

Original Article

The Impact of Job Satisfaction on Employee Turnover Intention with the Moderating Role of Organizational Culture in different Limited Companies (Ltd) of Bangladesh

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Abstract: Job satisfaction is how self-motivated, pleased, and satisfied an employee is. Stable employment, career advancement, and a good work-life balance lead to job satisfaction. Work satisfaction, employee satisfaction, or employment satisfaction assesses workers' enjoyment of their jobs, supervision, and other aspects. This study determined the impact of job satisfaction on employee turnover intention with the moderating role of organizational culture in different Limited Companies (Ltd) of Bangladesh. The study followed the descriptive study design, collecting primary data using the non-probability sampling approach and the personal interview technique. Collecting primary data through a questionnaire and personal interviews on the organization's grounds is possible. Secondary data from recent literature, reports, and books pertinent to the topic have also been collected. The population size of the study consisted of N=50 employees from five different international organizations. MS Excel was used to analyze the data and determine the results. This study finds that job satisfaction is inversely associated with turnover intention and that organizational culture moderates the magnitude of this relationship. Sub-group analyses reveal that job satisfaction is more predictive of turnover intention for younger workers.

Keywords: job satisfaction, work-life balance, Limited Companies, Bangladesh

1. INTRODUCTION

Job satisfaction is the extent to which an employee feels self-motivated, content, and satisfied with his/her job. Job satisfaction happens when an employee feels he or she has job stability, career growth and a comfortable work-life balance [1]. This implies that the employee is satisfied as the work meets the individual's expectations. Job satisfaction can be measured in cognitive (evaluative), affective (or emotional), and behavioral components [2]. There is a high relation between Job satisfaction and turnover. Organizational culture varies by industry, employer and even by department. It is important in all working environments to influence employee job satisfaction, and in prior studies, high job satisfaction has been associated with better job performance [3]. High-performing cultures have also been shown to produce excellent results, attract, motivate, and retain talented employees, and adapt readily to change. Job satisfaction is inversely related to turnover intention and low turnover has increased organizational productivity and performance [4]. Employment satisfaction, employee satisfaction, or work satisfaction measures workers' happiness with their employment, including its nature, supervision, and other factors [5]. Appreciation from your boss and coworkers can make a boring day feel special, regardless of your position. If you do not get along with your coworkers, there is no one to share a grin and a joke with, no one to help or explain things, and no one to turn to when things are not going well. Each workday can be a struggle [6]. The finest managers influence their employees by example and teamwork [7]. Because their employees desire to work for them, those managers always have the most productive teams. They consider each

