) programs including benefits, bonus, overtime, transport allowance, medical allowance, children education allowance, etc., have positive relationships with job satisfaction of employees (Bonner 1997). Group incentives including profit sharing, employee stock ownership plans, gain-sharing plan have also relationship with the level of job satisfaction. Decentralization of authority has direct impact on job satisfaction of the employees. Empowerment improves a sense of community feeling and enhances supportive relationships between employee and employer in the company (Holmes 1997). The effect of teaming on job satisfaction is significant in the company. Worker satisfaction level is higher while working as members of problem-solving teams as compared to working as individual workers (Chapman 1998).

Organizational growth and development primarily depends on the efficiency of management. Executives lead organization towards the success in order to materialize the goal of the company. When they are satisfied with their jobs they will be motivated and more efficient towards their responsibilities. As such, job satisfaction of senior executives plays an important role for the betterment of the company. It is generally viewed that in Bangladesh public sector executives are less satisfied than those in the private sector. The popularly cited reasons are better pay, work recognition, democratic environment, work freedom, etc. A number of studies have been carried out in the context of Bangladesh on job satisfaction. Regarding job satisfaction of Government and NGO employees some studies found that the levels of satisfaction of the government employees are higher than NGO employees and male employees are more satisfied with their

job compared to female employees (Islam 1999a, 1999b). These studies also showed that satisfaction level of employees coming from joint families are significantly higher than that of employees coming from single families.

A study conducted in the jute and textile sectors among the mid-level male industrial managers found that job satisfaction and job involvement are positively correlated and it identified salary as the most contaminating factor in this relationship (Haque 1995). In another study effort was made to find out the effects of organizational climate on job involvement, job satisfaction and personality of mid-level managers (Jahan & Haque 1993-94). It found some significant influence of organization environment on job satisfaction of managers. In conducting study on job satisfaction, specifically, overall job satisfaction of Bangladeshi industrial workers and the

perceived importance of some facets (e.g., job facets include job content, coworkers, supervision, wage, promotion, work environment, and communication), Khaleque and Rahman (1987) found that the satisfaction variables are not unidirectional in their effects. Job facets can be sources of satisfaction as well as dissatisfaction. Overall job satisfaction of industrial workers appears to be influenced by the satisfaction with job facets and personal life. The degree of satisfaction seems to depend upon the satisfaction with the number of job facets as well as their perceived importance. Keeping these in mind this particular study was conducted to ascertain the level of job satisfaction of both male and female senior executives.

2.0 RESEARCH METHODOLOGY

The hypothesis postulated in this study is that there is no major difference in the level of job satisfaction between the male and female senior executives. A structured questionnaire in a 7-point scale ranging from strongly agree (7) to strongly disagree (1) was developed for the respondents view on 38 statements (parameters) relating to job satisfaction (Appendix 1).

A sample of 80 senior level executives (40 male and 40 female) selected purposively have been surveyed and personally interviewed from different government (17.5%), semi-government autonomous (30%), non-government (10%), private (22.5%), and multinational/international organizations (20%). The respondent executives were chosen in pairs (i.e., one male and one female) or multiples of pairs from an organization. Average service year of the male executives is 18.09 years and the same for the female executives is 13.95 years (Table 1). Mean age of the male executives who responded to our questionnaire is 43 while it is 38.34 for the female executives. Number of dependents is less for female executives (1.85) compared to male executives (2.65). Table-1 shows a summary of the respondent's profile.

Table 1: Ideographic Profile of the Respondent Executives

Variable	Mean			Significance Level
	Male	Female	Total	
Service year	18.09	13.95	16.02	.019*
Age (year)	43	38.34	40.67	.003*
Number of dependents	2.65	1.85	2.25	.012*

3.0 RESULTS AND DISCUSSIONS

As noted, in the study 80 senior level executives (40 male and 40 female) were interviewed for their opinion regarding job satisfaction. Their views on 38 selected statements (parameters) were analyzed critically. The mean responses of male and female executives on 38 items are provided in Appendix 1. It is very clear from the table that there is no significant difference (at 5% level of significance) in the responses (37 out of 38) of the male and female executives. In two cases (statement 15 & 35) the differences are found significant. The individual analysis of the parameters is made in light of Herzberg's Two Factors Model of motivation.

3.1 Motivating Factors

As per Herzberg's Motivation-Hygiene theory motivators are the factors the presence of which create satisfaction and the absence lead to no satisfaction. These intrinsic

factors are including advancement, recognition, the work itself, growth, etc. The following paragraphs analyze the responses of the senior executives on different

motivating factors, which are classified based on the similarities of the variables with the factors.

