

Internship Report
On
“Employee Job Satisfaction of Ventura Leatherware Mfy (BD) Limited,
Uttara EPZ Nilphamari”



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Dedicated to
My Beloved Parents

LETTER OF TRANSMITTAL

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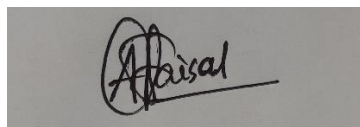
Subject: Submission of Project Report on “Employee Job Satisfaction of Ventura Leatherware Mfy (BD) Limited, Uttara EPZ Nilphamari”

Dear Sir,

With due respect, I would like to inform you that it is a great pleasure for me to submit the report on “Employee Job Satisfaction of Ventura Leatherware Mfy (BD) Ltd, Uttara EPZ. Nilphamari “as a mandatory requirement for MBA Program. This Project research program provided me with learning experience and knowledge in several areas of a manufacturing organization. The whole experience of this project program enabled me to get an insight into the real-life situation. I have tried my level best to make a full fledged report by analyzing all the requirements of this project.

I am grateful to get the opportunity to prepare this report under your guidance. I will remain deeply grateful if you kindly give your valuable time to go through the report and evaluate my performance. I will be very happy to provide any further explanation if necessary.

Sincerely yours,



Md. Al-Faisal
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Certificate of Supervisor

This is to certify that the Project report on "**Employee Job Satisfaction of Ventura Leatherware Mfy (BD) Limited, Uttara EPZ Nilphamari**", submitted for the award getting degree of Master of Business Administration (MBA) with specialization in Finance to the Daffodil International University is a record of Bonafede research carried out by Md. Al-Faisal (ID#161-14-2028) under my supervision. No part of the project report has been submitted for any degree, diploma, title or recognition before.



Dr. Syed Mizanur Rahman
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Acknowledgment

It is a great opportunity for me to write about subject like “**Employee Job Satisfaction of Ventura Leatherware Mfy (BD) Ltd, Uttara EPZ**”. At the time of preparing this report I have gone through different websites and conversation with employees which help me to get acquainted with new topics. I am actually focusing on those topics which are important for me to understand about this subject easily.

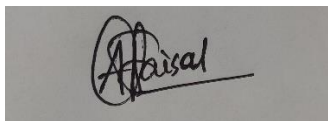
Firstly, I express my gratefulness to Almighty Allah who has enabled me to pursue my study.

I acknowledge with gratitude to my respective teacher and also my supervisor Professor Dr. Syed Mizanur Rahman who has always been sincere and helpful in making me understanding the different system of legal research and conceptual problems in my report.

Apart from me, this report will certainly be immense importance for those who are interesting to know about this matter. I hope they will find it comprehensible.

I have tried hard and soul to gather all relevant data regarding this subject. I don't know how far I am able to do that. Furthermore, I don't claim all the information in this report is included perfectly. There may be shortcoming, factual error, mistaken opinion which are all mine and I alone am responsible for those but I will try to give a better volume in future.

Thank you

A rectangular box containing a handwritten signature in black ink. The signature appears to be 'Al-Faisal' with a stylized flourish at the end.

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Abstract

This study attempts to evaluate job satisfaction of employees in **Ventura Leatherware Mfy (BD) Ltd UEPZ**. It focuses on the relative importance of job satisfaction factors and their effects on employees' overall job satisfaction. In this study the targeted population is employees of Organization. Data was collected and administered through a structured questionnaire. Research has shown that organizational factors such as working conditions, pay, fairness and promotion significantly affect employee job satisfaction in organizations. However, individual factors such as age and gender do not significantly affect employee job satisfaction in the organization. The overall job satisfaction of organization the officers is at the positive level appeal to their customers. In this situation, the job satisfaction of company officials becomes an important issue that should be taken care of to achieve the ultimate goal of the manufacturing sector in Bangladesh. The study found that the employees of **Ventura Leatherware Mfy (BD) Ltd UEPZ** are satisfied towards their job. The study shows that, the organization has still some limitations to satisfy the employees' needs. Finally, some recommendations are given to overcome the limitations of the organization.

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Chapter-1

Introduction

1.1 Prelude

Job satisfaction is the positive feelings of employees towards the organization. It is the measurement of employees' satisfaction with their job. Job satisfaction motivates employees to be with the organization for long run and also acts as a part of the organization as a family. When people speak of employee attitudes, they often mean job satisfaction. If people of the organization are satisfied towards their job or work then it helps the organization to achieve their targeted goal. Thereby great efforts to improve employee job satisfaction creates satisfied customer with satisfied employees. But in Bangladesh, there are very limited studies on employee job satisfaction in Manufacturing organizations, specifically with respect to factors affecting job satisfaction. In this report, I have tried to find out factors affecting employees' job satisfaction and dissatisfaction.

1.2 Statement of the problem

One of the main roles of the Human Resource (HR) department is to ensure that employees are sufficiently satisfied with their jobs. Typically, research has shown that satisfied employees are thought to be more productive. On the other hand, if employees are dissatisfied with their jobs, they are thought to be less productive and more prone to absenteeism and turnover. A particular problem is the low level of employee job satisfaction which makes it difficult to improve service quality. Some of the problems that exist in manufacturing organizations are long working hours, work pressure, low level of treatment, poor working environment, less promotion opportunities, unfairness of work etc. Hence, employee job satisfaction needs to be measured carefully and regularly.

Job satisfaction is a topic that concerns employers- job satisfaction or lack thereof, can affect performance appraisals and threaten the employer-employee relationship by creating fiction between employees and their supervisors.

The reasons of common job dissatisfaction are like interpersonal conflict, communication problems, harassment, discrimination, low motivation, performance issues etc. Employees working attitudes in an organization specially in a manufacturing organization is very important to get attach with the buyers and make the internal customers feel relief.

1.3 Research Objectives

This study to find out the employee satisfaction towards their job in the organization. The main objectives of this studies are-

- To find out of employees Job satisfaction level in Employee job satisfaction of Ventura Leatherware Mfy (BD) Ltd, Uttara EPZ.
- To know the reasons behind the job dissatisfaction of the employees from the findings.
- To identify factors contributing employees job satisfaction in the company under study.
- To analyze the level of employee's job satisfaction in the company under study.
- To identify the relationship between job satisfaction and demographic variables understudy.
- To suggest certain improvement measures based on the findings of the study to improve job satisfaction.

1.4 Definition of Key Terms

Employee

A person usually below the executive level who is hired by another to perform a service, especially for wages or salary, and is under the other's control.

Satisfaction

A happy or satisfied feeling because of something you have done or happened to you. The act of providing what is needed or desired. The act of satisfying a need or desire. An outcome that addresses a problem or complaint in an acceptable way.

Employee Satisfaction

Employee satisfaction, also known as job satisfaction, is how happy a person is with their job and the role it plays in their life. Employee satisfaction is usually measured using an employee satisfaction survey. Factors affecting employee satisfaction addressed in these surveys may include compensation, workload, flexibility, resources, etc.