employee an individual, recognize talents and shortcomings, and maximize potential, ensuring strong morale and motivation [8]. No one wants to work for free at the end of the week/month! Working for a company that can pay your weekly or monthly wages is reassuring [9]. Continuing professional development is important in all employment since no one wants to be locked in dead-end work until retirement (assuming they have not died of boredom) [10]. Even the least glamorous positions can benefit from training and methodology updates, and a clear career path (for those who desire it) is inspiring. The managing organization is at the top of a multinational organizational structure. The recruitment practice is mainly based on two standard recruitment procedures. They usually conduct in-house recruitment and post online job ad postings [11]. They usually recruit experienced and allow them to develop their career further. Applications received are carefully filtered, and usually call a handful of candidates for the post [12]. The selection process has two two-step interviews- first interview handled by managers or superior of the recurred position and second step interview is handled by a senior manager or director with HR person. Candidates are tested on job-related skills and analytical ability along with some open-ended questions relating to their psychological behavior [13]. Selected candidates for the first interview are called for a second interview within a week. The candidates must appear in front of an interview panel usually consisting of four members: from the HR department overseen by the MD, Chairman, General Manager and Admin managers [14]. The candidates are tested for their basic knowledge of the subject matter, interpersonal and communication skills, and ability to work in a team environment. After final selection, candidates are offered jobs along with the contract, which they must sign before joining the job with a negotiable salary [15]. These organizations ensure that their job tasks and assignments are such experiences that the employee would accomplish the task and experience learning by themselves or their seniors [16]. Almost 90% of the trainings in these multinational organizations is off-the-job training. This training occurs anywhere inside or outside the organization, the classroom, and the conference method. This training happens beyond the job time, usually at weekends [17]. Or even on weekdays with timeouts during normal working hours. Off-the-job training makes sure learning is properly structured and contains full concentration. This kind of training is usually done between departments or among the management committee, where group chief personnel deliver the necessary knowledge and learning through their own experience [18]. Department directors conduct such training to boost the employees' confidence and introduce them to new motives for their work, which can achieve higher accomplishments. A job is classified according to the skills and experience required for satisfactory performance, the degree of problem-solving involved and the magnitude of the impact of a decision to be taken as an incumbent in the job [19]. The classification is then linked to a salary grade through which the job incumbent makes a compensation package available. Each job contributes to the successful conduct of an activity, which in turn accrues certain benefits to the company [20]. Bangladesh's multinational organization package is better than any local organization in terms of monthly salary. They also provide some benefits, which are given every month. If performance is not good, employees cannot receive this benefit. Performance bonuses are given based on performance in a given year. This happens after the yearly appraisal [21]. The reviewer (usually the immediate boss) notes down the performance of the employee on a given set of characteristics and sends it to the MD. The MD then decides on the performance bonus [22]. These organic organizations have the expense of one tour/picnic per year for each employee. The company covers all transport, hotel and food expenses. This usually refreshes the employees and allows them to interact and know each other better [23]. For special days like Victory Day, Women's Day or Independence Day, these organization cultural programs and provide lunch for all its employees [24]. These organization paid festival bonuses to all levels of employees from the beginning. There will be disbursement of an amount equal to one month's Basic Salary of the employee on two designated festivals [25]. The environment of these organization friendly. This is important for a property development firm because most work is done in teams. However, if some conflict occurs among employees, the Line Manager usually solves the issue [26]. Line managers are trained in fast aid, fire risqué and evacuation in these organic organizations. They must always be ready for accidents, earthquakes or fires [27]. This study determined how an organization can successfully afford to implement human resource management. Workforce success determines the achievement of objectives and job satisfaction shows that the attitude of employees toward organization is also related with employee's turnover. These two cores reveal the basic human resource practices of an organization. The study

identified the broad exploration of how perfect HR practices create a better organization and make employees more satisfied with their jobs.