3.1.1 Advancement and Growth

The issue of advancement and promotion (Statement two) is a substantive motivating factor on the job. The mean male response on too little chance for promotion is 4.05 (marginal agreement) and females mean response for the same is 3.83 (marginal disagreement). In fact there is no significant difference between male and female respondents on this issue ($\alpha = 5\%$). But in absolute terms male executives feel that there is less scope for promotion in their organization compared to female executives. The total mean response of the combined gender is 3.94.

Both the groups preferred to choose again closely to the mid-point level (3.58) on the statement that compared to other companies opportunity for advancement is equal (Statement twenty) in their organizations. Female executives response mean is a little less (3.50) than the male executives response (3.65). In general it seems their organization is not much of a

difference than others in terms of promotion and advancement. This also supports their previous response of statement two.

When asked to check whether they are satisfied with their chance for promotion (Statement thirty-three) both male (3.80) and female (3.48) executives responded with mild disagreement. Overall mean response of both the group is 3.64, which is barely below the mid point of 4.0. From the findings it is very clear that in most of the organizations the scope of advancement is too little to motivate the executives.

3.1.2 Recognition of Employees Job

Most of the literature on job satisfaction identifies recognition on the job as a powerful motivating factor and a large number of empirical researches have substantiated that. Both male and female executives in our study have confirmed that their companies recognize their good jobs (Statement five). The male response mean is more towards agreement (4.22). No significant difference is found between the responses of the groups ($\alpha=5\%$) although female executives have shown more agreement to this statement (4.63).

A major factor in determining employee motivation is the effort reward relationship. When asked to comment on this issue of promotion based on good performance (statement eleven), the female respondents were less enthusiastic (3.70) compared to their male (4.03) counterpart but the difference of their response is small and statistically insignificant ($\alpha=5\%$). It is interesting to note that response to this statement is just marginally below the mid-point value of the scale, and total mean being 3.86.

When asked to check on the statement in respect of lack of appreciation of the job they do (statement fourteen), male executives responded with disagreement (a mean index of 3.53) and the female executives responded with agreement (a mean index of 4.20). This means female executives felt more than their male counterpart that their works are less appreciated. However, the response difference between the

groups is not significant ($\alpha=5\%$). Total responses mean including both the groups can be said to be marginal disagreement (3.86).

A quite uniform response emerged when the executives were asked to comment on the availability of few rewards for those who worked in their respective work places (statement twenty-three). It is 4.18 for male executives and 4.25 for the female executives and the combined response mean being 4.21. The response indicates that the executives to some extent agree that the rewards are limited in their organizations.

The statement included in the questionnaire to measure whether the incumbents felt that their efforts on the job were amply rewarded as they ought to be (statement thirty-two) both male and female executives responded in the negative. They have responded to the negatively phrased question by agreeing

to it. Here male executives mean response is 4.28 and the female executive's mean response is 4.36. Interestingly, there is no difference in the response of the groups based on gender. Overall mean response is 4.32.

From above it is clear that the executives are not satisfied with whatever recognition of the job is existent in their organizations.

3.1.3 The Work Itself

Having pride in one's job is an indication of one's satisfaction on the job and motivation for it. It shows the extent to which the incumbent identifies himself or herself with the job itself. The statement "I feel a sense of pride in doing my job" (statement twenty-seven) has been strongly endorsed by both the groups. Mean response of male executives is 5.28 and the same is 5.08 for the female executives. There is no significant difference in the response of the groups. Overall average, which includes response of both the groups, is 5.18.

Significance of the tasks performed by the employees is an important factor in explaining the motivation potential score of an employee (Hackman and Oldham, 1990). Task significance is also an important indicator of job satisfaction and job motivation. The statement that reflects the meaninglessness of the job (statement eight) was checked at the lower level of the 7-point scale by both the groups (2.69) showing their disagreement to this statement. Here male executive's responses mean is only 2.55 and female executives response mean is 2.83. No significant difference exists in the responses between the groups. This signifies that the executives value their jobs. Notably the statement suggesting too much unnecessary work on the job (Statement thirty-one) is also to explain the meaningless characteristic of the job. The study shows that both the male (3.88) and female (3.78) executives have made a mild disagreement to this statement supporting the above finding. Mean response of both the groups is 3.83, which shows marginal disagreement to the statement of having too much unnecessary work on the job.