Perception

Perception is the process by which humans consider, analyze, retrieve and respond to any type of information from the environment. For example, some people feel happy about making money while others feel happy about spending money.

In terms of a career, promotion refers to the advancement of an employee's rank or position in a hierarchical structure.

Fairness

The definition of fairness is - the quality or state of being fair; Specifically: fair or impartial treatment: lack of bias towards one side or the other.

Working Condition

Working conditions cover a wide range of issues and issues, from working hours (hours of work, rest periods and work schedules) to remuneration, as well as the physical conditions and mental demands that exist in the workplace.

1.5 Importance of the study

Employee satisfaction or job satisfaction is one of the main goals of all HR personnel in an organization. A satisfied employee is not just a retained employee but an ambassador for the brand, internally or externally. They can help allay the fears of others and defend the company in various forums. Happy employees are more loyal to the organization and its objectives, they go the extra mile to achieve goals and take pride in their work, their team and their achievements.

Most organizations see job satisfaction as dependent on 2 things – pay and recreational activities. Although employees form an impression based on these parameters, they cannot form the basis of employee engagement. Recently, a study published by Harvard found that employee engagement programs only serve as a shot in the arm, and satisfaction levels soon deepen. How HR understands the needs of its employees and what it does to match employee needs and organizational goals is critical.

1.6 Research Methodology

1.6.1: Nature of the study

The present chapter describes the key methodological components that were used to achieve the objectives of the study. A research methodology is a systematic inquiry that permits the researcher to report the findings scientifically. For this reason, this chapter starts by identifying the factors that affect the research design and concentrates on the discussion of the steps involved in the research process ranging from the formulation of the research problem to the analysis and processing of data. Lastly, issues of validity and reliability, and the limitations faced in this research are discussed. Only the quantitative method is used in this study.

1.6.2: Sample size and sampling method

Population of the study were employees of Ventura Leatherware Mfy (BD) Ltd. Total management of Ventura are 260. took 20% of the total management employee and that is 52.

1.6.3: Sources of data

The data used to prepare this report have been collected from primary and secondary sources.

Primary sources

The primary sources were the several desk workers in different departments of Ventura Leatherware Mfy (BD) Ltd. have done some face-to-face discussions with officers and also collected some interesting and important data during my internship period. And conducted a survey through the questionnaire. It was the best source and very helpful.

Secondary sources

Annual report published VLM BD and Company Profile of Ventura Leatherware Mfy BD LTD.

1.6.4: Tools of Data collection

The primary data for this study were collected through a self-administrated questionnaire prepared by the researcher. The questionnaire includes both open-ended and close-ended question. 5 point Likert scale (where 1= Strongly Disagree; 2= Disagree; 3=Neutral; 4=Agree; 5= Strongly Agree was used in this study. Besides this secondary data were also used.

1.6.5: Data analysis Techniques

Microsoft office packages like Microsoft Word and Microsoft Excel, Graphical techniques (such as pie charts, bar charts, percentages, etc.) have been used for summarizing and illustrating the collected data systematically.

1.7 Scopes and Limitations

1.7.1 Scope of this study

The study report is prepared in terms of about 30 days; the report covered all the aspects of Ventura employees' job satisfaction. This study covers the factors affecting job satisfaction in the Ventura organization. The organizational factors include work conditions, pay, fairness, and promotion; individual factors include age and gender, which are the independent variables; job satisfaction is the dependent variable

1.7.2 Limitations

When the project starts my report writing may face some major problems, such as,

- Insufficient supply of journals, books.
- The survey is subject to respondent bias and prejudice. Hence 100% accuracy can't be measured.
- Preparation of this report book took a long time than expected as the officials were very busy and not so willing to provide the information.
- The data collected are subjected to be inaccurate and imprecise. Since the respondents were asked to fill up the questionnaire at the manufacturing premises, there is a lot of chance that they were not completely truthful about their opinion and filled up the questionnaire out of reluctance.

1.8 Layout of Report:

The findings of the study are presented here in the form of a dissertation. The chapter outlines of the thesis are as follows:

- Chapter- 1** **Introduction:** Introduction chapter includes: prelude, statement of the problem, research question, research objectives, and definition of key terms, importance of the study, and methodology of the study, scope and limitations of the study.
- Chapter- 2** **Literature Review:** This chapter includes a brief review of results of some previous studies which are related to the present research work and research gap found on those studies.
- Chapter- 3** **Theoretical framework .**
- Chapter- 4** **Data Analysis and Interpretation:** This chapter includes analysis of primary data which were collected from the respondents through questionnaire and interpretation.
- Chapter- 5** **Findings, Recommendations and Conclusion:** This chapter includes findings, recommendations and conclusions of this research.
- Reference and Appendix**

Chapter 2

Literature Review

2.0 Literature review of this study

Job satisfaction has been widely studied over the years. Different research has been done to measure employee job satisfaction from a different point of view. Employee job satisfaction has a direct relation with organizational success.

2.1 Job Satisfaction

Job satisfaction is an experience that has various aspects. The most significant aspects are those, which are relevant to working conditions and the nature of work (Davis, et al., 1999). Job satisfaction can be explained as the fulfillment of five (5) specific needs such as psychological needs, safety and security needs, acceptance needs, self-esteem needs, and self-actualization needs (Maslow, 1954). Job satisfaction also can be defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Edwin A. Locke's developed the Range of Affect Theory. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job (Locke, 1976). An early form of job satisfaction theory held that all elements of one's work environment contributed in an additive fashion to the total job satisfaction which one realized. Job satisfaction also can be defined in terms of how people feel about their jobs and different aspects of their job (Spector, 1997). HRM practices had a significant impact on employee attitudes and employees' job satisfaction, organizational commitment, and organizational fairness (Edger, et al., 2005).

2.2 Factors of Job Satisfaction

Job satisfaction not only depends on the nature of the job but also depends on some other factors. Job satisfaction comes from two (2) factors. These are motivational factors and maintenance factors. Here, motivational factors are recognition, responsibility, achievement, growth, challenging work, etc. On the other hand, maintenance factors are the status, interpersonal relationship, quality of supervision, company policy and administration, working conditions, job security, salary, etc. (Herzberg, 1952). He also coined the term 'job enrichment', a technique that grew out of the hygiene-motivation theory. It involved including motivators in the design of jobs. He also invented the acronym KITA (Kick In The Ass) to explain personnel practices such as wage increases, fringe benefits, and job participation which were developed as attempts to instill motivation but are only short-term solutions (Herzberg, 1968).

2.3 Work Environment

job satisfaction. Studies found that a politics-free work environment is significantly co-related to job satisfaction (Pathik, et al., 1997). In the case of job satisfaction, work environment, relation with colleagues, recognition, promotional aspects and autonomy in work is more important than participation, job security, and responsibility (Hossain et al., 1995). The work environment can implicate the social relation at the workplace and also maintain the relationship between colleagues, supervisors, and the organization. It describes the neighboring circumstances in which employees are working together. A satisfied or happy and hardworking employee is the biggest asset of any organization (Jain et al., 2014). There are also eight factors that make people satisfied in the workplace. These are better working environment, officer's view, working efficiently, present work, improving interpersonal relationships, bank treatments, colleagues, and challenging work (Nimalathan, 2012).

