

## An Empirical Study about Why Dissatisfaction Arises Among the Employees and What It Consequences: Bangladesh Perspective

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### ABSTRACT:

This article aimed at identifying the rate of dissatisfied employees who had left their previous jobs and the main factors which caused their dissatisfaction. In order to collect data for this study a well-structured questionnaire was distributed to 150 employees of different private and public organizations in Bangladesh who already left their previous jobs and 142 usable responses were received (drop-out rate: 5.33 percent). The results showed that 34 percent of the employees dissatisfied with their previous jobs; 53 percent were relatively dissatisfied (a situation in which employees are not directly dissatisfied with the current jobs but search for better opportunities) and some of them were found neither satisfied nor dissatisfied but left the previous jobs because of availability of jobs in the market. The most important factors which caused the employee dissatisfaction were work hours & supervisors, security of income (future) and working environment & administration. A final conclusion was drawn the organizations experience excessive rate of job turnover majority of them can be reduced considering the above factors.

**Keywords:** Job dissatisfaction, Job turnover, Causes of job dissatisfaction, Intention to leave, Commitment

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### INTRODUCTION

Job satisfaction refers to the general attitude of employees towards their jobs. When the attitude of an employee towards his or her job is positive, there exists job satisfaction; dissatisfaction exists when the attitude is negative. It normally happens after when something is not up to expectations.

Dissatisfaction can only arise from the experience of bad surprises with the current job, good surprises with current opportunities, or unexpected binding constraints like becoming involuntarily laid off and unemployed (Garboua et al., 2001). And leaving of employees (turnover) refers to the situation when employee quit his or her job. It is basically resulting from

dissatisfaction about job or the lack of commitment (Tham, 2006). The process of employee turnover can be described as *dissatisfaction* is the first step, followed by *intention to leave*, which finally, in some cases, can result in actual *turnover* (Mobley et al., 1978; Bannister and Griffith 1986). This process is, of course, of varying duration in time and does not necessarily have to follow a straight line. A person may move back and forth between *job dissatisfaction* and *intention to leave* or remain in this 'borderland' for longer periods (Tham, 2006). The main focus of this study is to show the rate of turnover of dissatisfied employees as well as to explore the factors

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responsible for job dissatisfaction.

### **Literature Review**

The studies extensively review the available literature in order to make the research attempt valid in the light of previous study in this area. In order to be comprehensive the study reviewed previous empirical works under two following headings.

### **Causes of Employee Dissatisfaction**

Garboua et al. (2001) outlined that the main causes which lead to employee dissatisfaction are: the experience of bad surprises with the current job, good surprises with current opportunities, or unexpected binding constraints like becoming involuntarily laid off and unemployed. Higgins et al. (1992) claimed that work-family interference undermines quality of occupational life because working conditions (long hours, work overload) behind this conflict also induce dissatisfaction. Frone et al. (1997) argued that by a different logic, inter-role conflict may create job dissatisfaction, indirectly by diminishing the quality of private life, that is, heavy job obligations drain time, energy, and attention away from non-work roles, hampering compliance with those roles. According to Kossek and Ozeki (1998) the difficulties balancing occupational and home demands breed job dissatisfaction. Wadhwa et al. (2011) outlined,

When negative stress is high it reduces job satisfaction. When a job does not correspond with employee's personal life, or is the source of anxiety and confusion, it's stressful. Work conditions: Work places must be in normal conditions allowing employee to do their job properly. In work places where there is not sufficient conditions employee motivation level decreases and such a situation affects employee job satisfaction negatively. Supervisors: Managers are one of the main factors which affect job satisfaction. Managers interested in employees' work, assisting them in solution of their work related and personal life problems and also developing informal relations together with the formal ones are increasing employees' job satisfaction.