2. MATERIALS & METHODS

An organizational structure is a system that outlines how certain activities are directed to achieve an organization's goals. These activities can include rules, roles and responsibilities. The organizational structure also determines how information flows from level to level within the company. Here are 5 multinational companies operating in Bangladesh for a long time. Avery Dennison Bangladesh Ltd Avery Dennison businesses worldwide share one vision: to make brands more inspiring and the world more intelligent. Their adhesive technologies, display graphics and packaging materials make products more engaging and brands more compelling. They bring greater clarity to surroundings, provide more insights into inventories, and add value to the information consumers and businesses demand. Coats Bangladesh Ltd. Coats Group PLC is a British multinational company that is the world's largest manufacturer and distributor of sewing thread and supplies and the second-largest manufacturer of zips and fasteners. In Bangladesh, A H Khan & Co. has been providing transportation services to Coats since 1990. Its sister concern, Sales Promotion Service (SPS), is also Coats's key employee outsourcing and handling partner. Unilever Bangladesh Ltd, Unilever is one of the world's leading Consumer goods companies, making and selling around 400 brands in more than 190 countries. At Unilever we meet everyday nutrition, hygiene, and personal care needs with brands that help people look good and feel good. Now, Unilever is part of Unilever's group of companies and shall continue to operate in Bangladesh as a subsidiary of Unilever, focusing on the consumer healthcare nutrition business. Berger Paint Bangladesh Ltd, Berger is one of the oldest names in the paint industry and the country's major specialty paints business, with products and ingredients dating back over 250 years. Production of dyes and pigments evolved into the production of paints and coatings, which, till today, remains the core business of Berger. The company grew rapidly by establishing branches worldwide and through mergers and acquisitions with other leading paint and coating manufacturing companies. Berger has been involved in the paint business in this part of the world since 1950, when paints were first imported from Berger UK and, subsequently, from Berger Pakistan. In 1970, Berger Paints Bangladesh Limited (BPBL), erstwhile Jenson & Nicholson, had set up its paint factory in Chittagong. With the entry of Berger Paints into the Bangladesh market, the country has benefited from more than 250 years of global paint industry experience. Over the decades, Berger has become the leading paint solutions provider in this country and has diversified into every sphere of the industry– from Decorative Paints to Industrial, Marine, and Powder Coatings. DHL Bangladesh Ltd, DHL was founded in 1969 to deliver documents between San Francisco and Honolulu. The company expanded its service throughout the world by the late 1970s. Air Express Services of DHL was established in Bangladesh in 1979. DHL Express in Bangladesh started its office through its agent, Homebound Packers & Shippers Limited, in only one room within the homebound office premises located in Dhaka. Mr. Henry Jacob was the first country manager to look after DHL's business. In 1990, Mr Desmond Quiah took over as Country Manager and led DHL Bangladesh for almost 27 years (till June 2017). In July 2017, Md. Miarul Haque replaced Mr. Desmond Quiah as the business head. He is now serving as the Managing Director of DHL Express Bangladesh. As part of the descriptive study design, the study collected primary data using the non-probability sampling approach and the personal interview technique. Collecting primary data through a questionnaire and personal interviews with the organization is possible. Secondary data from recent literature, reports, and books pertinent to the topic have also been collected. The population size of the study consisted of N=50 employees from five different international organizations: 15 employees from the Human Resources and Administration department, 10 employees from the Marketing and Sales department, 5 employees from the Finance department, 5 employees from the Supply Chain department, and 15 employees from the Sales department chose to gather data. Two sets of questionnaires have been utilized first. The set consists of ten questions about human resource capabilities, environments, and architecture. All of the questions in the second set are on work satisfaction and turnover, and there are ten in total. MS Excel was used to analyze data and determine the results.

3. RESULTS AND DISCUSSIONS

This figure shows employees training requirement for performing their job. In this figure, employees want training to improve their job activity.



Table 01: Employees training requirement

This figure shows the challenges that create barriers to doing employees' jobs. Organizational challenges are everywhere. However, employees are always ready to take on this challenge.

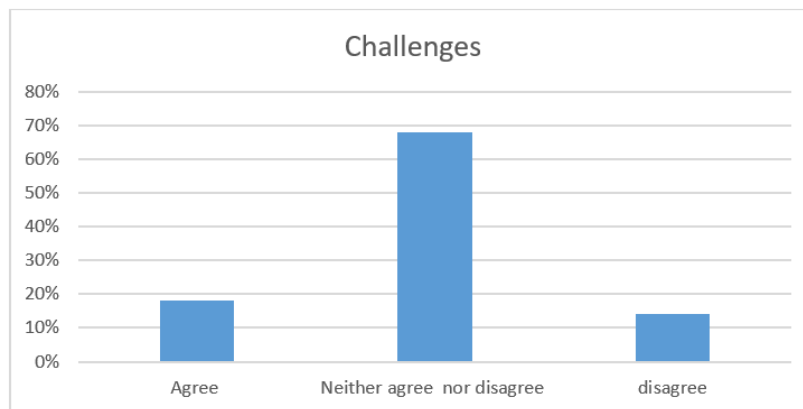


Table 02: Challenges which create barriers for doing employees job

This figure shows the job creativity of organization, they want to give their employees enough flexibility to become more creative.

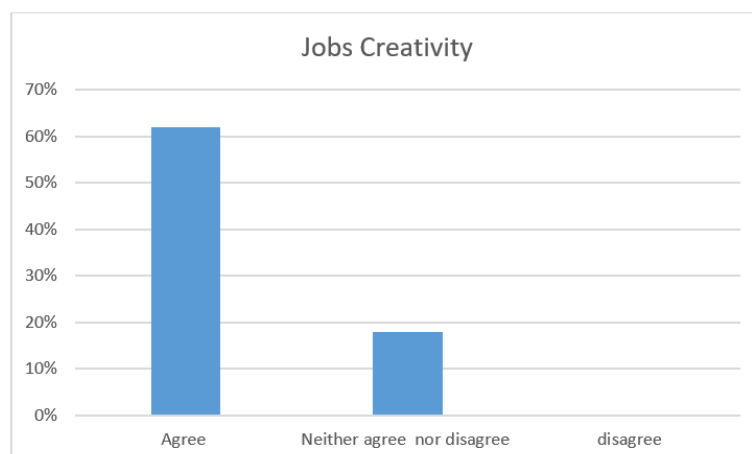


Table 03: Job Creativity of organization

This figure shows that the organization should become creative. Organization want to force their employees to increase creativity.