2.4 Employee Relationship

Society has entered a new era in the relationship between organizations and their employees. In this new era, people are a company's primary source of competitive advantage and organizational prosperity. The survival of the organization depends on how the employees are treated (Lawler, 2005).

Chapter-3

Theoretical framework

3.0 What is job Satisfaction

Job satisfaction is the sense of pleasure and accomplishment that an employee feels in their job, when the work is worth doing, or when their job gives them satisfaction. Job satisfaction is a collection of people's feelings and beliefs about their current job.

Organizational commitment and job satisfaction are job-related attitudes that have received considerable attention from researchers around the world. This is because committed and satisfied employees are generally high performers who contribute towards organizational productivity. Not much research effort has been undertaken to explore attitudinal and behavioral aspects in the Sultanate of Oman. This study begins an attempt to address this issue. The purpose of this study is to examine the level of job satisfaction and organizational commitment among employees of selected organizations in Muscat, Oman. An organization's success and pursuit of quality depends not only on how the organization makes the most of people's skills but also on how it stimulates commitment to an organization. Commitment is related to outcomes valued by both employees and employers. Greater commitment can result in increased sense of identity, security, efficacy, greater career advancement, increased compensation, and an increased sense of intrinsic reward for the individual. For organizations, the rewards of commitment are high-quality, such as increased employee tenure, limited turnover, reduced training costs, greater job satisfaction, meeting organizational demands, and meeting organizational goals, as defined by various authors depending on their background. And organizational commitment is measured differently. Organizational commitment can be defined as an employee's level of identification with and involvement in the organization.

3.1 Dimensions of Job Satisfaction

According to the Luthans 2002, there are three generally accepted dimensions of job satisfaction.

1. Job satisfaction is an emotional response to a work situation.
2. Job satisfaction is often determined by how well results meet or exceed expectations. For example, if organizational participants feel that they are working harder than others in the same organization, but are receiving fewer rewards, they are likely to have negative attitudes toward work.
3. **Job satisfaction represents various attitudes, they are:**
 - a. Pay
 - b. Promotion opportunities
 - c. Working conditions
 - d. Co-worker relationship
 - e. Supervision
 - f. The work nature

3.2 People are on average satisfied

- With their jobs
- With the work itself,
- With their supervisors and coworkers
- However, they tend to be less satisfied with their pay and with promotion opportunities.



3.3 Need Hierarchy Theory for Job Satisfaction

One of the most widely cited theories of motivation is the hierarchy of needs theory developed by psychologist Abraham Maslow. Maslow saw human needs in the form of a hierarchy, ascending from the lowest to the highest, and he concluded that when a set of needs is satisfied, such a need can become a motivational one.

As per his theory these needs are:

Physiological needs: They are essential for sustaining human life. Food, water, warmth, shelter, sleep, medicine and education are the basic physiological needs that fall on the primary list of need satisfaction. Maslow was of the view that until these needs are satisfied to a certain degree to sustain life, no other motivational factor can operate.

Security or Safety needs: These are freedom from physical danger and fear of losing jobs, property, food or shelter. It also includes protection against any emotional damage.

Social needs: Since humans are social beings, they need to belong and be accepted by others. Humans strive to satisfy their needs for affection, acceptance, and companionship.

Esteem needs : According to Maslow, when people begin to satisfy their own need, they want to be respected by themselves and others. This type of need creates satisfactions such as power, prestige, and self-confidence. It includes internal esteem factors such as self-esteem, autonomy, and achievement, and external esteem factors such as status, recognition, and attention.

Need for self-actualization: Maslow considered this to be the highest need in his hierarchy. Wanting to be what it is capable of becoming; These include growth, achieving one's potential and self-satisfaction. It is about maximizing one's potential and achieving something.

As each of these needs is sufficiently satisfied, the next need takes precedence. From a motivation perspective, the theory would state that although a need is never completely satisfied, a sufficiently satisfied need no longer motivates. So, if one wants to motivate others, one must understand what level of hierarchy that person is on and focus on satisfying those needs or wants above that level. Maslow's need theory has gained wide acceptance, especially among practicing managers. This can be attributed to the theory's intuitive logic and ease of understanding.

3.4 Factors Affecting Job Satisfaction

There are 6 main factors influencing on Job Satisfaction clustered as physical, psychological and environmental factors as below:

3.4.1 Psychological Factors and Job Satisfaction

Health and Safety: Managing safe and healthy work environments is one of the most important environmental challenges facing organizations. Good health and safety brings more benefits that are healthy workers are more productive and can produce at a higher quality. According to Maslow's' Hierarchy, physiological needs are the first stage in job satisfaction where as long as the work place is healthy and safe, it will create a pleasant and secure impression in employee's mind towards work.

Job Nature: The main source of satisfaction is, of course, job itself. Researches, dedicated to job characteristics and carried out in correlation with working place projecting, testify that the very content of work and autonomy by its implementation represent two most important motivation factors correlated with labor. As research indicated, other main components of job

satisfaction are interesting and difficult job without time for tedium and job giving a man one certain status. 'Dealing with a workload that is far too heavy and deadlines that are impossible to reach can cause job satisfaction to erode for even the most dedicated employee. Falling short of deadlines results in conflict between employees and supervisors and raises the stress level of the workplace.' (Hill, 2008).

Job Security: Job security is the assurance that a particular employee will have their job in long term due to the low probability of losing it potentially. Positive job security nature also adds more value to the image and the reputation of an organization as job offered has the guaranteed security and reliable. Also, job security has a great influence in increasing job satisfaction of its employees where once the employee is confident about not losing the job, it will create no mental stress where the employee has its own freedom to fully concentrate on the work they perform. 'An employee with a high level of job security will often performs and concentrates better than an employee who is in constant fear of losing a job. Although this fear can increase motivation in certain situations, a lack of job security can be a source of distraction and result in excess stress and low morale that hinders an employee's overall performance.' (Thornton, ND).

Job promotion: Companies promote their employees by considering their experience, service and some companies promote by measuring employee's talent and ability. 'Using data from the 1989 and 1990 waves of the NLSY, Pergamit and Veum (1989) find a positive correlation between promotions and job satisfaction' (Kosteas, ND). Company's give their priority to current employees to apply vacancy is arises. In this situation employees can achieve their personal goals by getting promoted. Such conditions increase employee satisfaction and they contribute more to productivity.

3.4.2 Physical Factors and Job Satisfaction

Payment: Money rewards are multi-complex and multisided job satisfaction factors. Money not only gives people an opportunity to satisfy their primary needs but also fosters satisfaction of higher levels of needs. 'Those who make more money are little more satisfied than those who make considerably less. Moreover, relatively well-paid samples of individuals are only trivially more satisfied than relatively poorly paid samples' (Judge et. Al, 2010). Employees more often perceive their salary level as a reflection of how management estimates their

contribution to the company's activity. If employees have an opportunity to choose themselves to some extent independently indulgences from the whole package rendered by the company, then they receive greater satisfaction from indulgences receivables and the job as a whole.

