

## Supervision, Salary and Opportunities for Promotion as Related to Job Satisfaction

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### Abstract

*The present study was designed to investigate the relationship of job satisfaction with salary, supervision and opportunities for promotion. 300 workers were selected randomly from different garments factories at the different areas of Dhaka City, where 200 of them were males and 100 were females. It was hypothesized that (a) job satisfaction and salary are positively correlated, (b) more satisfaction with supervision, the higher is the job satisfaction and (c) job satisfaction and promotion are positively related. The Bengali version of Job Description Index (JDI) was used to measure satisfaction of salary in the present job, supervision and opportunities for promotion. A Bengali version of Brayfield Rothe Scale (Khaleque, 1995) was used to measure job satisfaction of the workers. For analyzing the relationship of job satisfaction with salary, supervision and opportunities for promotion, Pearson's Product Moment Method was administered on the scores of job satisfaction and the scores of pay in the present job index. In this way the correlation co-efficient between the scores of job satisfaction and scores of supervision index, between scores of job satisfaction and scores of opportunities for promotion index were computed (table 3 & 4). The results confirmed to all the formulated hypotheses. The findings suggest that job satisfaction is positively correlated with salary, supervision and opportunities for promotion.*

**Key words:** Job satisfaction, promotion, Pay in present job, Supervision etc.

### Introduction

Job satisfaction refers to positive and negative feelings and attitudes towards the job. It is a positive attitude or pleasurable emotional state resulting from the appraisal of one's job as fulfilling one's important job values, provided these values are compatible with one's needs (Locke, 1976). Job satisfaction results when job characteristics and demands of the employees are in agreement, when job is interesting and when an individual has identification with the job and sees his job as a means of fulfilling his higher order needs. A clear-cut analysis of Western and Indian studies on satisfaction throws light on some variables of job satisfaction which may broadly be divided into three categories: i) personal factors, ii) job related factors and iii) factors outside the job. Research findings indicate that all factors have significant effect on employees' job satisfaction (Morse, 1953; Mohanty, 1973; Sinha, 1973). Watson (1969), Watson and Seidman (1941), Mohanty (1981) have implied that salary is not an important cause of job satisfaction. It is in fact not the employees, but the employer and the management who consider the pay to be the important cause of job satisfaction. This is definitely due to the gap in communication between the workers and the management. Of course the role of pay in job satisfaction can not be denied, because besides helping one to live and exist money gives social

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status, prestige and a sense of security. In Herzberg, Mauser, Perterson and Chapwell's (1957) investigation, wages get the sixth ranking in a twelve point scale. According to the reports of Mornhauser's study (1940) the higher income group indicated greater personal satisfaction. Sinha (1965) found higher and lower income groups tended to be satisfied and middle group was least satisfied. The lower income group had the highest job satisfaction score. By analyzing various research findings it can be said that job satisfaction is positively related to wages (Miller, 1941; Centers and Cantrill, 1946; Barnett et al.; 1952; Marriott and Denerley, 1955; Lawler and Porter, 1963). Khaleque and Rahman, 1983; Khaleque and Chowdhury, 1983 state that for increasing the employees' job satisfaction, wage is less important factor but it has important effect on job dissatisfaction. Lumpkin & Tudor (1990) and Stedham & Yamamura (2000) showed that female managers are paid less and are less satisfied with their salary; thus, it follows that they are not satisfied with their salary. Clark (2001) finds that both satisfaction with pay and job security are the most important job satisfaction categories for determining future quits.

Elton Mayo et al., (1927) state that employees' attitude, morale and level of job satisfaction depends on supervisors' behaviour. Roethlisberger and Dickson have also found that with the change in supervisor, the attitude of workers in an organization changed. When the attitude is favorable towards the methods of supervision and the dealings of the supervisor, sincerity, and loyalty to the job also increases. Watson (1939) has emphasized the role of the supervisor while conducting the study on morale. Moryhauser and Sharp (1932) have found positive correlation between successive supervisor and job satisfaction. Haward and Frink (1996) states that supervisors' behaviour, relationship with co-workers are positively related to job satisfaction. A large number of research findings indicate that employees' high morale and job satisfaction depend on supervisors' employee centered attitude and their considered behaviour ( Halpin, 1957; Seeman, 1957; Fleishman et al.; 1955; Likert, 1961). Begum and Anwar (1978) found that the rate of production of high structure and high consideration supervisors' was very high. From the results of these studies the importance of supervisor in job satisfaction is evident.