Do Monte (2010) tested the effect of age on job dissatisfaction and found that older workers tend to have a lower dissatisfaction. Whereas

Isles (2004) tried to identify the role of gender on job dissatisfaction and found that men are much more dissatisfied than the women. Robbins (2003) said that the extrinsic factors, described as hygiene factors, leading to job dissatisfaction include pay, physical working conditions, job security, company policies, quality of supervision and relationship with others. Absence of the extrinsic factors (like salary, fringe benefits, safety, level of support by administration, and job security, or a deficiency in the level of these factors is often associated with job dissatisfaction (Johnson and Johnson, 1999), and no doubt effect attitudes surrounding the work environment and staff morale and productivity (DeBruyne, 2001). Herzberg's motivator-hygiene also called two-factor theory is built around two sets of factors that can be used to describe or predict employee attitudes about work. Herzberg's hygiene continuum includes things like: company policy, salary, working conditions, and interpersonal relations that are hygiene factors and are often referred to as extrinsic rewards and relate to the job situation or environment. The theory suggests that absence of these factors can result in job dissatisfaction. His motivator continuum points to: achievement, recognition advancement, responsibility, and work itself as motivators that determine job satisfaction. These motivators are considered intrinsic rewards that deal directly with the relationship a person has with his or her job, and are more satisfying (DeBruyne, 2001).

The intrinsic factors appeared very infrequently when respondents described events that were dissatisfying. These factors can prevent or cause dissatisfaction. Herzberg terms these factors 'hygiene factors' or 'dissatisfiers,' in a later publication also 'maintenance factors' (Herzberg, 1966). Based on the Herzberg et al. (1959) model assumes motivators will be referred to more often in the context of job satisfaction and positive events and hygiene factors will be referred to more often in the context of dissatisfaction and negative events. Herzberg started the study job satisfaction in the 1950's in Pittsburg. The basis of Herzberg's work is in the Maslow's Hierarchy of Needs. He started with the idea that what causes the job satisfaction are the opposite of those things that cause job dissatisfaction. Hygiene factors, or dissatisfiers, are those that the employee expects

to be in good condition. As motivators are those that in present cause satisfaction, on the other hand hygiene factors don't cause satisfaction but if they are lacking, it causes job dissatisfaction. Salanova and Kirmanen, (2001) conducted a survey among the employees of Prisma Mikkeli and he found that the employees are not so satisfied with the money issue. Thus they argued that, in a long run this situation may cause job dissatisfaction and a decline in work motivation (Salanova and Kirmanen, 2001) Job dissatisfaction also may increase for temporary jobs and less time spent for schooling of workers and tends to decrease with age (more), higher wages (Do Monte, 2010). Thus the variable tenure is a good predictor in determining job dissatisfaction and, in general, the more time the worker spent on the same job, the lower is the probability to seek for another job (DoMonte, 2010).

**Consequences of Employee Dissatisfaction**

Dissatisfaction with one's job may result in higher employee turnover (Chaulagain and Khadka, 2012). Mobley's (1977) model suggests that thinking of quitting is the next logical step

an employee experiences after dissatisfaction, but there are several other steps an employee might undergo before actually quitting. Those steps include: evaluation of expected utility of search and cost of quitting, intention to search for alternatives, search for alternatives, evaluation of alternatives, comparison of alternatives vs. present job, and intending on leaving (Mobley, 1977). In some study the relationship between job dissatisfaction and employee turnover is described as a process in which *job dissatisfaction* is the first step, followed by *intention to leave*, which finally, in some cases, can result in actual *turnover* (Mobley et al., 1978; Bannister and Griffith, 1986). Hom and Griffeth (1991) proposed that dissatisfaction may stimulate a general predisposition to withdraw, thus mobilizing more specific withdrawal intentions and employees are most apt to engage in the behavioral response of exit when experiencing dissatisfaction. Mobley (1982) formulated a model which offered a more complete understanding of how dissatisfaction drives quits. Following figure 1 shows the model:

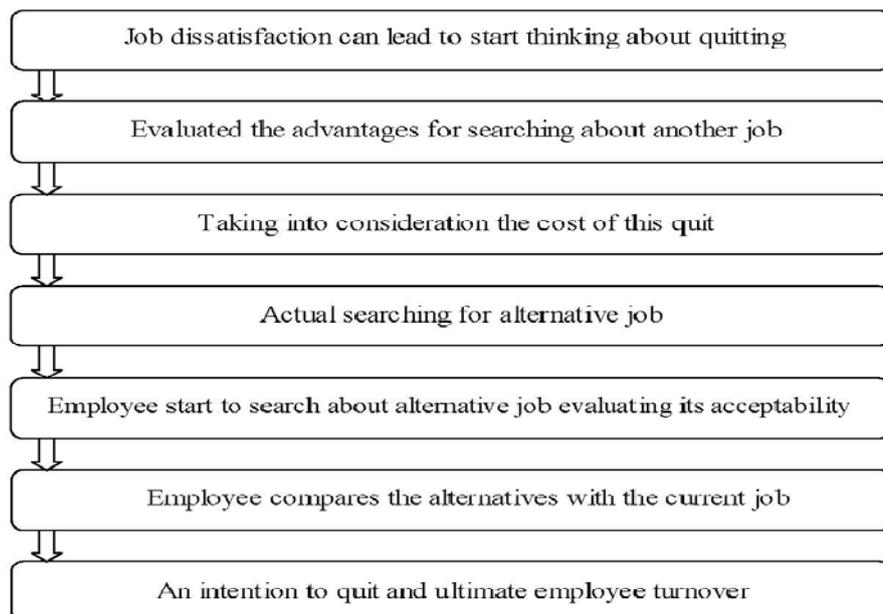


Figure 1: Employee dissatisfaction steps to turn over, adopted by (Mobley, 1982)

Delfgaauw (2007) argued that turnover is the ultimate result of dissatisfaction and its relevance is based on assumption that dissatisfied workers are more likely to search a new job than satisfied workers. He points out three main reasons that workers may leave their current job and search for a new one: (i) discomfort with an organization's specific job domain, like management; (ii) availability of a new job opportunity which yields higher expected utility than the current job; (iii) a feeling that some aspects of their current job can be improved upon (Delfgaauw, 2007). A substantial body of literature reported that job satisfaction is negatively associated with turnover intention. Following this line, Mathieu and Zajac (1990), Hom and Griffeth (1995) argued that organizational commitments are negatively correlated with intention to quit, which, in turn is correlated with job satisfaction. And, Delfgaauw (2007) affirmed that for some job domains, the conditions may vary sufficiently across jobs within an organization to make an internal job change a viable option. The employees, who stay longer on one job position, acquire more experience and skills in performing their tasks, achieving greater productivity. But if this individual leaves his employment, the company will have to hire a substitute, paying at least the costs of hiring and training, and possibly seeing declines in productivity. The effects of such dissatisfaction are being felt in higher rates of absence, higher rates of turnover, lower levels of customer satisfaction and ultimately lower levels of productivity (Isles, 2004). March and Simon (1958) argued that voluntary employee departure results from two main factors. The first one is the perception about ease of movement from job to job that has evolved to mean perceived job alternatives. The second one is the desirability of movement that has evolved to mean job satisfaction. It is also supported in the work of Mobley (1977), he argued that staff turnover results from a particular combination of job dissatisfaction and perceived job alternatives. Do Monte (2010) found in one of his study that the percentage dissatisfied workers who become unemployed is higher compared to those who remained employed or who have become economically inactive.

### **Objectives of the Study**

The main objective of this study is to show the rate of turnover of the dissatisfied employees as well as to explore the factors responsible for job dissatisfaction. The other supportive objectives in this study are:

1. To provide a demographic information about the rate of leaving jobs;
2. To identify the rate of leaving job on the basis of public and private jobs;

### **RESEARCH METHOD**

#### **Sampling Area and Sample Selection**

This research was based on a field work conducted in two largest cities of Bangladesh: Dhaka and Chittagong. In this study 150 employees who have the experience of leaving one or more jobs were purposively selected. The study was conducted through a questionnaire survey from August, 2013 to May, 2014.

The survey covered 150 employees of different organization who had left their previous jobs and 148 responses were received. There were only 6 unusable responses among the received questionnaires. Eliminating those 142 respondents were used. Since the total number of people leaving their jobs varies in different situation and in different organizations, the sample size was selected using convenient sampling method. The areas of sampling were mainly Dhaka and Chittagong: two large cities in Bangladesh.