Working groups: Direct effect on job satisfaction makes the very nature of work groups. Working group serves a single worker is a source of support, comfort, advice, and enjoyment from the very job. A "good" working group fosters a gaining of greater joy and pleasure from the job. On another hand, when the opposite situation is observed, when it is hard to get along with the people, the given factor imposes a negative impact on job satisfaction

Welfare Services: Welfare includes anything that is done for the comfort and improvement of employees and is provided over and above the wages. Welfare helps in keeping the morale and motivation of the employees high so as to retain the employees for longer duration. Labor welfare includes various facilities, services and amenities provided to workers for improving their health, efficiency, economic betterment and social status.

Use of skills and abilities: Everyone has skills and abilities. Certain unique abilities and talents, which may include musical ability (singing, playing an instrument, composing music), artistic ability (drawing, painting, sculpting), athletic ability (running, jumping, throwing), or any other Power that comes easily. And naturally. Certain skills and abilities are used in everyday work life. The company should have the skills and abilities available to the employee and give them opportunities to improve.

3.4.3 Environmental Factors and Job Satisfaction

Working conditions : Another factor exerting a moderating effect on job satisfaction is work conditions. If the conditions are good (i.e. offices are neat and comfortable, clean and attractive), employees can perform their work easily. If poor working conditions are found (such as hot or noisy offices), it will be more difficult for employees to carry out their work. Otherwise, work conditions affect job satisfaction as much as work group effects. If everyone was good there would be no problem with job satisfaction.

Management style & culture: Organizational culture is the organization's pattern of beliefs, expectations, and values as in company and industry practices. A major organizational factor to which new employees must be socialized is the culture of the group they are joining.

Focusing only on job content is unlikely to realize the potential benefits of improved job design. Equally, if not more important, is the process by which redesign occurs. This has led to the recognition of the importance of management style and, increasingly, of organizational culture. Central to improving quality of life is a participative, open management style that involves employees in decisions that affect them, including the design or choice of technology. Including personnel policies related to pay and benefits.

3.5 What causes Job Satisfaction-

1. There is strong correspondence between how well people enjoy the social context of their workplace and how satisfied they are overall.
2. Interdependence, feedback, social support, and interactions with coworkers are strongly related to job satisfaction even after accounting for job characteristics.
3. Pay comes up often when people discuss job satisfaction.
4. For poor people or people living in poor countries pay does correlate with job satisfaction and overall happiness.
5. Money does motivate people.
6. But what motivates people is not necessarily the same as what makes them happy.
7. Job satisfaction is not just about job conditions.
8. Personality also plays a role.
9. Research shows that people who have positive core self-evaluations (who believe in their intrinsic worth and core competencies) are more satisfied with their jobs than those with negative core self-evaluations.

3.6 When they Dislike their Jobs-

1. One theoretical model – the exit-voice loyalty-neglect framework is helpful in understanding dissatisfaction.
2. The four responses differ along two dimensions: a) Constructive/destructive b) Active/passive.

3. Exit response refers to behavior toward leaving the organization, including the search for a new position as well as resignation..
4. Dissatisfaction is expressed through behavior leading to leaving the organization.
5. Voice feedback includes actively and constructively trying to improve conditions, including suggesting improvements, discussing problems with superiors, and taking some form of union activity.
6. Dissatisfaction is expressed through active and constructive efforts to improve conditions.

3.6.1 The loyalty response means-

1. Passively but optimistically waiting for conditions to improve.
2. Speaking up for the organization in the face of external criticism
3. Trusting the organization and its management to “do the right thing”.
4. Dissatisfaction expressed by passively waiting for conditions to improve.

3.6.2 Neglect of employee activity means -

1. The neglect response passively allows conditions to worsen and includes chronic absenteeism or lateness, reduced effort, and increased error rate.
2. Dissatisfaction expressed through allowing conditions to worsen.
3. Exit and Neglect behaviors encompass our performance variables such as productivity, absenteeism, and turnover.
4. Voice and loyalty encompass constructive behavior that allow individuals to tolerate unpleasant situations or revive satisfactory working conditions.

3.7.1 Job Satisfaction and Job Performance -

“Happy Workers are Productive Workers” – Developed in 1930’s & 1940’s

– Result from Hawthorne studies at Western Electricals

– In 1980’s- relationship between satisfaction and performance was not particularly high.

– Recently as per review found the correlation between job satisfaction and performance moderately strong.

– Satisfaction was a likely cause of better performance, but higher performance was not a cause of higher job satisfaction

Satisfaction-Performance relationship is present in both Individual and organizations level. Organizations with more satisfied employees tend to be more effective than organizations with fewer.

3.7.2 Job satisfaction and ocb

- A) Job satisfaction is the major determinant of an employee's OCB.
- B) Satisfied employees – Talk positively, help others and go beyond the call of duty.

3.7.3 Job satisfaction and customer satisfaction

- C) Satisfied employees increase customer satisfaction and loyalty
- D) Zappos – “Deliver WOW through service”
- E) 2 reports TSA and airline passenger complaints – argue that low employee morale was a major factor undermining passenger satisfaction. Jet Airways

3.7.4 Job Satisfaction and Absenteeism

- A) There is a consistent negative relationship between satisfaction and absenteeism.
- B) Dissatisfied employees are more likely to miss work.

3.7.5 Job Satisfaction and Turnover

The relationship between job satisfaction and turnover is stronger than between satisfaction and absenteeism.

- A) Also affected by alternative job prospects
- B) Push and Pull
- C) When employees have high “Human Capital” (high education and high ability), job dissatisfaction is more likely to translate into turnover because they have, or perceive, many available alternatives.

3.7.6 Job Satisfaction and Workplace Deviance

- A) Deviant behavior in the workplace (counterproductive behavior or employee withdrawal).
- B) If employees don't like their work environment, they'll respond somehow.
- C) Behavior is caused. There is always a cause-and-effect relationship to a particular behavior.
- D) Employers should attack the source problem – the dissatisfaction- rather than try to control the different responses.

