

Personal Factors Affecting Job Satisfaction of Cane Development Assistants of A Sugar Mills in Bangladesh

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ABSTRACT

This study was undertaken to investigate the relationship of five selected personal factors of the Cane Development Assistants of North Bengal Sugar Mills Ltd., Gopalpur, Rajshahi with their perceived level of job satisfaction. Of five factors subjected to multiple correlation analysis age, formal education, length of service and residence distance from posting place revealed positive and highly significant relation with job satisfaction. The fifth factor i.e. family size showed negative and highly significant relation. All the factors jointly explained 79.82% of the total variability of levels of job satisfaction which is also highly significant. Multiple regression analysis showed that education and length of service ranked top in terms of contribution to job satisfaction followed by family size, residence distance and age of the respondents.

INTRODUCTION

Beside job satisfiers and dissatisfiers as constructed in Herzberg *et. al.* (1954) two factor motivation theory, the personal situations of the employee have also some influence on the levels of their job satisfaction. Therefore, this study was aimed at determining the influence of five personal factors of the Cane Development Assistants of North Bengal Sugar Mills on their perceived level of job satisfaction.

MATERIALS AND METHODS

The study was undertaken during 1983 in North Bengal Sugar Mills Ltd., Gopalpur, Rajshahi. Informations were collected by using structured questionnaires. Forty two (42) Cane Development Assistants (CDAs) were selected at random and asked to fill up the questionnaires as per instruction. The respondents were advised to express their perceived level of overall job satisfaction on a five point Likert type scale as follows :

Scale :

1	2	3	4	5

The scale point '1' meant for least satisfaction and '5' is regarded as maximum '3' considered as neither satisfied nor dissatisfied i. e. partly dissatisfied and partly

satisfied. Taking levels of job satisfaction of the CDAs as dependent variable, the following function was tested for searching relationship by using multiple correlation and regression analysis.

$$Y = f(X_1, X_2, X_3, X_4, X_5)$$

Where, Y = Levels of satisfaction
(score from 1 to 5).

X_1 = Age of the respondents (years).

X_2 = Years spent in formal Educational Institutes

X_3 = Length in service in the present post (years)

X_4 = Distance of residence from posting place (in miles)

X_5 = Family size (total members of the family)

RESULTS AND DISCUSSION

Multiple correlation analysis results as shown in the following table revealed that all the 5 factor contributed significantly to the levels of job satisfaction of the respondents. The factor-wise influence is now discussed here.

Table 1. Multiple correlation analysis showing relationship between job satisfaction and selected factors.

Independent variables	Partial correlation coefficients (r)	t	r ² X 100	Remarks
Age	0.5388	3.8904**	29.030	**P = .01
Education	0.8386	9.3647**	70.3249	
Service length	0.7289	6.4754**	53.1295	
Residence distance	0.7408	6.7085**	54.8784	
Family size	—0.7418	—6.7284**	55.0267	
R ² = 0.7982		F= 29.27**		

Table 2. Multiple regression analysis showing contribution of various factors to job satisfaction.

Independent variables	Partial regression coefficients (b)	t	Standardised regression coefficients	Rank	Remarks
Age	0.0840	3.1343**	0.5066	V	**P = .01
Education	0.9830	8.1984**	1.3285	I	
Service length	0.1751	6.6832**	1.0806	II	
Residence distance	0.1967	3.4691**	0.5625	IV	
Family size	-0.2177	-5.7745**	-0.9351	III	
Constant (a)	-11.5023				

Age :

The results indicated that the age of the respondents have positive and significant relation with the levels of job satisfaction of the CDAs. This result differs from that of Lavingia (1977), Sandhu (1980) Rao and Sohal (1980). Shrestha and Singh (1975) and Karami (1981) who got either no or inverse relationship of age with job satisfaction. In Bangladesh condition the reason of positive significant relationship of the CDAs age with their level of job satisfaction may be for two reasons. Firstly, with the increase of age they are acquiring more knowledge, experience and skill to do the job more efficiently. Secondly, as almost all the CDAs are recruited from local areas living in their own family residence and as the aged people have a tendency to settle permanently somewhere near or at the paternal houses that is why the aged CDAs think themselves more satisfied compared to the simliar staff of other organisations.

Formal education :

The positive significant relationship of formal education with that of job satisfaction was observed by Shrestha and Singh (1975) but this differs with the findings of Lavingia (1977) and Sandhu (1980). Learning the complex knowlagde of changing agricultural sciences need some minimum educational background. The CDAs who possess higher qualification can cope with this situation and make themselves more efficient in applying technologies in the field. As there exists little difference in levels of education (standard deviation 1.56) among the respondents, this variable needs to be verified further with respondents having more variations in educational level.

Length of Service :

The existence of relationship between the length of service of the respondents and their levels of job satisfaction was not accepted by Karami (1981), and Rao and Sohal (1980), although Karami (1981) cited from Fugler (1974) who explained positive relationship between these parameters. Increase of length of service means increased exposure of the CDAs to the changing agricultural sciences related to improved cane cultivation techniques which makes them more knowledgeable, skilled and experienced. Thus, as the length of service increassed the efficiency of task perfomance also increased.

Distance between residence and place of posting :

The present study revealed positive significant relationship between the levels of job satisfaction and distance of residence from posting place. The result is interesting but not unjustified. The findings of Rao and Sohal (1980), Sandhu (1980) and Karami (1981) reveal negative relationship between the residence distance from posting place and job satisfaction. The mean distance of residence of the respondents from posting place is 4.29 miles with 0.49 standard deviation which means that the respondents are posted very closely of their residence. There exists

some ideas among the top policy makers of the country that if the extension workers are posted near their native residence the working outputs will be more. But this assumption correct for other countries but it dose not reflect the actual field situation, particularly in the North Bengal Sugar Mills. This requires a brief clarification. It is a known fact that the village cliques and vested quarters of the locality try to influence the extension workers almost all the time to get undue advantages and favour which throw them in a conflicting situation within the growers. And this situation turned to worse when a person is posted near his village. In that case he is vulnerable to friends, relatives in addition to vested quarters and village cliques. So the responses of the CDAs regarding distance of residence from posting place are logical.

Family size :

The size of the family in this study showed negative relation with levels of job satisfaction. Similar results were also obtained by Rao and Sohal (1980). Increased family size means increased requirement for food, shelter, clothing, education, medicines etc. For majority CDAs who have larger family size it becomes impossible to fulfil the increased family needs. So the negative relationship between the levels of job satisfaction and family size needs very little explanation.

Though all the factors subjected to present study are significantly related and contributed to job satisfaction but education and length of service emerged as top predictors of CDAs job satisfaction followed by family size, residence from posting place and age of the respondents.

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