

Job Satisfaction: A Study on the Civil Service Field of Administration

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Abstract

Background

Satisfaction at work is especially vital in a developing nation like Bangladesh, where the Bangladesh Civil Service (BCS) officers are the country's most valuable and significant human resource. Despite obstacles, the government of Bangladesh has made significant efforts in recent years to encourage and influence public employees, notably BCS (administration) cadre officers, to increase their efficiency and activity in service delivery to the public. This research examines the relationship between Bangladesh Cadre Service officer job satisfaction and exogenous (such as working conditions) and endogenous (such as internal rewards and recognition for outstanding performance and creative problem solving) organizational factors. As an administrator in the Bangladesh Civil Service, this study is not only fascinating but also pertinent to my own. Not only did this study draw on my personal experiences and insights, but also a variety of current theoretical frameworks and models to give you the most in-depth look at the topic possible.

Methods

Both quantitative and qualitative strategies were used in this study's investigation. From these areas, 106 Bangladesh Cadre Service officers have randomly been selected. We examined the survey responses using SPSS-25 and SmartPLS-4.

Results

The result of this study indicates that the Bangladesh Cadre Service officer, who is now working at the field level, is moderately satisfied. Analysis indicates that transfer and posting, work and working environment and promotion and recognition are significant predictors of Job Satisfaction except for the other two variables-salary and training and career planning. This study also showed some other factors that have a strong significant relationship with the overall job satisfaction of Bangladeshi field-level civil servants.

Conclusions

Policymakers may use this study's findings to enhance compensation strategies and strike a better balance between extrinsic and intrinsic incentives by better comprehending the effect of pay, promotion and recognition on work satisfaction.

Keywords: Job Satisfaction, Bangladesh Civil Service, Pay, Promotion, Recognition.

Background of the Study

The entire Bangladesh Administration system bears the British colonial legacy since birth. As part of the Indian subcontinent, Bangladesh was under British Empire for almost two hundred years; in 1947, British rule was replaced by Pakistan for more than twenty-three years (Zafarullah and Khan, 2019) as East Pakistan. In 1971 Bangladesh gained its independence after a long liberation war and political and administrative arrangements (Anica and Rahman, 2022). Currently, Bangladesh still has a functional role in cementing its position as a developing country in south Asia and across the globe. Over the period, though, the administration has changed as development administration, but the basic structure is footed on colonial administration settings. However, with the constant pressure, influence from development agencies and partners, Bangladesh strives to reshape its administration using decentralization, efficiency, effectiveness, competitiveness and ongoing partnership with other countries (Jamil, Dhakal and Paudel, 2018). Bangladesh Civil Service (BCS) is active in policymaking and implementation (Rahman and Alam, 2021). There are 27 BCS cadres in BCS and BCS(Administration) is the most influential and integral part of policymaking and performance as they have to work very closely with the government (Hazra, 2018).

Bangladesh is a small country compared to other south Asian countries, which is why there is a central and provincial administration (Rafi et al., 2019). The upper tier deals with significant secretariate matters with different ministries and divisions. The lower tier of administration consists of some attached departments, field-level service delivery, implementation and coordination, among other departments. Public administration officers get promoted to the upper tier within some time. Bangladesh Civil Service (BCS) administration currently has over five thousand officers working within a two-tier (Utami et al., 2021). Field-level administration has four units: Division, Districts, Upazila (sub-districts) and union. The division is the highest body of field administration that consists of some districts. There are currently seven divisions in Bangladesh: Dhaka, Chittagong, Rajshahi, Khulna, Barisal, Sylhet and Rangpur. There are 64 districts and under these districts, there are 492 Upazila; under Upazilla, there are 4554 unions that comprise several villages (Hazra, 2018). Field Administration is an essential tier for any policy implementation where they coordinate with

other nation-building departments' development works. Field-level officials render the Service to the doorsteps of ordinary people. According to Aktar (2012) and Utami et al. (2021), it is widely acknowledged that Bangladesh Civil Service is broadly centralized; field officers are corrupted, unaccountable, irresponsible, unethical, underpaid and lack transparency. The government is simply ignoring the factors that reward, financial benefits, motivation, working environment, internal dissatisfaction and the autonomy of field-level officers (Aktar, 2012; Utami et al., 2021). On the contrary, the government wants improved performance (Dhamija, Gupta and Bag, 2019).

Therefore, this study assesses whether the high salary level, motivation, working environment, autonomy and creativity would lead to job satisfaction among field-level Bangladesh administrative officers. However, what is the actual scenario in the field?

It is widely acknowledged that the citizens' perception and experience of public servants and the services they provide are negative. A study by Mattsson (2021) says that with the speed of economic development, the government's capacity to make policy, implement, and ensure property rights and the dimension of public services is multiplying too. To run all these functions needs a strong and committed bureaucracy that motivates government officials for job satisfaction (Meyer-Sahling, 2018; Utami et al., 2021). The study deals with the corruption and procrastination of service delivery in land management; again, this land management is the primary job of BCS administration officers. In service delivery, citizens have to pay a bribe and for any speed delivery, they have to pay more bribes established. Transparency International Bangladesh (2018) reported that the Land sector is the second most corrupt sector, where service receivers have to pay high bribes (Meyer-Sahling, 2018). According to Khan and Zafarullah (1997), there are some notes able back draws of administration regarding service delivery (Jabeen and Iqbal Jadoon, 2017a). A study by Jahan (2006) shows that the efficiency of Bangladesh Bureaucracy is about 4.7 out of 10. Another study shows a high rate of absenteeism in primary health care centres, around 74 per cent (Taifa Siddika, 2012).

Different studies regarding the civil Service of Bangladesh find some common problems. Examples like poor salary structure, non-transparent promotion, ineffective transfer and posting policy, the limited scope of advancement, no rewards and punishment and no career graph create demotivation and dissatisfaction among the civil servants. This dissatisfaction and demotivation ultimately affect service delivery performance (Joarder et al., 2018a; Baniamin, 2019; Zafarullah and Khan, 2019).

On the other hand, in the book *Bangladesh Civil Service: A political Administrative Perspective* (2004) by A.M.M. Shawkat argues that civil servants work in an environment where they have limited scope to add good value to their Service (Panday, 2018a).