3.7.7 Managers Often "Don't Get It"

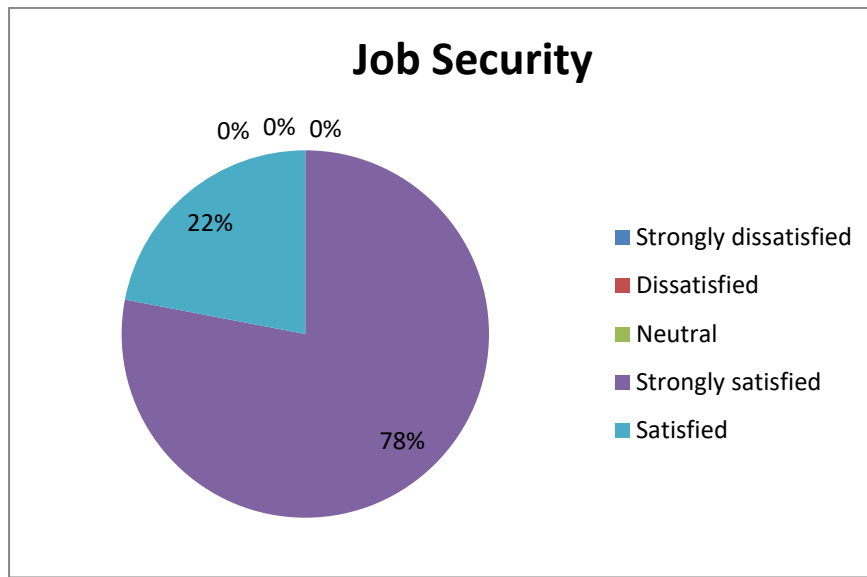
- A) Job satisfaction can affect the bottom line.
- B) Many managers are unconcerned about employee job satisfaction.
- C) Others overestimate how satisfied employees are with their jobs.
- D) Regular surveys reduce gaps between what managers think employees feel and what they really feel.
- E) Employees feel good about giving their opinions

Chapter-4

Data Analysis and Interpretation

4. Data Analysis and Interpretation

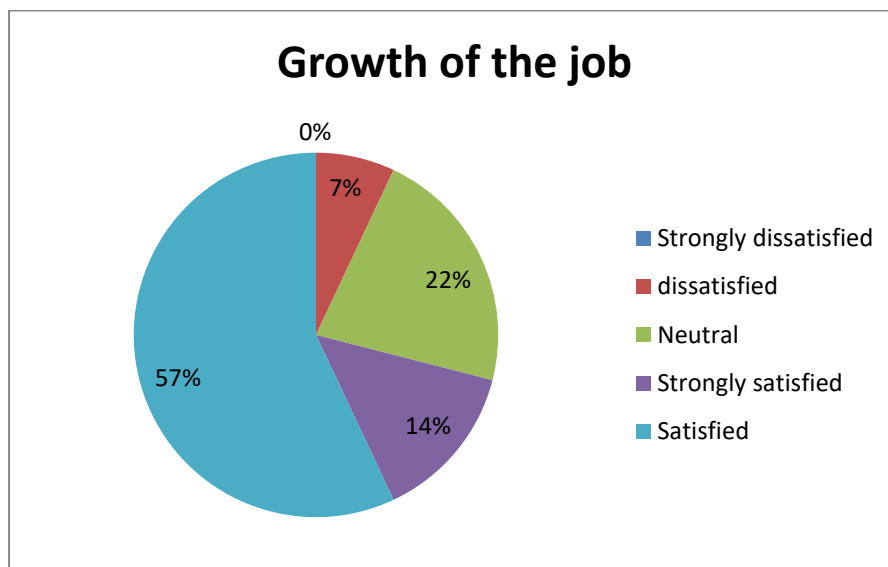
Chart-4.1



Source: Survey, February 2023

Interpretation: For this variable 5 options were given. Among 52 of employees 78% were strongly satisfied and 22% were satisfied with their job security because they don't have fair to lose their job.

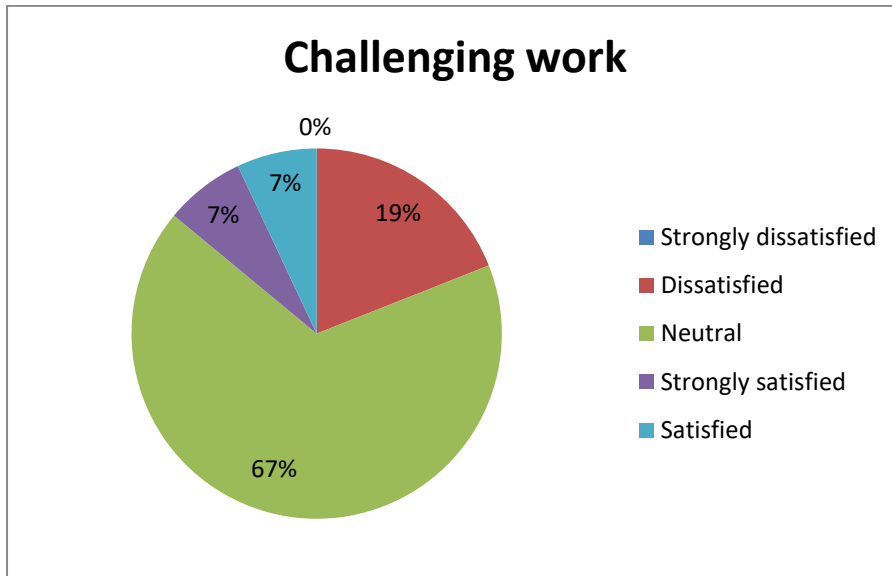
Chart-4.2



Source: Survey, February 2023

Interpretation: For this variable 5 options were given. Among 52 of employees 7% were dissatisfied, 22% were neutral, 14% were strongly satisfied and 57% were satisfied with their growth of the job.

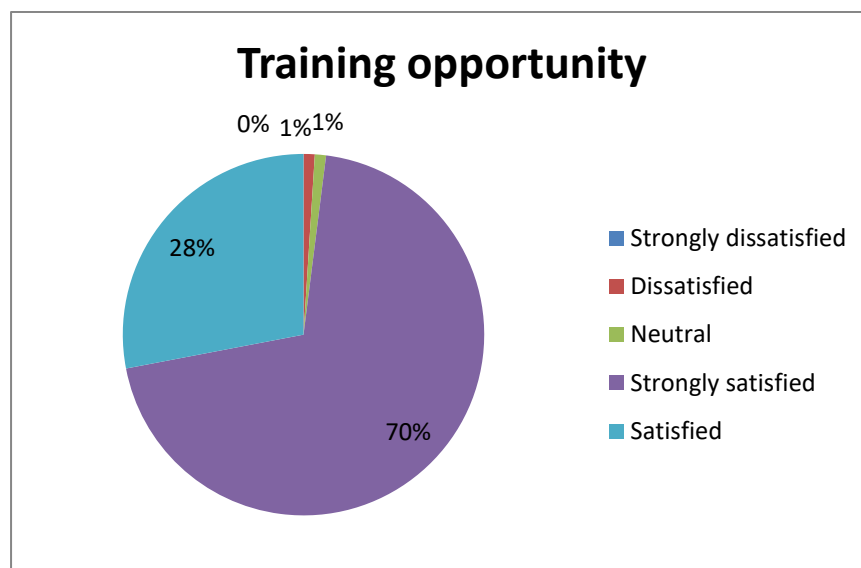
Chart-4.3



Source: Survey, February 2023

Interpretation: For this variable 5 options were given. Among 52 of employees 19% were dissatisfied, 67% were neutral, 7% were strongly satisfied and 7% were satisfied with their challenging work of the job.