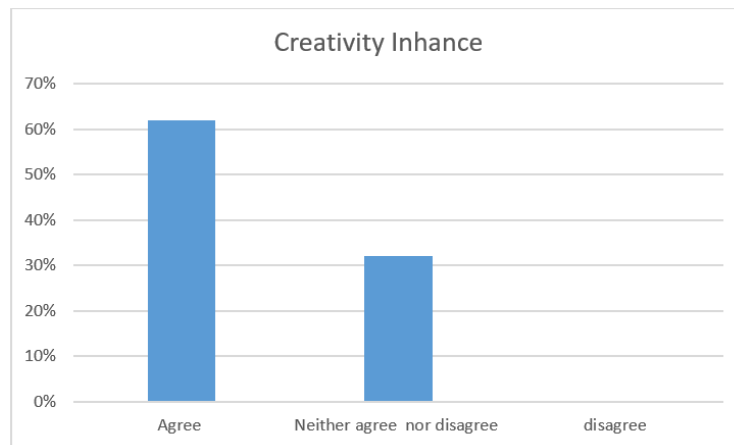


Table 04: Organization to become creative

This figure shows employees' workability based on logistics availability. According to this figure, 91% of employees agree with the availability of these organizations, which is crucial for continuing their work.



Table 05: Employees workability based on logistics availability

This figure depicts the employee's long time career goal. Most of the employees of these organization improve their career in this company.

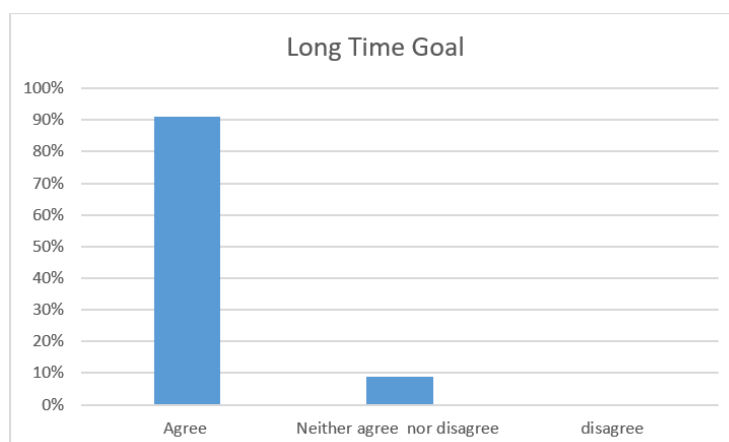


Table 06: Employee's long-time career goal

The figure below shows the HR function and its impact on the employee's work environment. In this figure, we can see that 100% of employees agree that their HR functions are helpful for their work environment. This company's HR department work for its employee's betterment.

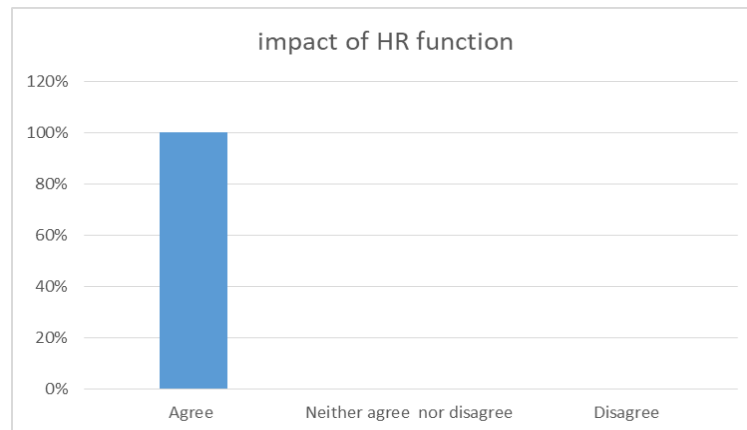


Table 07: HR function and its impact on employees' work environment

This figure shows the friendly policies of organization. This figure shows that 95% of employees agree on organizational employees' HR policies.