Political interference and affiliation in recruitment, posting and promotion is a burning issue rather than professional expertise and seniority. That is why political bodies and civil servants work with mutual interest and professionalism is ignored in Civil Service. Compared to private and multinational services, Civil servants are poorly paid (Panday, 2018b).

Research Objectives

The main objective of this study is to find out the satisfaction level of the field-level officers of the Bangladesh Administrative Service regarding their job and to identify the different factors that impact job satisfaction (Zohara, 2017). The specific objective of the study is

- RO1. To identify the effect of job satisfaction variables such as Salary, Posting & Transfer, Work & Working environment, Chances of Promotion & Recognition, Training & Career planning, Creativity & Autonomy on the Bangladesh Civil Service field level administration officers.
- RO2. To provide recommendations for the Bangladesh Civil Service field level administration officers on job satisfaction drivers.

Literature Review and Analytical Framework

The study on job satisfaction is not new; the 1930s was the beginning of studies regarding employees' job satisfaction and attitudes toward their job by Hoppock (1935). Job satisfaction depends on states that measure the happiness and unhappiness of anyone's job (Hazra, 2018). The first research on Job satisfaction was conducted by Harvard Business School Professor Elton Mayo, Roethlisberger and William Dickson on workers assembling telephone relays (Dhamija, Gupta and Bag, 2019). Rather socialization opportunities and interaction among the workers deeply impact positive outcomes.

Employees' job satisfaction has attained significant attention from researchers and practitioners simultaneously. Locke (1976) counted around 3,350 articles published on job satisfaction by 1972; by 1985, he estimated roughly 4,793 papers had been written (Aktar, 2012). All the researchers wanted to reflect on their studies' different dimensions of job satisfaction (Wangmo, 2017; Meyer-Sahling, Schuster and Sass Mikkelsen, 2019). There is no single straightforward definition of job satisfaction. Instead, some theories contribute to understanding job satisfaction. Over time, studies and research have been done on employee job satisfaction and motivation (Aktar, 2012; Utami et al., 2021).

According to a prominent researcher in this field, job satisfaction is divided by content and process theories. Content theories highlight the factors that contribute to or depend on job satisfaction. On the other hand, process theories reckon some processes that produce job satisfaction. For content theories, Maslow's (1943) and Herzberg's hierarchy theory is the best example and for process theory of expectancy and equity are good examples (Maslow, 1968).

Public sector innovation, self-determination theory (SDT) and job satisfaction

Bottom-up innovations are influenced or implemented by employees inside their workgroups. In contrast, organizational leaders control or implement top-down innovations (i.e., senior leadership outside employees' workgroups). That there is a distinction between top-down and bottom-up innovations is well-established in the literature (Ryan and Deci, 2000; Allan, Autin and Duffy, 2016; Shahab, Ghazali and Mohtar, 2021). Though research suggests that a particular innovation is more likely to originate from the top down or the bottom up, both kinds may coexist in organizations and several factors can simultaneously contribute to the same innovation. According to the Australian Public Service Commission (2011a), whose data are used in this study, senior agency leadership (from outside the employee's work group) and workers or other members of the employee's work group are significant sources of innovations. Arundel et al. provide a helpful distinction between top-down and bottom-up innovations (Allan, Autin and Duffy, 2016; Shahab, Ghazali and Mohtar, 2021).

“Top-down innovations, such as new policy goals, frameworks, services and service delivery ideas, are sometimes triggered by governmental shifts, new mandates, or large-scale undertakings. Bottom-up innovations are fueled by individual and group initiatives and often take root in the lowest echelons of public sector organizations or individual work units.”

Process theories on Job satisfaction:

Process theory, also known as the external theory, deals with personal and situational factors influencing achieving or producing a set of behaviours for job satisfaction. The academic literature on job satisfaction, Adam's equity and Vroom's expectancy theory are the most famous in process theory (Kuhn, Alpert and Pope, 2008; Vinet and Zhedanov, 2010).

John Stacey Adam's Equity Theory:

John Stacey Adam first presented equity theory in 1963, based on the idea that any group of people may work together to create positive change. In the realm of justice, equity theory is often considered one of the most seminal notions in the realm of justice (Skiba and Rosenberg, 2011). The input/output ratio is a living foundation upon which equity theory develops. Inputs consist of dependability, adaptability, flexibility, mutual trust in superiors, competence, teamwork, camaraderie and a willingness to make personal sacrifices for the organization's and its mission's sake. The financial reward is just one of the many benefits of being recognized for one's efforts. Others include increased self-esteem, friendships, job security, advancement opportunities and more. The workforce's morale may be lowered if the input-to-output ratio were wrong (Kole, 1997).

The equity hypothesis states that the services provided by an employer and an employee would be equal in a perfect world. Employees' morale may be improved by providing them with stock options, which may lead to greater productivity (John, 2021). Employees' workplace atmosphere and quality of life deteriorate when morale is low, which increases absenteeism, tardiness, sick days and business costs.

Expectancy theory of Vroom

Victor Harold Vroom, a Yale School of Management professor, coined the term "expectancy theory" in 1964. If employees' wants and needs are addressed, they will be more invested in their careers. In contrast to Maslow's hierarchy of needs and Herzberg's two-component theory, Vroom (1906) argues that the dependency theory's concepts of expectancy (E), instrumentality (I) and Valence (V) are more applicable. This idea is often commonly referred to as the VIE hypothesis. The independence of the agent's choice between alternative outcomes is a fundamental tenet of expectation theory (Yoes and Silverman, 2021).

According to Vroom, everyone who works has their quirks and standards for how things should go. The attractiveness of a reward depends heavily on the extent to which it satisfies an individual's goal and the organization's objectives (Filieri, Galati and Raguseo, 2021). The remuneration, career prospects and acknowledgement from superiors in even the most stressful or labour-intensive occupations may be worthwhile. There will be strain and hard work, which may have some adverse side effects but will pay off in the end (Ford, Walker and Churchill, 1975; Yoes and Silverman, 2021).