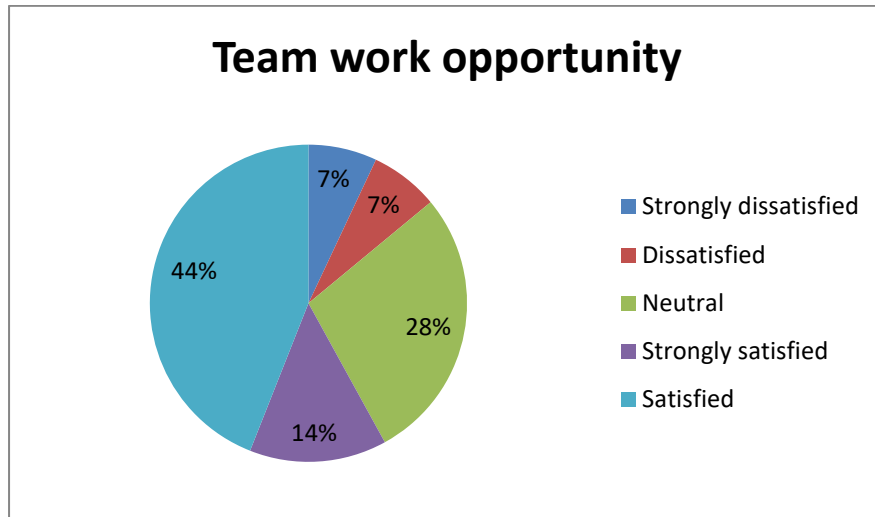
Chart-4.4



Source: Survey, February 2023

Interpretation: For this variable 5 options were given. Among 52 of employees 0% were strongly dissatisfied, 1% were dissatisfied, 1% were neutral, 70% were strongly satisfied and 28% were satisfied with their training opportunity of the bank.

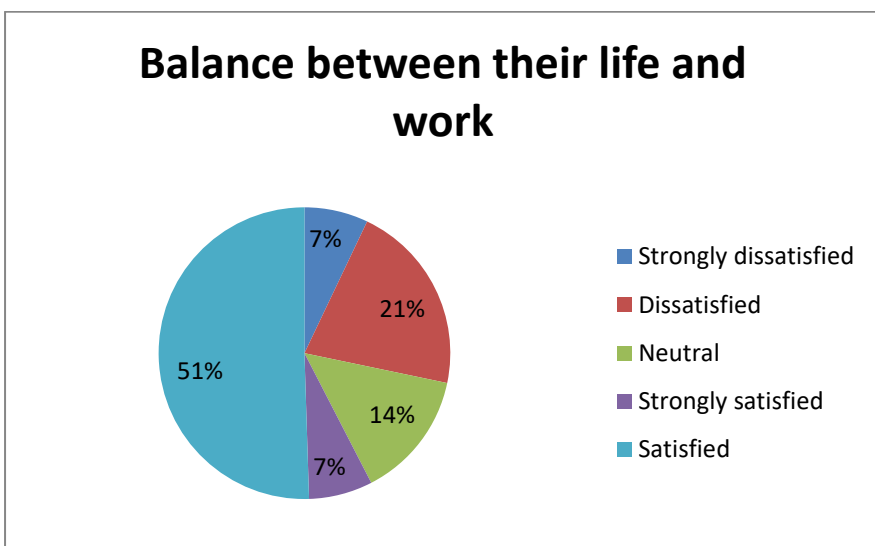
Chart-4.5



Source: Survey, February 2023

Interpretation: For this variable 5 options were given. Among 52 of employees 7% were strongly dissatisfied, 7% were dissatisfied, 28% were neutral, 14% were strongly satisfied and 44% were satisfied with their team work opportunity in the bank.

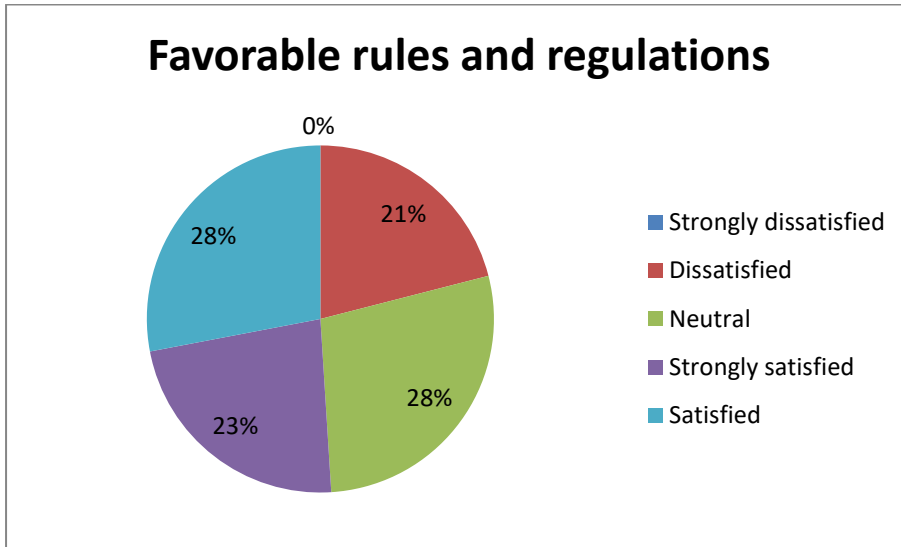
Chart-4.6



Source: Survey, February 2023

Interpretation: For this variable 5 options were given. Among 52 of employees 7% were strongly dissatisfied, 21% were dissatisfied, 14% were neutral, 7% were strongly satisfied and 51% were satisfied with their balancing between life and work.

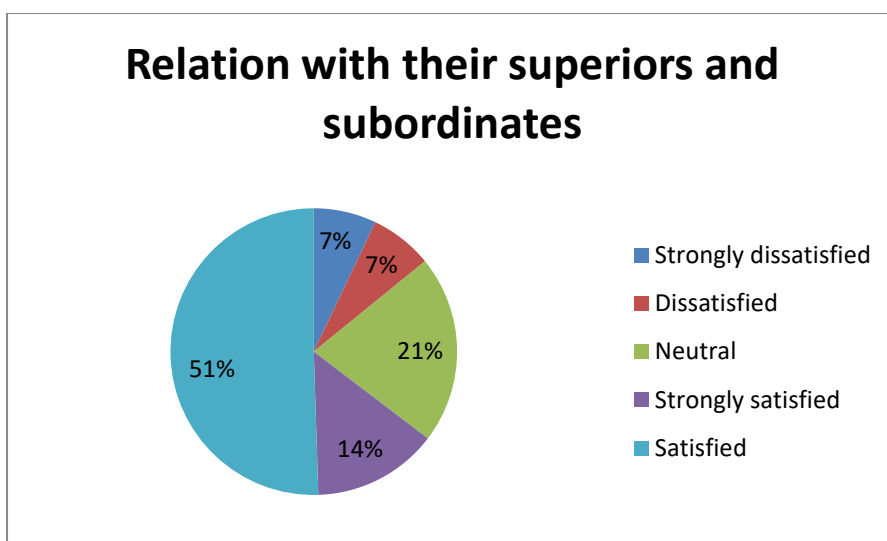
Chart-4.7



Source: Survey, February 2023

Interpretation: For this variable 5 options were given. Among 52 of employees 21% were dissatisfied, 28% were neutral, 23% were strongly satisfied and 28% were satisfied with the favorable rules and regulations in the bank.