Lack of facility for promotion got the fifth position as a determinant of job dissatisfaction in a list of nine factors in the study conducted by Watson and Scindman (1941). Usually when there is sufficient scope for promotion workers get job satisfaction. Blum (1959) has mentioned that for skilled workers the scope for promotion plays a great role in job satisfaction than unskilled workers. In another study (Das, 1999) it was noticed that promotion is more important for younger than older workers. When the management does not care to give promotion to the capable and efficient workers there is an increased feeling of frustration. The attitude becomes unfavorable towards the management which leads to job dissatisfaction. Scope for promotion should be provided by every organization to the deserving, qualified and competent employees ( Das, 2002). Those who are satisfied with their opportunities for promotion, their job satisfaction is very high than that of others (Khaleque and Rahman, 1983; Khaleque and Chowdhury, 1983). The literature on promotion shows that it carries many accompanying changes that might also have a significant impact on job satisfaction of the workers (Pergamit and Veum 1999). Pergamit and Veum (1989) also found a positive correlation between promotions and job satisfaction. Considering the above facts the current study was undertaken for examining the relationship of salary, supervision and opportunities for promotions with job satisfaction. In the light of the above objective the following three hypotheses were formulated to test in the present study:

- i) Job satisfaction and workers' salary satisfaction are positively correlated.
- ii) More satisfaction with supervision, the higher is the job satisfaction.
- iii) Satisfaction with opportunities for promotion is related to job satisfaction.

## Method

**Sample:** A total 300 respondents (200 male, female, 100) participated in this research. They were selected by purposive sampling from different garments factory at different areas of Dhaka City. The age range of the participants was 16-29 years and their working experience was 3-5 years. Salary of the participants ranges from Tk. 2,000 to TK6,000. Their educational qualification was class viii to H.S.C.

## Measuring Instruments

**Bengali version of Present Salary Index:** Bengali version of 8 items index of present salary was used for measuring the satisfaction of workers' salary (Khaleque, 1995). This 8-item scale contains 4 positive and 4 negative items. For positive item, score 1 indicates 'can't decide', score 0, 'not agree', score, 3 'agree'. For negative items scoring was in reverse order. The sum of scores of all items was total scores of the scale for an individual. Higher score indicates more satisfaction with present salary.

**Bengali version of Supervision Index:** Bengali version of 18 items index of present supervision was used to measure the workers' satisfaction towards supervision system (Khaleque, 1995). This 18-item scale contains 9 positive and 9 negative items. For positive item, score 1 indicates 'can't decide', score 0, 'not agree', score, 3 'agree'. For negative items scoring was in reverse order. The sum of scores of all items was total scores of the scale for an individual. Higher score indicates more satisfaction with supervision in present job.

**Bengali version of Opportunities for Promotion Index:** Bengali version of 9 items index of opportunities for promotion was used for measuring the satisfaction of workers' opportunities for promotion (Khaleque, 1995). This 9-item scale contains 5 positive and 4 negative items. For positive item, score 1 indicates 'can't decide', score 0, 'not agree', score, 3 'agree'. For negative items scoring was in reverse order. The sum of scores of all items was total score of the scale for an individual. Higher score indicates more satisfaction with opportunities for promotion.

**Bengali version of Brayfield –Rothe Job Satisfaction Scale:** To measure the workers' job satisfaction, Bengali version of 18 items job satisfaction scale was used (Khaleque, 1995). This 18-item scale contains 9 positive and 9 negative items. For positive item, score 1 indicates 'strongly disagree', score 2, 'disagree', score, 3 'undecided' score 4, 'agree' and score 5, 'strongly agree'. For negative items scoring was in reverse order. The sum of scores of all items was total score of the scale for an individual. The lowest score is 18, highest score is 90 and neutral point is 45. Higher score indicates more satisfaction with their job. The reliability and validity of this scale is very high. The value of reliability and validity of Brayfield Rothe scale are .87 and .93 respectively.

**Procedure:** Data were collected by personal interview. Three male interviewers (M.Sc. Final year students of psychology) were given training for administering four scales. Before administering instruments each participant was given the following general instructions: 'This questionnaire ask about personal characteristics, pay in present job, supervision, opportunities for promotion and job satisfaction. Your answers will be completely anonymous and confidential and will be used only for research purposes. Try to answer each question or item as honestly as

possible.’ Beside these general instructions each participant was given separate instruction for the questionnaire and each scale as well as allowed to ask freely if they had any question regarding any item of the scale.