While not every virtue in Valence will be relevant at any time, the whole should be inspiring. Each person's Valence may be unique. The connection between input and output is what we call "expectation" (E). An effort's "expectancy" is the probability of providing the anticipated outcome (Bhattacharjee, Perols and Sanford, 2008). Every employee's drive to perform well on the job will grow if they obtain or expect a more significant bonus because instrumentality (I) is the link between effort and its perceived result.

Public Service and Job Satisfaction

There has been much study on public servants' job satisfaction during the last four decades. Providing relevant public services is linked to public service motivation (PSM), *Res Militaris*, vol.13, n°2, January Issue 2023

increasing work satisfaction and yielding significant business advantages. However, it has been noted that there are occasions when people are required to, or at least compelled to, do tasks that negatively impact their level of job satisfaction (Aktar, 2012). Demand for efficiency, cost-effectiveness and the quality of public performances has all grown in tandem with the advent of new management in the public sector. Even though dissatisfaction at work has been shown to negatively affect performance and output, it is essential to note that it also has indirect consequences, such as employee turnover, academic performance and behavioural and attitude changes (Harrison). Studies comparing the satisfaction of the public and private sector workers have consistently shown that public sector workers are less happy with their salary, benefits and working conditions than their private sector counterparts (Meyer-Sahling, 2018; Maan et al., 2020a).

Public Service of Bangladesh and Job Satisfaction

Research on Job satisfaction in Bangladesh is minimal and it is tough to get any study or research on civil Servant's job satisfaction. Bangladesh has a vast scope of study compared to other countries, but it is a matter of regret that research for public service development is stagnant (Karim, 2015; Utami et al., 2021). In addition, in different countries, research is going on by public administration scholars who are researching the causes and effects of job satisfaction in public Service (Wright, 2001; Asegid, Belachew and Yimam, 2014; Jia, Huang and Man Zhang, 2019; Sellers et al., 2019; Park and Lee, 2020; Supramaniam and Singaravelloo, 2021; Anica and Rahman, 2022). Khaleque and Rahman, 1987, studied industrial employees' job satisfaction focusing on motivation, performance and capability. They ended their study with findings that positive relations with colleagues, working hours duration, recognition, a good working environment and Security are being treated most effective to workers than other factors like freedom of choice, job status, organization's management and active participation in decision making (Karim, 2015; Jabeen and Iqbal Jadoon, 2017b).

Karim (2009) conducted a study about Bangladesh Civil Servants. He showed that employees joined civil Service from their motivation to serve the country and gradually found dissatisfaction with different factors. Security of job is the only good factor to them. Employees think a reasonable salary structure, merit-based promotion in due time, affordable transfer and posting, endorsement and justice for good or bad deeds would work positively for motivating civil servants (Joarder et al., 2018b; Abdullah, 2020).

As bureaucracy is a different dimension for fresh officers, training is an integral part. Still, for other reasons, the government cannot ensure proper and desired training for the newly recruited officer (Meyer-Sahling, 2018). For instance, there is no coordination between training institutes and recruitment agencies. Usually, training institutes have to deal with more trainees than their capacity. A fresh officer must take training firsthand for unwanted backlogs. They must wait for years (Zohara, 2017).

Regarding promotion, there are huge dissatisfactions among the officers as there is no set of formats for timely promotion. Most advancement is based on different considerations, which are primarily non-transparent. Civil Service is a very stereotyped job with limited scope to introduce innovative ideas (Joarder et al., 2018a). In this environment, civil servants lose their zeal for creative ideas; sometimes, they are not evaluated and rewarded for their innovative thinking and efforts. Even for poor performance, there is no punishment system. All this dissatisfaction negatively impacts civil servants and affects nations' interests (Islam, 2020).

An extensive study on job satisfaction of Bangladesh Civil Service administration officers at the field level found that most demographic variables go with job satisfaction, but with five independent variables and overall job satisfaction comes different frequencies of happiness (Sarker et al., 2019; Islam, 2020). The result shows that variables like posting and transfer, promotion and recognition, working environment, training and career planning have special significance in job satisfaction. Surprisingly, the salary was in the lowest score. Another study found that job security and social status are critical factors. Another crucial finding is work-life balance and conflict for field-level officers (Baniamin, 2019; Rajibul and Kijima, 2021). Though there is a provision (employment law 2011, section 108) that every employee will not work more than 8 hours, in most cases, they have to work for more hours without any benefits. 30% of the respondent identifies work-life balance problem. Finally, the study shows that Civil servants at the field level are partially satisfied.

By 2010 research was conducted by the Bangladesh Public Administration Training Centre (BPATC), the apex training institute of civil servants in Bangladesh. They investigated job satisfaction and dissatisfaction's impact on organizational performance effectiveness based on some factors (Baniamin, 2019; Sarker et al., 2019). They are considering factors based on the working environment, training and development and their impact on effectiveness. If a proper working environment and training could be ensured, the efficiency of employee accomplishment will automatically go up. The study also suggests some recommendations to enhance employees' productivity and effectiveness.