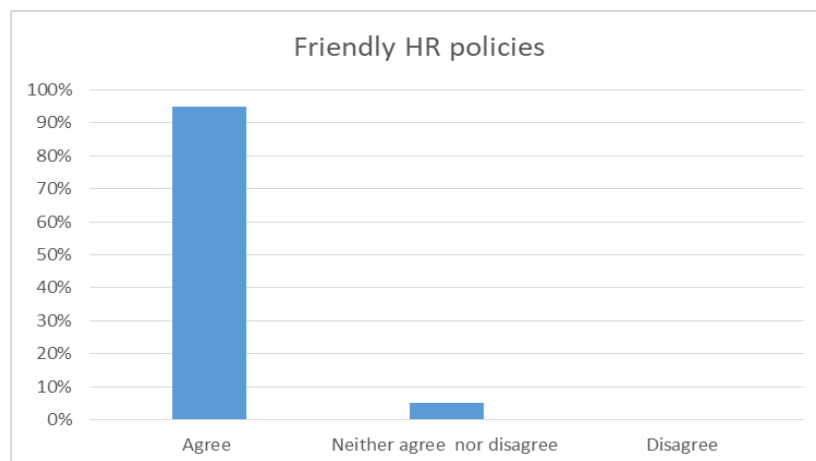


Table 08: Organization friendly policies

This figure shows the related problem-solving capability of the HR department. In this figure, we can see 100% of employees are agree with this. In this organization, employees work as a team, so they cannot provide qualitative output if they do not have good relations.

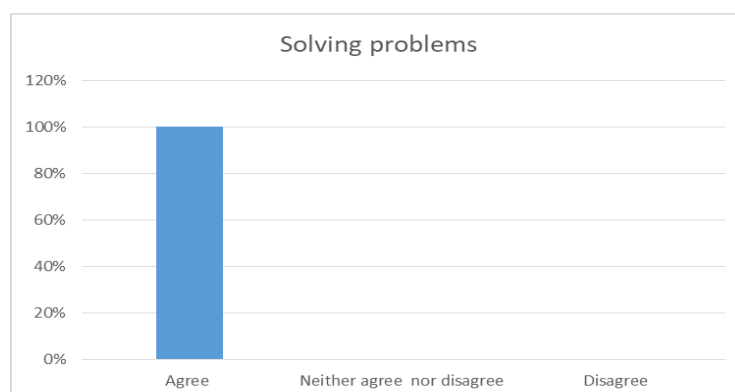


Table 09: Employees-related problem-solving capability of the HR department

This figure shows the performance of the whole workforce in this company. In organization are happy with their performance.