**Sources of data:** Both the primary and secondary data were used in the present study. Secondary data and information were collected from the existing literature in the said field and the primary data and were collected through the questionnaire survey.

#### **Questionnaire Design and Tools Used**

A structured questionnaire with both closed and open ended questions was used for collecting primary data. For the closed ended questions five point Likert scale was used, where 1= strongly agree, 2 =agree, 3= neutral (neither agree nor disagree), 4= disagree, and 5= strongly disagree. The questionnaire included three different situations in which turnover occurred in Bangladesh. It also contained a set of variables which frequently cause job dissatisfaction.

Finally, Statistical Package for Social Science (SPSS), Microsoft Excel was used to analyze and interpret the data.

**Reliability and Validity of Data**

The initial reliability of the items was verified by computing the Cronbach's alpha. The Cronbach's alpha suggests that a minimum alpha of .6 is sufficed for early stage of research. The Cronbach's alpha estimated for all of the variables was .800. As the Cronbach's alpha was much higher than .6 the constructs were therefore deemed to have adequate reliability.

**RESULTS AND DISCUSSION**

**Demographic Figure of Turnover**

Analyzing the questionnaire after survey following rate of turnover are found for the male and female and for private & public jobs.

From table1 it is realized that the rate of job turnover among the male (88.02%) is much more than that of for female (11.98%) this finding is supported by the

findings of Isles N. (2004) and similarly the rate is very much high (96.47%) in case of private jobs comparing to the public jobs (3.53%).

**The rate of Turnover of Dissatisfied Employees**

To explore the rate of dissatisfied employees who left their jobs the actual turnover in three different situations are analyzed. The responses of the employees leaved their previous jobs show the following (table 2) rate of job turnover in three different situations.

**Factors Cause Employee Dissatisfaction**

To identify the factors which cause employee dissatisfaction the factor analysis method is used:

\*The Theory of On-The-Job Search explains the behavior of employed individuals who search for a better job while others do not. For more details see Lambert (1991), Allen and Van Der Velden (2001).

**Table 1: Demographic figure of turnover**

Particulars	Percentages
Quit rate for the male	88.02%
Quit rate for the females	11.98%
Quit rate for the govt. job holders	3.53%
Quit rate for the private job holders	96.47%

**Table 2: The rate of turnover**

Situations	Rate of job turnover
Dissatisfied with previous job	34%
Availability of job in the market	26%
Get better job and leaved previous one (relative dissatisfaction <sup>^</sup> )	53%

Percentages will not add to 100 because many of the respondents experience more than one situation (all are rounded figure)

**Table 3: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.751
	Approx. Chi-Square	916.615
Bartlett's Test of Sphericity	Df	153
	Sig.	0.000

**Kaiser-Meyer-Olkin (KMO) and Bartlett's Test**

The KMO measures the sampling adequacy which should be greater than 0.5 for a satisfactory factor analysis is to proceed. If any pair of variables has a value less than this, consider dropping one of them from the analysis. The off-diagonal elements should all be very small (close to zero) in a good model. Looking at table (table 3), the KMO measure is 0.751. The value 0.5 for KMO test is minimum and barely accepted, values between 0.7-0.8 are acceptable, and values above 0.9 are superb. **Bartlett's test** is another indication of the strength of the relationship among variables. This tests the null hypothesis that the correlation matrix is an identity matrix. An identity matrix is matrix in which all of the diagonal elements are 1 and all off diagonal elements are 0. From the same

table, it can be seen that the Bartlett's test of sphericity is significant that is say that its associated probability is less than 0.05. In fact, it is actually 0.000, i.e. the significance level is small enough to reject the null hypothesis. This means that correlation matrix is not an identity matrix.

**Communalities**

Communalities show how much of the variance in the variables has been accounted for by the extracted factors. For instance in the following table (table 4), over 84% of the variance in very much challenging job, over 83% of the variance in traditional job, 76% of the variance in poor management is accounted , while 40.1% of the variance is accounted for in less job security.