Research Framework

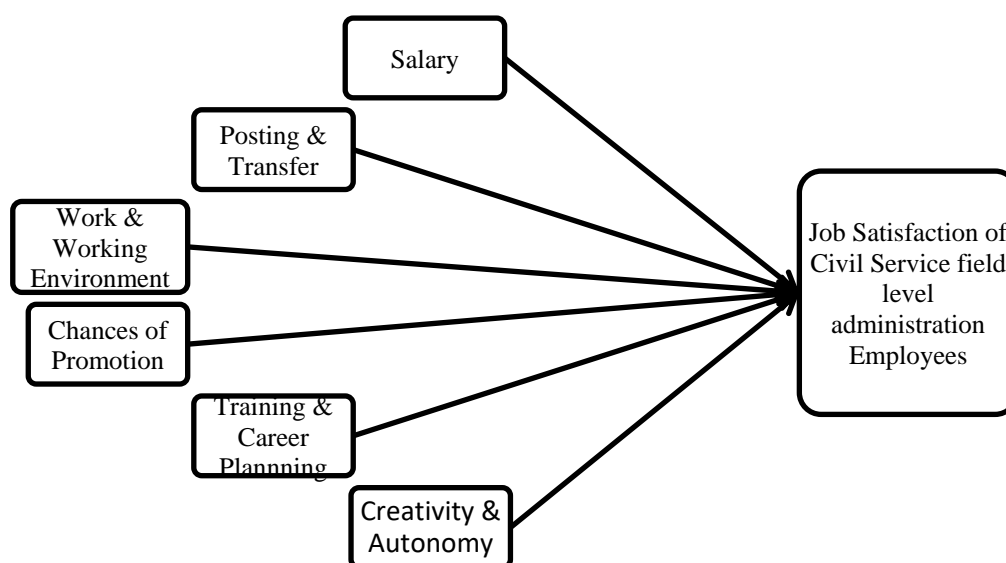


Figure 1: *Research Model (theoretical framework)*

Hypothesis Formulation

Salary

Managers often use incentives like reimbursement and performance-based remuneration to enhance employee morale and productivity and reduce turnover (Boudreau et al., 2020). Bonuses paid time off, pension plans and other financial incentives are often offered to workers in addition to a regular salary. Akintoye's Study from the year 2000 confirms that monetary incentive is the single most essential motivation for completing a good job (Hazra, 2018). Money incentives may be used for good or evil, according to Banjoko's 1996 book.

When employees are underperforming, employers might utilize financial incentives and the prospect of negative consequences (such as no yearly raise or being passed over for a promotion) to spur them into action (Maan et al., 2020a). Workers may be motivated and feel more satisfied with their jobs when compensated, but it does not mean that more pay will necessarily result in a more outstanding production.

Just because Herzberg suggested in 1968 that low wages may induce dissatisfaction and a lack of motivation among employees does not mean that higher wages would make them happier or more productive (Maan et al., 2020b). Similarly, several surveys and studies of employee sentiment have shown that monetary incentives are ineffective in boosting workplace morale. Lawler suggested in 2003 that one consider the actual value of the prize and the value that one places on it to determine the attractiveness of a reward. This concludes that fairness and equity are paramount when determining performance-based pay. How one is compensated is often compared to their peers to see whether it is fair or equitable. So, the hypothesis formed:

H1: There is a significant relationship between Salary and Job Satisfaction of the Civil Service field-level administration employees.

Posting and transfer

The mobility (posting & transfer) of workers is an essential economic aspect since switching jobs may result in substantial salary increases and has the potential to influence a person's responsibilities and tenure at a given organization. Posting & transfer are a way companies may reward employees who have shown to be effective with the hope that they will continue to put in the extra effort (Joarder et al., 2018a, 2018b).

Employees may be motivated to work harder if they are promised a posting or transfer, but only if they highly value that promotion. A further benefit of posting & transfer is that they allow workers to move into roles more suited to their skills. However, not all posting & transfers result in considerably more managerial responsibilities. Although transfer has been highlighted as an outcome measure, this emphasis is not mirrored in actual practice (Kalsoom, Khan and Zubair, 2018).

Very little study has been done on the correlation between work satisfaction and posting & transfer. Egan et al. (2004) is the only study we identified that examined the relationship between job satisfaction and posting and transfer. Although Kontoghiorghe (2004) investigated the impact of job satisfaction on workers' propensity to move occupations, their satisfaction measure was coupled with workers' motivation on the job (Panagioti et al., 2017). Thus, it is not apparent whether or not their results could be attributed solely to job satisfaction. So this study's hypotheses:

H2: There is a significant relationship between Posting & Transfer and Job Satisfaction of the Civil Service field level administration employees.

Work and working environment

Understanding the relationship between a positive work environment and employee satisfaction is the subject of a study conducted across time and in various settings (Dicke et al., 2018; Paganin and Simbula, 2021). The findings of a Danish study suggest that enhancing the physical conditions of the workplace (the interior climate) may benefit productivity. Based on their research showing that there are two different kinds of job-related aspects (hygiene factors and incentive factors), Herzberg et al. (1959) developed a motivational model for work fulfilment. Hygiene variables lead to a lack of dissatisfaction or short-term motivation, whereas

motivational aspects boost positive feelings about one's career and eliminate displeasure with it (Midgley and Lindhult, 2021). Dissatisfaction among workers increases in the absence of "hygiene factors," including a positive work environment, enough supervision, proper management, positive relationships with coworkers, a safe workplace, a stable salary and secure employment.

Chandrasekar (2011) states that if a business is serious about increasing profits, it must prioritize developing a workplace culture that inspires employees to work harder. Managerial skill, time and effort are all necessary to improve an organization's complete performance (Cho and Lee, 2018). Still, he thought interpersonal connections and relationships are more important to workers today than monetary pay. So, the study hypothesizes that:

H3: There is a significant relationship between the Work & Working environment and Job Satisfaction of the Civil Service field level administration employees.

Chances of promotion and Recognition

Employees get promoted when given a higher-paying job inside the company and more responsibilities. Promotions are pretty significant in the professional world. One of the essential factors in determining whether or not an employee will be promoted is their perception of justice in the workplace (Astein, 2016; Keir, 2016; Ur Rehman, Bhatti and Chaudhry, 2019). Employees who know they will not obtain a promotion this time tend to put in less effort unless they believe they are still in the race for a rise in the future. However, workers who think they will be promoted over the next two years are more satisfied with their existing employment.

Due to employees' improved dedication and enthusiasm for their job due to a shared conviction in the company's ability to provide them with growth opportunities, the business reaps the rewards. Promotions allow one to grow professionally, take on greater responsibilities and achieve a higher social status. Staff dissatisfaction and thoughts of quitting have been linked to a lack of career advancement opportunities (Astein, 2016; Keir, 2016; Ur Rehman, Bhatti and Chaudhry, 2019). Kelly-(2001) According to Radford University's research, hiring from the outside is more dangerous than promoting from the inside. Employees who feel they have equal chances for promotion are more likely to be happy with their existing positions.

However, recognition is just as important. Frustration develops when one believes their efforts have been ignored or rewarded too little. An employee's work is not a significant factor in their pleasure level unless it is regularly disregarded.

According to Flynn (1998), the primary purpose of reward and recognition is to explain the payment system to employees so they can understand the link between their pay and performance.