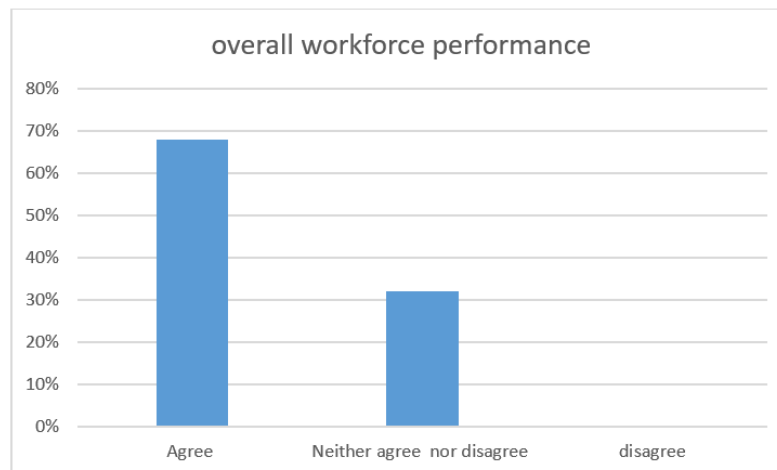


Table 10: Whole workforce performance in this company

3.2 Satisfaction of Employee

In selected organization employees are satisfied with their salary and other benefits. However, 32% are natural here. In these organizations, the process is downward; top-level managers make decisions, and based on those decisions, employees work. Supervisor and coworkers of these organization-behaved. They cannot use any bad ward on each other. In other hand if they do it they have to face punishment, working condition dependents on various thing like environment, line manager, coworkers etc. Management policies are those used to handle employees who are down. In these organization the employees are satisfied on it. organization and promotion are tough to gather. Only skilled and hard-working people can gain it. In these organizations, security is very high. Generally employees do not want to leave this company and managers do not want to lose their experienced employees. Most employees are satisfied with the nature of the job (job autonomy, work schedule, job stress, creativity of the job, etc.). In these organization the employees are satisfied about their responsibility. Overall, job satisfaction in these multinational organizations is high. This means most of the employees are satisfied on their jobs.

Variables	Satisfied	Neutral	Dissatisfied
1. Pay and other monetary benefits	68%	32%	
2. Decision-making process and communication pattern (downward, upward and horizontal)	77%	23%	
3. Supervisor coworker's behaviour (especially informal)	68%	32%	
4. Working condition	9%	91%	
5. Management policies	73%	23%	
6. Recognition and promotion	55%	45%	
7. Job status and job security	100%		
8. Job nature (job autonomy, work Schedule, job stress, creativity of job, etc.)	59%	41%	

9. Employees satisfaction on their responsibility	81%	19%	
10. Overall job satisfaction	68%	32%	

3.3 Discussion

Salary is an important determinant of Job satisfaction levels; in this study, the majority of the Blue collar and White collar employees express satisfaction with their present level of salaries and other benefits about their workload [28]. The salary factor has a positive effect on job satisfaction. It shows that organization fairness and equity in the wage structure for all employees and through a well-defined wage structure which will be operational for a given period, as a result of the wage settlement arrived through open negotiation between the representatives of the workers and the employer [29]. Most of the respondents (White and blue-collar employees) are satisfied with the nature of their work [30]. Even though some work is monotonous, employees are satisfied with the nature of the work. This feeling may be because most operations are automatic, and computers perform most repetitive tasks. The "Nature of work" factor has contributed positively towards high job satisfaction levels [31]. The majority of the employees are satisfied with the present work environment. This feeling may be because there is much cleanliness and a well-maintained plant. Even plant location also positively impacts job satisfaction levels [32]. Motivation is the propensity of a person to behave in a particular manner at a time and in some place. A person's motivation depends upon his needs, wants, drives and impulses [33]. Motivation is one of the important criteria to the personnel to perform better in their job for a longer period [34]. Training and development are very important for developing competence in specific areas, such as production, finance, marketing, etc., as well as decision-making abilities and executive qualities. The majority of the respondents [35]. The objective behind welfare measures is the employer's interest/desire to uphold democratic values and to show their concern for their employees. Almost 100% respondents are satisfied with the welfare facilities provided by the company [36]. A reward policy is one method of motivating people to contribute to the success of the organic organization; the success of the reward system depends on how effectively it is interlinked to (a) the quality of performance management. (b) Involvement of the employees [37].

9. CONCLUSION

The Human Resource Department plays one of the most outstanding roles in coats Bangladesh. Every success of origination depends on an efficient and effective workforce. HR starts when a man enters the organization and leaves the organic organization. The above analysis concludes that the job provides the opportunity to exercise skills at the workplace. Number of employees accepted that at times there is a considerable flexibility in coordinating with work and they are satisfied with existing policies. Job satisfaction is inversely related to turnover intention and low turnover has increased organizational productivity and performance. This study finds that job satisfaction is inversely associated with turnover intention and that organizational behavior moderates the magnitude of this relationship. Sub-group analyses reveal that job satisfaction is more predictive of turnover intention for younger workers. These findings significantly affect the changing workforce composition due to the ageing population.

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