In fact there seems to be a strong agreement of both the groups in regard to their liking of the job they do (statement seventeen). Male executives have checked on average 5.40 and the female executive's average of agreement on this issue is 5.03. Total mean for both the groups is 5.21. It appears that despite other related constraints the executives irrespective of their gender difference enjoy their work. This is also supported by the statement in respect of the job being enjoyable (statement thirty-five). Here the male executives (5.20) agree more to the statement

compared to the female executives (4.68). Overall mean response is 4.94, which explains that they enjoy their work.

Most of the respondents marginally agreed with the statement that they have too much work to do (statement twenty-four). This is noted by the fact that male

executives response mean on this statement is 4.93 and the female executive's response mean is 4.50 and no significant difference exists among their response patterns. Statement sixteen tries to explain the level of incompetence of the staff

with whom the executives work. In general the executives found their staff of average level with respect to competence. There is practically no distinction between the group's responses on this issue. In case of male executives response mean is 3.93, while it is 4.13 for female executives. Overall response regarding work itself appeared to be positive and motivating. In general it can be said that other than work itself, there is not many strong motivators present for job satisfaction of the executives.

3.2 Hygiene or Maintenance Factors

Absence of hygiene factors as per Herzberg (1952) can create dissatisfaction, but its presence - unlike motivators - do not create satisfaction. The main hygienic factors, extrinsic in nature, include salary, supervision, company policy and administration, interpersonal relations, working conditions, personal life, etc. The following paragraphs highlight the presence of different hygiene factors as noted by the executives.

3.2.1 Salary

In response to the question on fairness of the compensation of the company (statement one) both male and female executives checked above the mid-point level of 1-7 rank order where 7 is the highest rank and 1 is the lowest. However it appears that male executives (4.60) are agreeable a little more compared to the female executives (4.08) in respect of their assessment of the fairness of the compensation practice of the company. But there is no significant level of difference between them ($\alpha=5\%$). The total mean for the combined group stands at 4.34 indicating marginal agreement on the fairness of salary. While responding to the question of satisfaction on benefits received (statement four) the male executives mean response (3.70) is somewhat towards disagreement side compared to the female executives marginal agreement (4.15). However the difference is not significant at 5% level of significance. In absolute terms this means more demanding nature of male executives in comparison to their female counterparts. But in general they are indifferent on the issue.

Endorsement of both the groups to the statement that the executive's benefits when compared to other organizations is equally good (statement thirteen) with mild disagreement (3.84). Here the female executives responses mean is 3.70, while the male executive's response mean is 3.98. Difference of response between the groups is not significant ($\alpha=5\%$). However on the issue of equitable benefit package (statement twenty-two) both the groups have narrowed down their difference in agreement. Here mean response of the male executives is 4.43 and the mean response of the female executives is 4.18 and the combined groups response mean is 4.30. Respondents of both the groups have taken an indifferent position when asked

to indicate their agreement or disagreement on the statement that they feel unappreciated by the company when they think about their payments received from the company (statement nineteen).

Response mean of the male executives is 3.85 and that of female executives is 3.93 showing little difference among them.

On the issue of raising of salary (statement ten) both the groups expressed their view that it is infrequent and rare (4.75). There is hardly any difference in the response means (male=4.85, female=4.65) of the groups. It may be pointed out here that both the groups agreed earlier that they feel the payment that they get is fair. However, they feel that raise in the salary should be given more frequently than the current practice. This is also supported by the statement on the issue of chance of salary increase (statement twenty-eight), where, both the male (4.08) and female (3.70) executives indicated mild agreement. There is no significant difference in their response. Mean response of both groups is 3.89.

Interestingly enough both the groups have indicated that there are benefits, which they don't enjoy at present, but they should have those benefits in future (statement twenty-nine). A very close proximity has been observed in the mean response of the groups in this case. Mean response of the male executives is 5.13 and the mean response of female executives is 5.05 and the total mean response including both the groups is 5.09, which shows strong agreement to the statement. From the above findings it is very clear that salary structure is not a very dissatisfaction factor for the executives. This can be explained by the fact that in Bangladesh the senior level managerial positions are well paid compared to lower levels.

3.2.2 Quality of Supervision

Relationship with the supervisor is an important factor influencing the employees. According to Herzberg et al. (1952), it is a hygiene factor that may lead to job dissatisfaction. Both male and female executives provided almost similar positive response when they were asked to check that they like their supervisors (statement thirty). Mean response is 4.90 in case of male executives and it is 4.88 in case of female executives. It is 4.89 when the groups are combined which explains the fact that they like their supervisors.