So, the study hypothesizes that:

H4: There is a significant relationship between Chances of Promotion & Recognition and Job Satisfaction of the Civil Service field level administration employees.

Training and Career planning

An employee's level of job satisfaction is proportional to their optimism towards their future in the company. Vroom (1982) discovered substantial evidence from similar research demonstrating the importance of motivating incentives to an employee's satisfaction (Rodriguez and Walters, 2017). Vroom argues that a critical factor in determining work

satisfaction is how well a specific profession meets the needs of its practitioners. Employer satisfaction is likely affected by personal incentives such as promotion if a worker expects such benefits to arise from achieving corporate objectives (Aminuzzaman, 2013). Scarpello and Campbell (1983) found that career advancement prospects significantly increased their employees' levels of job satisfaction (Stone, Stone-Romero and Resource, 2006; Al-Zawahreh and Al-Madi, 2012). When asked to elaborate, they said, "Employees with restricted opportunities for advancement have unfavourable opinions about their job and company." That fits with what Okumbe (2012) says about how many teachers want to be in administrative roles (Uchenwamgbe and PrincePh, 2013; Igbaekemen, 2014).

Career development systems provide people and businesses with interconnected services and methods for advancing their careers (Lea and Leibowitz, 1986). Career development programs allow HR managers, managers and their stakeholders to collaborate on the planning (Hussain and Soroya, 2017), organization, formalization, leadership and monitoring of career programs to improve not only employees' jobs but also the entire stage process, attitude, behaviour and state of affairs relating to employees' work lives. Employees' attitudes about their jobs may be affected by several factors, including their relationships with their superiors, coworkers and the company itself. As described by Locke, job satisfaction is "a pleasant or good emotional state coming from an individual's overall appraisal of his or her job or work experiences." (Camara, Victor and Higgs, 2015; Kraus et al., 2020).

So, the hypothesis is:

H5: There is a significant relationship between Training & Career planning and Job Satisfaction of the Civil Service field-level administration employees.

Creativity and autonomy

Two primary internal sources of innovation are explored here to assess the SDT perspective's assumptions on how innovation impacts job satisfaction: top-down or senior leadership outside of workers' workgroups; and bottom-up or employees' workgroups (Sonmez Cakir and Adiguzel, 2020). Bottom-up innovations, it is said, boost employee agency in the workplace, leading to greater job satisfaction, while top-down innovations have the opposite effect. Furthermore, autonomy mediates the relationship between innovation sources and job happiness and there is a direct and positive relationship between autonomy and job satisfaction (Borst et al., 2019). According to proponents of the Self-Determination Theory, personal autonomy is a prerequisite for contentment. According to the SDT (Self-Determination Theory) view, the opinions of those higher up in the organizational hierarchy (such as the company's management) may hurt employees' job satisfaction. In a similar vein, proponents of SDT say that energizing employees from the outside may not result in the required internalization of responsibilities and that this might lead to a decline in job satisfaction when the ideas of others are put into practice (Abdul Manaf and Abdul Latif, 2014; Asegid, Belachew and Yimam, 2014).

According to the research, top-down innovations negatively affect worker autonomy-related job satisfaction. People are less invested in their job, less committed to it and ultimately more dissatisfied with the work, its procedures and its consequences when they have less control over those factors (Abdul Manaf and Abdul Latif, 2014; Sonmez Cakir and Adiguzel, 2020).

Job satisfaction is correlated with employee and group creativity and is adversely associated with government and agency leadership innovation. Since large-scale and radical

breakthroughs are more challenging to execute and require more time than incremental improvements, front-line staff naturally gravitate toward implementing the latter. Dissatisfaction at work may result from upper management's unwillingness to provide workers autonomy in their job assignments. So, the hypothesis is:

H6: There is a significant relationship between Creativity & Autonomy and Job Satisfaction of the Civil Service field-level administration employees.

Research Methodology

The purpose of this chapter is to provide an overview of the research strategy, procedures and instruments used. The study's aims, research design, data collection method, questionnaire format, sampling strategy, sample size, measurements and statistical techniques will all be detailed.

Since this research focuses on discovering the relationship between causative elements, we may call it causal research. This study's overarching goal is to learn how various aspects of working for the Bangladesh Civil Service at the field level of administration affect job satisfaction. These aspects include salary, posting and transfer, work and working environment, promotion and recognition opportunities, training and career planning, creative freedom and autonomy.

The investigational strategy is the structure or plan of the study; it defines the procedures employed to analyze the advertising studies. To reconcile the two types (quantitative and qualitative) of analysis, Ghauri, Gronhaug and Kristianslund demonstrate that it is necessary to first examine the approach (1995). Recently, efforts have been made to decrease the possibility of mistakes by inquiring into the intricacies of social event materials.

Salary, posting and transfer, work and working environment, promotion and recognition opportunities, training, career planning, creativity and autonomy are just some potential contributors to job satisfaction that are measured through surveys of employees in the field-level administration of the Bangladesh Civil Service. This study's basis in quantitative research methodologies is evident in the use of a structured questionnaire with predetermined answer alternatives and statistical and mathematical techniques.

Primary data, collected via in-depth interviews with research participants, has the advantage of being timely since it was organized in response to a pressing issue or concern (Berkwoitz, 2010). This study's primary data came from an online survey using a standardized questionnaire given to 60 individuals in real time.

Burns (2007) defines a sample as a subset of a broader population. The characteristics of a subset of the whole population may be conjectured by scientists using samples. Sampling may be done in two different ways.

This method of study selection is not based on chance but on the researcher's discretion (Malhotra, 2010). All of the sample components were selected randomly from the whole population. Some examples of non-probable sampling methods are convenience, evaluation, quota and snowball.

The odds of being chosen are the same for every person in the population (Malhotra, 2010). Different perspective samples call for various probabilities of selection. The four forms of probability sampling are simple random, systematic, stratified, and cluster.