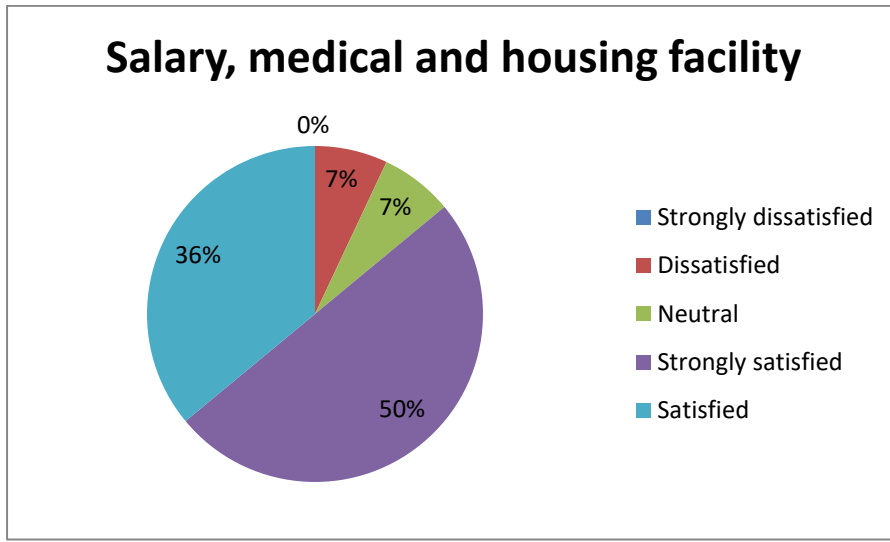
Chart-4.8



Source: Survey, February 2023

Interpretation: For this variable 5 options were given. Among 52 of employees 7% were strongly dissatisfied, 7% were dissatisfied, 21% were neutral, 14% were strongly satisfied and 51% were satisfied with the relation with their superiors and subordinates.

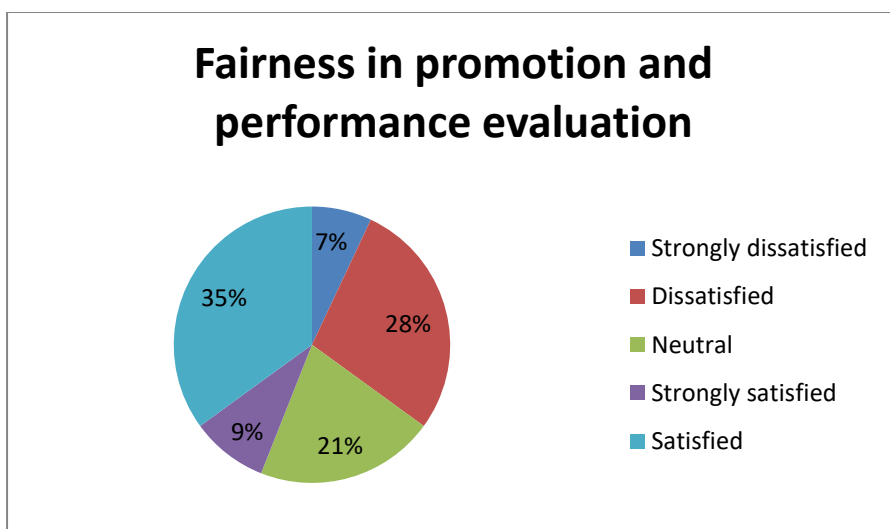
Chart-4.9



Source: Survey, February 2023

Interpretation: For this variable 5 options were given. Among 52 of employees 7% were dissatisfied, 7% were neutral, 50% were strongly satisfied and 36% were satisfied with their salary, medical and housing facility.

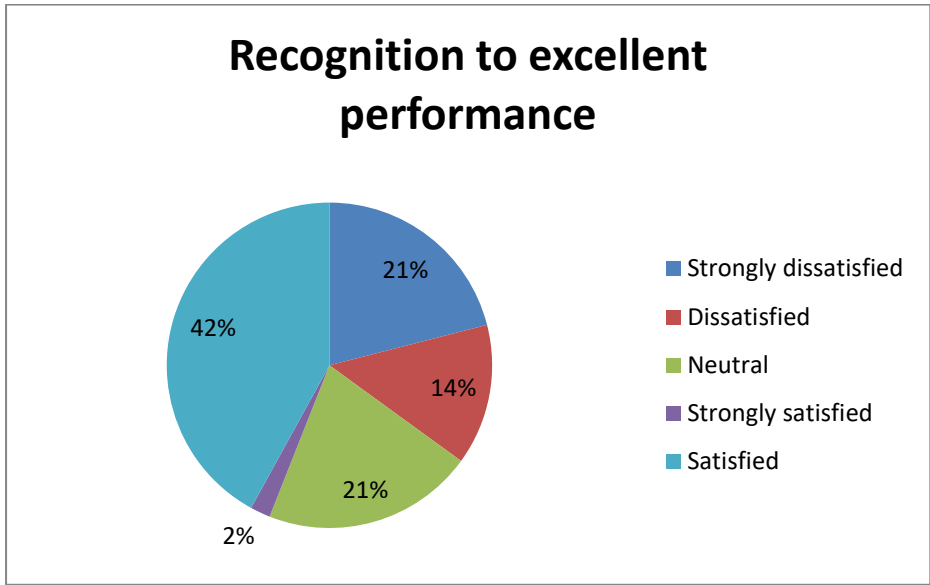
Chart-4.10



Source: Survey, February 2023

Interpretation: For this variable 5 options were given. Among 52 of employees 7% were strongly dissatisfied, 28% were dissatisfied, 21% were neutral, 9% were strongly satisfied and 35% were satisfied with the fairness in promotion and performance evaluation.

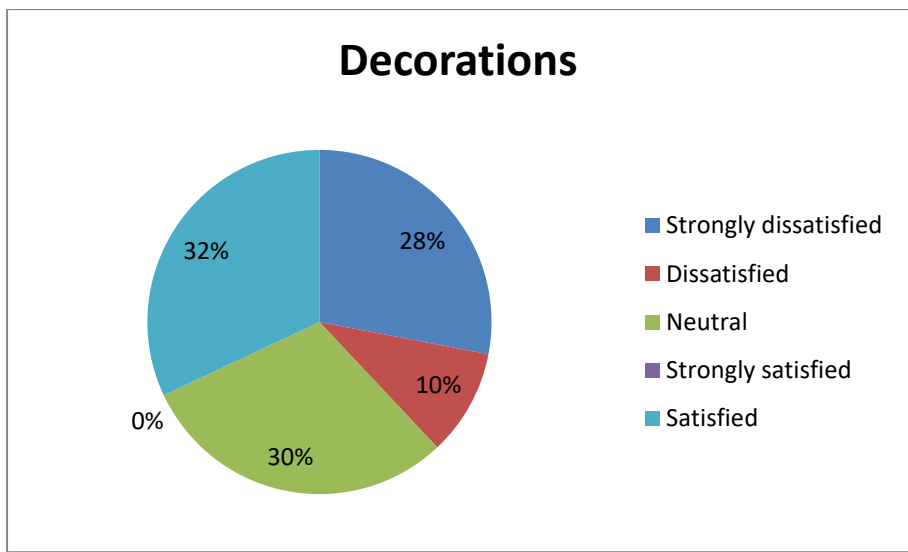
Chart-4.11



Source: Survey, February 2023

Interpretation: For this variable 5 options were given. Among 52 of employees 21% were strongly dissatisfied, 14% were dissatisfied, 21% were neutral, 2% were strongly satisfied and 42% were satisfied with the recognition to their excellent performance.