On the issue of describing the level of competency of their supervisors (statement three) both male and female executives seem to agree a great deal as both the groups mean exceeded 5-point level (5.0 and 5.20 respectively). There is hardly any difference in the opinion of both the groups. The group average in this case stands at 5.10. This indicates high regard by the executives for their seniors. When asked to check on the statement that the supervisor is unfair to them (Statement twelve), the response mean of both the groups were below the mid-point level of the scale (male=3.18, female=2.80), which means they disagree with this statement. It is interesting to note that although the difference between the group's responses is not significant ($\alpha=5\%$) but disagreement with this statement in absolute terms is more from the female executives compared to male executives. This may suggest that discrimination based on sex at senior level is not evident at least with regard to this study.

On the issue of showing too little interest for the feelings of subordinates by their supervisors (Statement twenty-one) male executives' disagree less (3.95) compared

to the female executives (3.73). However the difference is not significant ($\alpha=5\%$) and close to the indifferent range (center of the scale). This also supports the

findings of supervisors' fairness in statement twelve. Further the study reveals an indifferent view on the fact that often the work assignments are not fully explained to the executives (statement thirty-six). Mean response of male executives is 4.05 and the mean response of the female executives is 3.95 having no significant difference in response between them. The combined mean is 4.00.

Overall we can say that supervisors are not a dissatisfying factor for the executives.

3.2.3 Company Policy and Administration

On the statement reflecting the existence of bureaucratic rules, regulations and procedures making good job difficult (statement six), there is clear support from both the groups. Male executives response mean is 4.95 and female executives response mean is 5.03 and there is little difference in response based on gender. This also supports the existence of bureaucratic structure in most of the organizations, irrespective of nature, in Bangladesh.

The statement 15 tries to exemplify the extent of red-tapism in the organization. While the male executive's response mean in this case is more towards disagreement (3.63), female executive's response mean is 4.45, which is quite opposite than their male counterpart. There seems to be a significant difference in the response between the groups ($\alpha=5\%$). It is interesting to note that out of all the items only in this statement a significant difference exists ($\alpha=5\%$) in the response of male and female executives. In this case it is found that both the male and female executives take different view (disagree and agree respectively), though marginally, on impact of red-tapism. Here the female response does not support the previous view of existence of strong bureaucratic norms (statement six).

Both the groups disagreed with the statement that goals of the organization they serve are not clear to them (statement eighteen). Male executive's response average is 2.58 and female executive's response average is 2.8 and the overall mean is 2.69. This shows that the executives are clear of their job and mission of the organization. Further, being informed about company activities and participating in the decision making process of the major affairs of the company is considered to be a source of no dissatisfaction. Statement 26, which tries to grasp this issue whether the respondent on occasions felt that he or she is in dark not knowing what is going on in the company, was mildly disagreed by the respondents - both male and female. Mean response of male executives is 3.43 and the mean response of female executives is 3.28 Total mean response in this

statement is 3.35 below the half way mark of the scale. Finally we can say that the existence of bureaucratic norms can be a source of dissatisfaction for the executives, but they are quite positive about the clear goal, and objectives of the organizations where they are working.

3.2.4 Interpersonal Relations

Getting along with colleagues and coworkers is an indication of a congenial working condition, which avoids dissatisfaction. The study indicates that there is high level of satisfaction on the part of both male and female executives working with their

coworkers (Statement seven). Total responses mean to the statement " I like the people work with " is 5.61. For male executives the response mean is 5.65 and for female executives the response mean is 5.58, which is quite close to their male counterpart. In a similar statement both male and female executives expressed relatively higher level of agreement about their liking of coworkers and enjoying their company (Statement twenty-five). Female executives response mean is 5.30 and the male executive's response mean is still higher 5.58 and the overall average is 5.44.

The communication within the organization is an important factor (Statement nine) in determining liking for a job and interpersonal relations. A high agreement on the part of the male executives on the statement that communication is good in their organization (6.15) is surprising while it is marginal (only 4.38) in case of female executives. This may be explained by the fact that because of social and cultural reasons female executives may not enjoy easy and direct communication access compared to their male counterpart even in the office set up. Over and above it appears that congenial interpersonal relationship among the executives is minimizing a lot of dissatisfaction of the executives.