Improve your prediction skills using PLS-SEM, a multivariate analytic method (Henseler et al., 2014). Structural Equation Modeling (SEM) is a multi-generational data analysis tool widely used in marketing research. It is the second generation of such methods since it can logically evaluate linear and additive causal models (Chin, 2010; Haenlein & Kaplan, 2004). SEM can help marketers understand the connections between various metrics, enabling them to allocate funds more precisely. Measurable aspects of the participants or their environs are the variables. The links between the independent and dependent latent variables in a structural equation model are established in the inner model, distinct from the outer model that defines the connection between latent variables and their observable indicators—a controlled or independent variable in structural equation modelling. Exogenous variables are shown with arrows that point only in one direction. Alternatively, an endogenous variable reflects the effects of some other variable and may be accessed by at least one route (s).

As stated by Sekaran, the goals of the data analysis chapter are to (1) get a comprehensive knowledge of the data, (2) quantify the data and (3) confirm the importance of the study (2003). (Inference made from context) The data is analyzed using SPSS 25 and Smart PLS 4. After then, the information was examined and analyzed.

Data Analysis

SPSS 25 is used to examine the demographics of the data gathered to classify respondents and the variables are evaluated descriptively to enable further analysis. The data were analyzed using structural equation modelling with partial least squares (PLS-SEM). PLS-SEM enables the study of non-normally distributed data and is well suited for theory testing and small sample numbers (Hair et al., 2017). The hypothesized model was estimated using SmartPLS-4 and a bootstrap resampling method (5000 randomly generated sub-samples) (Hair et al., 2017).

Demographic of the respondents

The questionnaire's Section A contains a description of the respondents. The responder is given five questions to ascertain their demographic information, including their gender, highest educational qualification, years of association with the public service commission, marital status and BCS batch number.

Table 1 tabulate and illustrate the gender classification of the respondents of this study. Out of 106 respondents, there are 40 female and 66 male respondents, which calculates to 37.7% and 62.3%, respectively.

There are 71 respondents with 6-10 years of association with the Public Service Commission (PSC), 26 respondents have 11-15 years and only nine respondents have 1-5 years of experience or association with PSC; these segmentations are tabulated.

The BCS examination requires a minimum bachelor's degree to participate, so all the respondents have a minimum bachelor's degree. In contrast, only seven respondents did not pursue education. Further, 97 respondents have completed a Master's degree and two out of 106 have a Master's in Philosophy or a Master's of Science.

The respondents of this study (106) have reported getting married in all the individual cases, which finds a demographic gap where future studies might correlate with the satisfaction level to identify any significance.

Table 1: Demographics profiles of the respondents

Demographic inquires	Frequency	Percent	
Gender of the respondents	Female	40	37.7
	Male	66	62.3
	Total	106	100.0
Experience of the respondents	1-5 years	9	8.5
	11-15 years	26	24.5
	6-10 years	71	67.0
	Total	106	100.0
Highest educational qualification	Bachelor's degree	7	6.6
	Master's degree	97	91.5
	MPhil or MS	2	1.9
	Total	106	100.0
Marital Status	Married	106	100.0
BCS batch number	BCS-27	6	5.7
	BCS-29	9	8.5
	BSC-30	7	6.6
	BCS-31	14	13.2
	BSC-33	41	38.7
	BCS-34	12	11.3
	BSC-35	11	10.4
	BSC-36	3	2.8
	BCS-37	3	2.8
	Total	106	100.0
Current Job Designation	Additional Deputy Commissioner	8	7.5
	Additional District Magistrate	2	1.9
	Assistant Commissioner	12	11.3
	Assistant Secretary	1	.9
	Deputy Secretary	6	5.7
	Ps to secretary	1	.9
	Senior assistant Chief	1	.9
	Senior Assistant Commissioner	9	8.5
	Senior Assistant Secretary	39	36.8
	Upazila Nirbahi Officer	27	25.5
	Total	106	100.0
	Did you serve in any other Job before BCS?	Yes	4
Because my posting and promotion are not adequately justified.			
	No	102	

The respondents reported that 41 out of 106 are from the 33 BCS bath of PSC examination. There are 6, 9, 7, 14, 12, 11, 3 and 3 respondents belonging to BCS bath 27, 29, 30, 31, 34, 35, 36 and 37 respectively.

Most of the respondents of the study are serving the country as Senior Assistant Secretary (39 out of 106 respondents), 27 respondents are Upazila Nirbahi Officer (UNO), 12 respondents are designated as Assistant Commissioner, 9 respondents are serving as Senior Assistant Commissioner, Additional Deputy Commissioner is 12 in number, Additional

District Magistrate, Assistant Secretary (OSD) and PS to Secretary are one in number for each respective designation.

Satisfaction Level Analysis

In the questionnaire section (table 2), respondents were asked about their previous job and reasons for leaving. If yes, respondents were polled on the reason for choosing BCS or Public Service. Four respondents reported having a job before the BCS and the reason for leaving was unjustified promotion.

Table 2: Descriptive Statistics of Satisfaction Level

	N	Minimum	Maximum	Mean	Std. Deviation
Satisfaction	106	2	5	4.04	0.649
Valid N (listwise)	106				

Satisfaction level

Respondents indicated current satisfaction with a five-point Likert scale. Descriptive statistics analyses their responses. identifies a minimum of 2 or dissatisfied and a maximum of 5 Highly satisfied, with a mean of 4.04 indicating a neutral satisfaction level of the current position.