Chart-4.12



Source: Survey, February 2023

Interpretation: For this variable 5 options were given. Among 52 of employees 28% were strongly dissatisfied, 10% were dissatisfied, 21% were neutral and 32% were satisfied with the decorations of that organization.

Chapter-5

Findings, Recommendations and

Conclusion

5.1 Findings of the study

This research worked help to find out some of the factors that are mostly important in case of employee job satisfaction:

A: Job Security:

- Majority of the respondents 78% were strongly satisfied with their job security because the job security of Ventura is not questionable. (Chart-4.1)
- Majority of the respondents 57% were satisfied with their growth of the job because they feel that they are provided the career development opportunities. The next majority 22% were neutral because they did not want to comment on this matter. (Chart-4.2)

So, I can be said that employees are satisfied with the job security of Ventura Leatherware Mfy (BD) Ltd.

B: Logistical Support:

- The majority of the respondents 67% were neutral because they did not want to comment on this matter. and 26% were dissatisfied with their challenging work because they don't feel their work is challenging. Challenging work is an important factor for job satisfaction. (Chart-4.3)
- The majority of the respondents 98% were satisfied with the training opportunity they are getting. And half of the respondents have another opinion because they believe training programs are necessary for enhancing their skills. (Chart-4.4)
- Only 58% Of the respondents were quite satisfied with their team work opportunity. (Chart-4.5)

So, it can be said that employees of Ventura were approximately satisfied with the logistical support but more concentration is needed on this matter.

C: Working Conditions:

- 59% of the respondents were satisfied with the balance between their life and work because they think the environment supports a balance between work and personal life. And 28% were dissatisfied with that. (Chart-4.6)
- 51% of the employees were satisfied and at the same time 28% employees were neutral about the favorable rules and regulations. (Chart-4.7)
- 51% of the employees were satisfied with their relation between subordinates and superiors because they think communication between senior managers and employees is good in the organization. (Chart-4.8)

So, it can be said that employees of Ventura Leatherware Mfy (BD) Ltd were satisfied as a whole with their working conditions.

D: Financial Facilities:

- Majority of respondents like, 50% of the employees were strongly satisfied and 36% were satisfied with their salary, medical and housing facility because they are happy with the compensation package. (Chart-4.9)
- Only 35% of the employees were satisfied with the fairness in promotion and performance evaluation because compared to other organization they think job promotions within the company are fair. But the other 28% were disagreed because they think job promotion and performance evaluation within the organization is biased. (Chart-4.10)
- 42% of the employees were satisfied with their recognition to excellent performance because they have got recognition from their superiors. But the other 21% were not satisfied with that. (Chart-4.11)

So, financial facilities for the employees of Ventura Leatherware Mfy (BD) Ltd is sometimes satisfactory and sometimes not for them.

E: Working Environment

- 28% of the respondents were strongly dissatisfied and 10% of the respondents were dissatisfied with the decoration. And only 32% were satisfied with the decorations of the organization. (Chart-4.12)

So, management of the Ventura Leatherware Mfy (BD) Ltd should concentrate on this issue because working environment is an important motivator for the employees.

5.2 Recommendations

The study reveals that, the Organization has still some limitations to satisfy the employees towards the job. In the light of the findings from the study, inclined to put forth some guidelines. These guidelines are;

a) The participants of the study are not satisfied on the financial facilities of the Ventura Leatherware Mfy (BD) Ltd. To ensure the employees satisfaction, Organization can add different financial benefits in addition to salary. Excellent performer may be rewarded which shall motivate the employees. This reward shall create a positive competition among the employees. As a result, the productivity shall rise. Most important thing is that, the organization need to ensure fair promotion policy and its proper execution. This arrangement shall give the organization a competitive advantage among the others organization.

b) Employees of the Ventura are satisfied towards the factors of job security, logistical support and working conditions. Though the factors give satisfaction to employees, the organization may have to continue to upgrade these facilities. Moreover, the organization may have to take more initiatives to satisfy the employees by providing facilities which are provided by private organizations. This adding's shall help to attract and retain talent employees.

5.3 Conclusions

This study concludes that the employees of the Ventura Leatherware Mfy (BD) Ltd are satisfied with their jobs. Job satisfaction is an important indicator that indicates how well the organization is operating over the competitive environment. As a result, to be a strong competitor in market every organization needs to focus on satisfying the employees' needs. The study reveals that, different factors exercised by the organization satisfy the employees' needs but does not give equal satisfaction to employees. Most of the employees are satisfied towards the initiatives on job security, working conditions, logistical support of the organization. On the other hand, most of the employees are not satisfied towards the initiatives of organizational financial facilities. It is obvious that, organization need to give more emphasize on financial facilities to satisfy the employees. Organization also needs to ensure different financial and non-financial initiatives so that the employees can adjust with the society's living standard. However, this report has been prepared basing only on Ventura Leatherware Mfy (BD) Ltd, Uttora EPZ. This report may help the future researcher in conducting further study considering the factors depending on time, place, and situation.

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- www.vlmbd.com
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APPENDICES
Survey Questionnaire for Employees Job Satisfaction
of Ventura Leatherware Mfy (BD) Ltd

SECTION A

Individual Information

Your work position: Jr. Officer Officer Sr. Officer Ass. Manager Manager

Your Work experience: (1) Half-year (2) 1-2year (3) 2-5 year (4) More than 5 years

Banks: Please give (√) mark on your answer based on the following scales

1 = Strongly dissatisfied 2 = Dissatisfied 3 = Neutral 4 = Strongly Satisfied 5 = Satisfied

SECTION B

Are you satisfied with these?

Sl. No.	Particulars	Strongly dissatisfied	Dissatisfied	Neutral	Strongly Satisfied	Satisfied
A.	Job Security					
i.	Job security.					
ii.	Growth of the job.					
B.	Logistical Support					
i.	Challenging work.					
iii.	Training opportunity of the organization.					
iv.	Team work opportunity.					
C.	Working Conditions					
i.	Balance between their life and work.					
ii.	Favorable rules and regulations.					
iii.	Relation with their superiors and subordinates.					
D.	Financial facilities					
i.	Salary, medical and housing facility.					
ii.	Fairness in promotion and performance evaluation.					
iii.	Recognition to excellent performance.					
E	Working Environment					
i	Decorations.					

Thank you for your participation