3.2.5 Working Conditions

When asked about the working conditions both the groups mildly agreed that there is too much bickering and fighting at work creating a less than congenial working condition (Statement thirty-four). Mean response of male executives is 3.85 and the mean response of female executives is 3.73 showing little difference among them. The combined mean is 3.79, which is just below the mid-point value of 4.0.

3.2.6 Personal Life

Many studies in the past found a relationship between family life satisfaction and job satisfaction. This study is no exception to it. Both the groups strongly agreed that there is a relationship between family life satisfaction and job satisfaction (Statement thirty-seven). Male executives agreed more (5.20) compared to their female counterpart (5.00). Total mean response is 5.15. This explains the fact that family ties have an important role to play in determining job satisfaction of employees.

From the above findings it is very clear that the presence of hygienic factors are helping to minimize dissatisfaction among the executives. Clearly salary structure is not a very dissatisfaction factor for the executives. This can be explained by the fact that in Bangladesh the senior level managerial positions are well paid compared to lower levels. It appears that congenial interpersonal relationship among the executives is minimizing a lot of dissatisfaction. It also appears that supervisors are friendly, cooperating and not a dissatisfying factor for the executives. The existence of bureaucratic norms can be a source of dissatisfaction for the executives, but they are quite positive about the clear goals and objectives of the organizations they are working for.

3.3 Overall Job Satisfaction

Statement thirty-eight is regarding the overall satisfaction of the executives with their respective jobs. This also checks back the findings on the basis of the first 36 responses. When asked to check on the overall satisfaction with the job male executives (5.10) seem to be more satisfied with their job compared to their female (4.90) counterpart, though both the groups are satisfied with their job and there is

no significant difference in their response pattern ($\alpha=5\%$). In a 7 point scale the mean response of combined groups is 5.00, which explains the level of job satisfaction of the executives. They are satisfied to some extent. This supports the previous findings of the presence of motivators and hygiene factors, if not very strong.

4.0 DIFFERENCES OF JOB SATISFACTION BETWEEN MALE AND FEMALE EXECUTIVES

There is hardly a difference between the level of job satisfaction of senior male and female executives in Bangladesh. Among 36 job satisfaction variables, the differences are found in only two cases (Table 2). Female executives are more optimistic regarding the red tapisim, which is a barrier for them to perform their jobs efficiently compared to male executives. However, male executives enjoy their jobs more compared to female executives in Bangladesh. This indicates that male executives are more interested to enjoy the job rather than work, while female executives don't like to give blame to others for their better performance.

Table 2 Differences of Job Satisfaction Between Male and Female Executives in Bangladesh

Statements	Variable	Mean Index			Sig. Level (α)
		M	F	Total	
15.	My efforts to do a good job are seldom blocked by red tape	3.63	4.45	4.04	.042*
35.	My job is enjoyable	5.20	4.68	4.94	.0915**

* Significant at 5% level of significance.

** Significant at 10% level of significance.

5.0 CONCLUSIONS

The study on job satisfaction of senior level executives of Bangladesh very clearly found that there is presence of motivators and hygiene factors. It is also clearly noted that hardly any gender difference regarding job satisfaction exists. In Bangladesh, the senior level managerial positions are well paid compared to lower levels of the enterprises. In case of promotion possibility, male executives feel that there is less scope in their organization compared to female executives. In responding to the question of satisfaction on benefits received the male executives mean response is somewhat lower compared to the female executives. Both male and female executives in this study have confirmed that their organizations recognize their good jobs. This study indicates that there is higher level of satisfaction on the part of both male and female executives with respect to their coworkers. A higher level of agreement on the part of male executives on the statement that communication is good in their organization is surprising. This may be explained by the fact that because of social and cultural reasons female executives may not enjoy easy and direct communication access compared to their male counterpart even in the office set up. The executives feel that raise in the salary should be given more frequently than the current practice. When asked to check on the statement that the supervisor is unfair to them the response mean of both the groups were below the mid-point level of the scale, which means that they mildly disagree with this

statement. This may suggest that discrimination based on sex is not evident at least with regard to this study.

It is interesting to note that significant difference exists in the response of male and female executives regarding the extent of red-tapism in the organization. There seems to be a strong agreement of both the groups in regard to their liking of the job they do. Both the groups disagreed with the statement that goals of the organization

they served are not clear to them. Respondents of both the groups have taken a mid-level position when asked to indicate their agreement or disagreement on the statement that they feel unappreciated by the company when they think about their payments received from the company.