Reliability Analysis

Cronbach's alpha

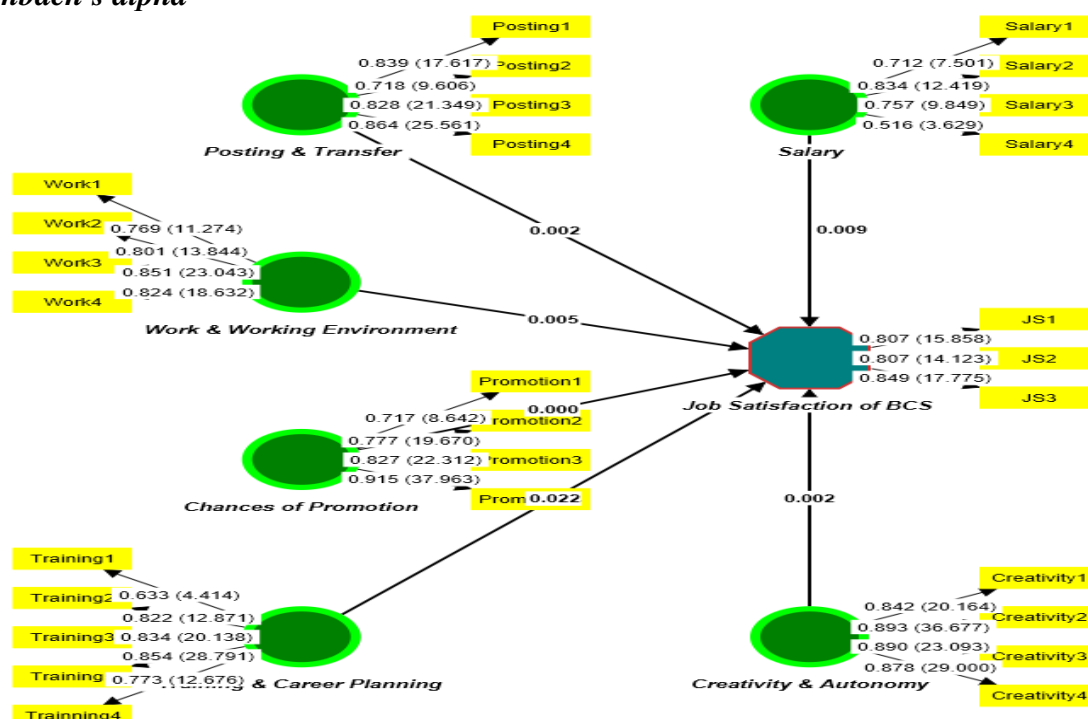


Figure 2: Cronbach's Alpha & Outer loading

Regarding reliability, Cronbach's alpha is a measure of internal consistency based on equal loadings, as Hair et al. (2016). To determine trustworthiness, a system's observed correlations are used. Hair et al. (2014), Sureshchandar (2002), Rajendran (2002) and Anantharam (2002) have claimed that study data with a Cronbach's alpha of 0.70 is deemed more trustworthy than research data with a Cronbach's alpha of 0.60. (2002).

Table 3: Cronbach's alpha

	Cronbach's alpha	Number of items
Chances of Promotion	0.839	4
Creativity & Autonomy	0.905	4
Job Satisfaction of BCS	0.794	3
Posting & Transfer	0.821	4
Salary	0.692	4
Training & Career Planning	0.853	4
Work & Working Environment	0.822	4

In this research, Hair et al. (2014) and Sureshchandar, Rajendran and Anantharam (2014) observed a Cronbach's alpha of 0.701, which is acceptable since it is higher than 0.70 (table- 3). It is safe to say that the measurements used in this investigation are accurate and dependable.

Table 4: Construct Internal Reliability, VIF & Outer Loading

Variable Contracts	Outer Loading	VIF	rho_A	Composite reliability	Average variance extracted	
Creativity & Autonomy	Creativity1	0.854	2.390	0.856	0.893	0.677
	Creativity2	0.898	3.338			
	Creativity3	0.893	3.322			
	Creativity4	0.882	2.550			
Job Satisfaction of BCS	JS1	0.827	1.662	0.909	0.933	0.778
	JS2	0.847	1.799			
	JS3	0.850	1.622			
Posting & Transfer	Posting1	0.836	2.070	0.799	0.879	0.708
	Posting2	0.704	1.634			
	Posting3	0.824	2.145			
	Posting4	0.857	2.298			
Chances of Promotion	Promotion1	0.711	1.886	0.830	0.882	0.652
	Promotion2	0.809	1.721			
	Promotion3	0.841	2.695			
	Promotion4	0.916	3.809			
Salary	Salary1	0.740	2.558	0.735	0.815	0.533
	Salary2	0.847	2.926			
	Salary3	0.788	1.426			
	Salary4	0.495	1.143			
Training & Career Planning	Training1	0.670	1.522	0.871	0.895	0.632
	Training2	0.847	2.353			
	Training3	0.823	2.080			
	Training5	0.862	2.325			
	Training4	0.757	1.777			
Work & Working Environment	Work1	0.782	1.641	0.831	0.882	0.652
	Work2	0.783	1.582			
	Work3	0.849	2.238			
	Work4	0.812	2.167			

Assessment of Measurement Model (Outer Loading)

The route model's measuring model includes indications and links to the constructions. In the context of PLS-SEM, the "outer model" refers to the PLS-SEM measurement model (Hair et al., 2016). To determine whether or not your measurement model is legitimate, you should look at the AVE and CR figures (Composite Reliability). Additional loadings were employed to ensure the accuracy of the reading. Fornell & Larcker (1981b), Hair et al. (2016), as well as Hair et al. (2010), Hair et al. (2011), Henseler et al. (2009) and others have utilized recognized criteria to evaluate these. Detailed information on the various assessments can be found in the subheadings (table 4).

Indicator Reliability

In the context of dependability, it is typical to use the outer loading size as a gauge (Hair et al., 2016). Using the standard PLS approach in SmartPLS 4.0, the loadings, cross-loadings, composite reliability and AVE were calculated for the indicators. According to year 2016 (Ramayah, 2016). It is customary for each item to have a loading of at least 0.70. (Hair et al., 2016; Henseler et al., 2009). There were no issues with loading any components when the PLS technique was used to begin with. A value of more than or equal to 0.5 was considered to be present, according to Vinzi and colleagues (2010a).

Internal Consistency Reliability

A subscale's "degree to which all items on a particular subscale measure the same notion" is characterized as internal consistency dependability (McCrae, Kurtz, Yamagata, & Terracciano, 2011). Traditionally, Cronbach Alpha has been employed to measure the reliability of internal consistency (Cronbach, 1951). Based on indicators of manifest intercorrelations, all hands in this section have the same outer loadings (Hair et al., 2016). Instead, PLS-SEM focuses on the consistency of each indication as a whole. Because of Cronbach Alpha's inadequacies, an improved measure of internal consistency, known as composite reliability, is proposed in Starkweather (2012). The traditional SmartPLS approach calculated composite reliability for all latent constructs. Almost all of the latent constructs' composite reliability ratings met or exceeded the 0.70 thresholds (table 4).