**Table 4: Communalities**

Variables	Initial	Extraction
Low salary	1.000	0.432
Low increment	1.000	0.470
Less job security	1.000	0.401
Excessive work pressure	1.000	0.668
Excessive supervision	1.000	0.682
Poor working environment	1.000	0.578
Unhelpful colleagues	1.000	0.440
Poor administration	1.000	0.747
Poor management	1.000	0.760
More working hours	1.000	0.594
Rough and tough supervisors and bosses	1.000	0.632
Absent of pension facility	1.000	0.641
Absent of gratuity	1.000	0.757
Absent of provident fund facilities	1.000	0.744
Traditional job	1.000	0.833
Very much challenging job	1.000	0.842
Less scope of growth and development	1.000	0.572
Inappropriate performance appraisal and recognition	1.000	0.559

Extraction Method: Principal Component Analysis.

**Total Variance Explained**

The next item shows all the factors extractable from the analysis along with their eigenvalues, the percent of variance attributable to each factor, and the cumulative variance of the factor and the previous factors. Notice that (table 5) the first factor accounts for 25.848% of the variance, the second 13.787%, the third 9.407%, the fourth 7.996% and the fifth 6.093%. All the remaining factors are not significant.

**Scree Plot**

The scree plot is a graph of the eigenvalues against all the factors whereas the eigenvalue refers to the standardized variance associated with a particular factor. The graph is useful for determining how many factors to retain. The point of interest is where the curve starts to flatten. It can be seen that the curve begins to flatten between factors 3 and 4. On the following figure (figure 1) it is indicated that factors 1 to 5 possess the eigenvalues more than 1 and the remaining factors (factor 6 to 18) have the

eigenvalues of less than 1, so only five factors have been retained.

**Rotated Component (Factor) Matrix**

The idea of rotation is to reduce the number factors on which the variables under investigation have high loadings. Rotation does not actually change anything but makes the interpretation of the analysis easier. Looking at table 6, it can be seen that excessive work pressure, excessive supervision, more working hours and rough and tough supervisors and bosses are substantially loaded on factor (Component) 1; absent of pension facility, Absent of gratuity and Absent of provident fund facilities are substantially loaded on factor 2; poor working environment, poor administration and poor management are substantially loaded on factor 3; traditional job and very much challenging job are substantially loaded on the factor 4; Low increment, Less scope of growth and development and Inappropriate performance appraisal and recognition are substantially loaded on factor 5.

**Table 5: Total variance explained**

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.653	25.848	25.848	2.624	14.576	14.576
2	2.471	13.727	39.575	2.599	14.441	29.017
3	1.693	9.407	48.982	2.596	14.424	43.442
4	1.439	7.996	56.978	1.859	10.330	53.771
5	1.097	6.093	63.071	1.674	9.300	63.071
6	0.945	5.251	68.322			
7	0.860	4.775	73.097			
8	0.738	4.099	77.196			
9	0.659	3.659	80.855			
10	0.602	3.347	84.202			
11	0.543	3.014	87.216			
12	0.496	2.757	89.974			
13	0.431	2.396	92.370			
14	0.395	2.197	94.567			
15	0.327	1.815	96.381			
16	0.268	1.488	97.869			
17	0.198	1.098	98.967			
18	0.186	1.033	100.000			