## Results

In order to investigate the relationship of job satisfaction with opportunities for promotion, salary and supervision, the scores on present pay of job description index and scores on Brayfield Rothe scale were computed by scoring method. The mean scores, standard deviations were then determined and lastly correlation co-efficient of job satisfaction with salary, supervision and opportunities for promotion were calculated by applying Pearson’s Product Moment Method. Mean scores, standard deviations as well as the results of correlation co-efficient of study have been presented in table 1, 2, 3 & 4 respectively.

**Table-1: Mean and SD for variables tested in the model of job satisfaction.**

Variables	Mean	Standard Deviation
Salary	17.20	4.69
Supervision	37.93	6.30
Promotion	18.47	4.93
Job satisfaction	69.40	10.11

**Table-2: Correlation co-efficient between the scores on job satisfaction and payment in the present job**

Variables compared	Correlation co-efficient(r)	Level of significance
Payment & Job satisfaction	0.829	.001

The result presented in table 2 indicates that correlation co-efficient between the scores on job satisfaction and payment scales is 0.829, which is significant at 0.001 level. The result suggests that worker’s salary is positively related to their job satisfaction.

**Table-3: Correlation co-efficient between the scores on job satisfaction and supervision**

Variables compared	Correlation co-efficient(r)	Level of significance
Supervision & Job satisfaction	0.526	.05

It can be seen from table-3 that the correlation co-efficient between supervision and job satisfaction is 0.526, which is significant at 0.05 level. On the basis of the above result it can be said that there is positive correlation exist between supervisors’ supervision and job satisfaction.

**Table-4: Correlation co-efficient between the scores on job satisfaction and opportunities for promotion**

Variables compared	Correlation co-efficient(r)	Level of significance
Promotion & Job satisfaction	0.754	.001

The result presented in table 4 indicates that correlation co-efficient between the scores on job satisfaction and an opportunity for promotion scales is 0.829, which is significant at 0.001 level. The result suggests that worker’s promotion is positively related to their job satisfaction.

## Discussion and conclusion

This research was designed to investigate the relationship of the workers' salary, opportunities for promotion and supervision with job satisfaction. In order to measure the workers' satisfaction towards salary, promotion, and supervision system, the Bengali version of Job Description Index was applied as well as to measure their job satisfaction, Brayfield Rothe scale was also administered on them. Three hypotheses were formulated to test in the present study. First hypothesis states that salary is positively related to job satisfaction. It was expected that more the satisfaction with salary, the more is job satisfaction. Result (table-2) indicates that there is positive correlation between workers' salary and their job satisfaction, which has confirmed our first hypothesis. This finding is consistent with many researchers' findings. Miller, 1941; Centers and Cantrill, 1946; Barnett et al.; 1952; Marriott and Denerley, 1955; Lawler and Porter, 1963 have found that job satisfaction is positively related with job holders' salary satisfaction. Das (2002) states that pay give social status, prestige and a sense of security.

The second hypothesis states that satisfaction with supervision leads to more job satisfaction. The result of the table-3 indicates that the correlation co-efficient of supervision and job satisfaction is significant at 0.05level, which confirm our second hypothesis. For explaining the finding it can be said that supervisors' positive behaviour is directly related to employees' job satisfaction (Haward and Frink,1996). Halpin, 1957; Seeman, 1957; Fleishman et al.; 1955; Likert,1961 findings indicate that employees' high morale and job satisfaction depend on supervisors' employee centered attitude and their well considered behaviour. Because by employee centered method supervisor can maintain good human relations in industry that can help to achieve the organizational goals. So, supervision is one of the significant factors for increasing the employees' job satisfaction.

The last hypothesis of the study posits that satisfaction with opportunities for promotion is related to job satisfaction. It was expected that the workers who are more satisfied with their promotional opportunities, would be more satisfied. The table-4 shows that positive correlation exists between opportunities for promotion and job satisfaction, which also confirms our third hypothesis. This result is supported by many other researchers' findings. Such as Das (2002) found that sufficient scope for promotion of the workers increase job satisfaction. Blum mentioned, as it was stated earlier, that for skilled workers the scope for promotion plays a great role in job satisfaction than unskilled workers. Generally, it can be pointed out that after receiving the promotion timely the workers feel happy and they are able to meet their demands of life. If the employees' are not able to get their promotion duly, they can't adjust with their working environment that can reduce their satisfaction level.

Finally, it can be said that salary in the present job, supervision and opportunities for promotions are the significant predictors for increasing the employees' job satisfaction.

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