Both the groups preferred to choose the mid-point level on the statement that compared to other companies opportunity for advancement is equal in their organizations. Both male and female executives expressed relatively higher level of agreement about their liking of coworkers and enjoying their company. Interestingly enough both the groups have indicated that there are benefits, which they don't enjoy at present, but they should have those benefits in future. A very close proximity has been observed in the mean response of the groups in this case. The statement included in the questionnaire to measure whether the incumbents felt that their efforts on the job were amply rewarded, as they ought to be both male and female executives responded in the negative. They have responded to the negatively phrased question by agreeing to it. Both the groups mildly agreed that there is too much bickering and fighting at work creating a less than congenial working condition. Both the groups strongly agreed that there is a close relationship between family life satisfaction and job satisfaction. When asked to check on the overall satisfaction with the job male executives seem to be more satisfied with their job compared to their female counterpart though both the groups are satisfied with their job and there is no significant difference in their response patterns.

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Appendix 1

Mean Job Satisfaction Index of Senior Male and Female Executives
in Bangladesh

Statements	Variable	Mean Index			Sig. Level (α)
		M	F	Total	
1.	I feel I am being paid a fair amount for the work I do	4.60	4.08	4.34	.17
2.	There is really too little chance for promotion on my job	4.05	3.83	3.94	.599
3.	My supervisor is quite competent in doing his/her job	5	5.20	5.10	.481
4.	I am not satisfied with the benefits I receive	3.70	4.15	3.93	.23
5.	When I do a good job, I receive the recognition for it that I should receive	4.22	4.63	4.43	.27
6.	Many of our rules and procedures make doing a good job difficult	4.95	5.03	4.99	.849
7.	I like the people I work with	5.65	5.58	5.61	.759
8.	I sometimes feel my job is meaningless	2.55	2.83	2.69	.447
9.	Communications seem good within this company	6.15	4.38	5.26	.245
10.	Raises in salary are infrequent (few and far between)	4.85	4.65	4.75	.606
11.	Those who do well on the job stand a fair chance of being promoted	4.03	3.70	3.86	.415
12.	My supervisor is unfair to me	3.18	2.80	2.99	.303
13.	The benefits we receive are as good as most other companies offer	3.98	3.70	3.84	.512
14.	I do not feel that the work I do is appreciated	3.53	4.20	3.86	.2625
15.	My efforts to do a good job are seldom blocked by red tape	3.63	4.45	4.04	.042*
16.	I find I have to work harder at my job than I should because of the incompetence of people I work with	3.93	4.13	4.02	.59
17.	I like doing the things I do at work	5.40	5.03	5.21	.1675
18.	The goals of this organization are not clear to me	2.58	2.8	2.69	.561
19.	I feel unappreciated by the company when I think about what they pay me	3.85	3.93	3.89	.855
20.	People get ahead as fast here as they do in other places	3.65	3.5	3.58	.687
21.	My supervisor shows too little interest in the feelings of subordinates	3.95	3.73	3.84	.541

22.	The benefit package we have is equitable	4.43	4.18	4.30	.478
23.	There are few rewards for those who work here	4.18	4.25	4.21	.849
24.	I have too much to do at work	4.93	4.50	4.71	.205
25.	I enjoy my coworkers	5.58	5.30	5.44	.329
26.	I often feel that I do not know what is going on with the company	3.43	3.28	3.35	.711
27.	I feel a sense of pride in doing my job	5.28	5.08	5.18	.545
28.	I feel satisfied with my chances for salary increases	4.08	3.70	3.89	.328
29.	There are benefits we do not have which we should have	5.13	5.05	5.09	.807
30.	I like my supervisor	4.90	4.88	4.89	.938
31.	I have too much unnecessary work	3.88	3.78	3.83	.783
32.	I do not feel my efforts are rewarded the way they should be	4.28	4.36	4.32	.828
33.	I am satisfied with my chances for promotion	3.80	3.48	3.64	.390
34.	There is too much bickering and fighting at work	3.85	3.73	3.79	.752
35.	My job is enjoyable	5.20	4.68	4.94	.0915*
36.	Work assignments are often not fully explained	4.05	3.95	4	.789
37.	There is a relationship between family satisfaction and job satisfaction	5.30	5	5.15	.375
38.	As a whole I am satisfied with my work/job	5.10	4.90	5	.444

Note: The mean index is developed in a 1-7 scale (1 → strongly disagree; 7 → strongly agree). Source: Field survey.