Extraction Method: Principal Component Analysis

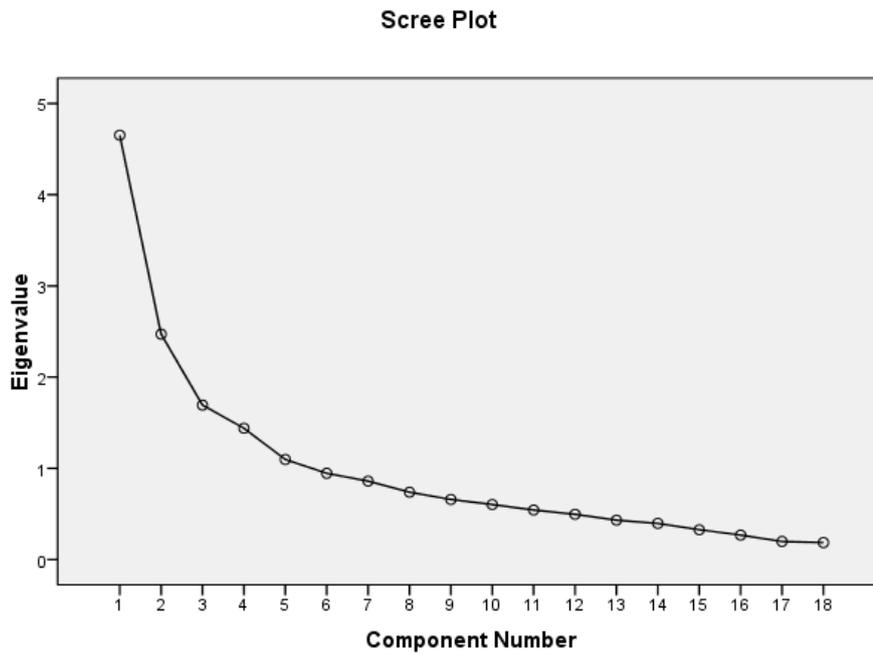


Figure 1: The scree plot

Table 6: Rotated component matrix<sup>a</sup>

Variables	Component (factor)				
	1	2	3	4	5
Low salary					
Low increment					0.537
Less job security					
Excessive work pressure	0.783				
Excessive supervision	0.808				
Poor working environment			0.684		
Unhelpful colleagues					
Poor administration			0.836		
Poor management			0.847		
More working hours	0.748				
Rough and tough supervisors and bosses	0.621				
Absent of pension facility		0.767			
Absent of gratuity		0.839			
Absent of provident fund facilities		0.831			
Traditional job				0.894	
Very much challenging job				-0.899	
Less scope of growth and development					0.644
Inappropriate performance appraisal and recognition					0.722

Extraction Method: Principal Component Analysis  
 Rotation Method: Varimax with Kaiser Normalization  
 a. Rotation converged in 7 iterations

**Composition of Factors**

**Table 7: Composition of factors**

Factors	Factor name	Loaded variables
Factor 1	Work hours & Supervisors	Excessive work pressure Excessive supervision More working hours Rough and tough supervisors and bosses
Factor 2	Security of Income (future)	Absent of pension facility Absent of gratuity Absent of provident fund facilities
Factor 3	Working environment & Administration	Poor working environment Poor administration Poor management
Factor 4	Job Challenges	Traditional job Very much challenging job
Factor 5	Scope of Growth and Development	Low increment Less scope of growth and development Inappropriate performance appraisal and recognition

Table 6 indicated that the specific variables have led to specific factor(s). Table 7 shows the factors composed with the variables used in this study as the causes of job dissatisfaction. Factor 1 is named as work hours and supervisors which is composed with Excessive work pressure, Excessive supervision, More working hours and Rough and tough supervisors and bosses; factor 2, named as security of income (future) is composed with Absent of pension facility, Absent of gratuity, Absent of provident fund facilities and factor 3, named as working environment and administration is composed with poor working environment, poor administration, poor management; similarly the other remaining factors are shown in the following table.

**CONCLUSION**

The empirical evidences show that, most of the organizations are very much reluctant to offer the basic facilities to their employees and thus it results dissatisfaction or relative dissatisfaction (the situation whereby the employees are not fully dissatisfied with their current jobs but leave those for the search of or after getting better alternative jobs) and which gradually leads to job turnover. The variables

which cause job dissatisfaction are showed in the findings of the study. Knowledge that, Work hours and Supervisors, Security of Income (future), working environment & administration etc. seem to be the greatest importance for the employers an opportunity to counteract job dissatisfaction and consequently staff turnover. By adopting sound staff policies under which people feel rewarded, valued and well taken care of, it should, after all, be easier to prevent staff from leaving for reasons of poor management than for reasons of demanding, difficult and complicated tasks. So the organizations experience excessive rate of job turnover should be concentrated to consider those factors to retain their employees.

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