Convergent Validity

Validity There are numerous distinct tests used to evaluate the same concept and the degree to which they agree is known as converging (Hair et al., 2016). When analyzing the validity of a theory, the average variance recovered is a common statistic to utilize (AVE). Using the squared loadings of relevant indicators, it is determined by averaging (i.e., the sum of the squared loadings divided by the number of arrows). At least one-factor loading of at least 0.50 is required for congruent validity; no item from another construct should have a more significant factor loading than the one being assessed. PLS was used to establish that all of the structures evaluated met or above the minimum threshold value and the results were published (table 4).

Assessment of Structural Model (Path Analysis)

An example of a structural model represents the underlying concepts and ideas. Known as the structural model, PLS-inner SEM incorporates latent variables and their route connections (Hair et al., 2016). This research makes use of both the direct link and mediation models. Structural model Q², f² and R² values, coupled with the importance of path coefficients, are the most important metrics to evaluate in PLS-SEM (Hair et al., 2016). It is possible to estimate the structural model linkages using the PLS-SEM approach (i.e., path

coefficients)... We can predict the relationships between different system sections using route coefficients. It is usual for the route coefficients to fall between the range of -1 to +1. There are strongly positive and negative correlations that may be seen in route coefficients near 1.

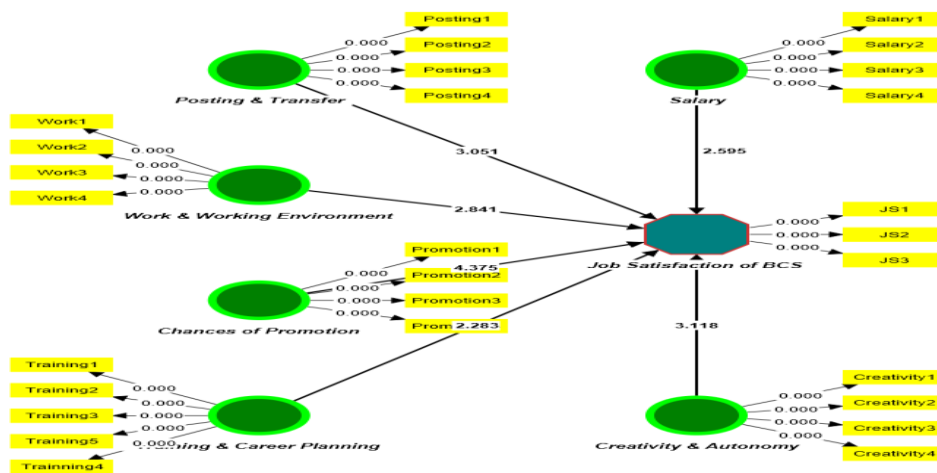


Figure 3- p-Statistics and t-statistics

Assessment of Significance of the Structural Model

This study contains eight hypotheses, as stated in the literature review. Statistically significant t-values vary substantially from zero when the degree of freedom, confidence interval and directionality of the hypothesis is considered (Hair et al., 2016). T-values for Chin's Study were determined using 1000 bootstrap samples and the PLS bootstrapping resampling method. Bootstrapping data from this research is adequate, according to Henseler (2012). On a sample of 5000 persons, Wilson (2011) used the bootstrapping technique. The 95 per cent confidence interval may be used in social science research since SmartPLS 4 delivers the p-value (table- 5).

Table 5: Path Analysis (Direct Effect)

	Original sample	Sample mean	Standard deviation	T statistics	P values
Chances of Promotion -> Job Satisfaction of BCS	0.464	0.473	0.091	5.112	0.000
Creativity & Autonomy -> Job Satisfaction of BCS	3.596	3.261	1.139	3.156	0.002
Posting & Transfer -> Job Satisfaction of BCS	-1.058	-0.946	0.338	3.128	0.002
Salary -> Job Satisfaction of BCS	-0.828	-0.754	0.324	2.552	0.011
Training & Career Planning -> Job Satisfaction of BCS	-0.628	-0.542	0.295	2.131	0.033
Work & Working Environment -> Job Satisfaction of BCS	-0.996	-0.880	0.354	2.816	0.005

Assessment of Coefficient of Determination (r-Square)

The coefficient of determination of a model is derived from the squared correlation between the actual and anticipated values of an endogenous component (Hair et al., 2016). A measure of both external and internal impacts on the endogenous latent variable, it is thus. According to the coefficient, the exogenous variables that are linked to it explain how much variation there is (Rigdon, 2012; Sarstedt, Ringle, Henseler, & Hair, 2014). According to Falk

and Miller (1992), several 1.5 per cent is accurate. Chin (1998) states that a structural model's quality may be characterized as strong (0.67), moderate (0.13), or weak (0.26), according to Cohen (1988). (0.02 and 0.19)). PLS was used to generate the main effect model for this study's evaluation of the measurements (Table- 6).

Table 6: R-square

	R-square	R-square adjusted
Job Satisfaction of BCS	0.919	0.914

Predictive Relevance (f-Square)

Table 7: f- Square

	Job Satisfaction of BCS
Chances of Promotion	1.303
Creativity & Autonomy	1.131
Posting & Transfer	0.820
Salary	0.743
Training & Career Planning	0.578
Work & Working Environment	0.758

Stone-F2 Geisser's value (Appendix- I, table 4.14) and the magnitude of R2 values might be used to measure predicting accuracy (Geisser, 1974; Stone, 1974). Model accuracy is tested in this research by blindfolding participants. Predictive Relevance is a metric for evaluating a model's ability to predict outcomes outside of the original sample (Hair et al., 2016). Testing the model's ability to predict outcomes while blinded was performed (Geisser, 1974; Stone, 1974). The Stone-Geisser predictive relevance test in PLS models may examine GOF further (Duarte & Raposo, 2010). F2 is used to demonstrate predictive usefulness. According to Hair et al. (2016), the Q value is estimated by blindfolding oneself, looking at the model's parameter estimations and how values are created. Blindfolded output from PLS was improved by removing cross-validated duplication using a variable score. This cross-validation was performed to demonstrate the model's ability to predict endogenous variables. It also explains the model's quality. For endogenous reflective latent variables, the F2 value must be larger than 0 to be considered predictively significant as of 2016 (Hair et al. 2016).

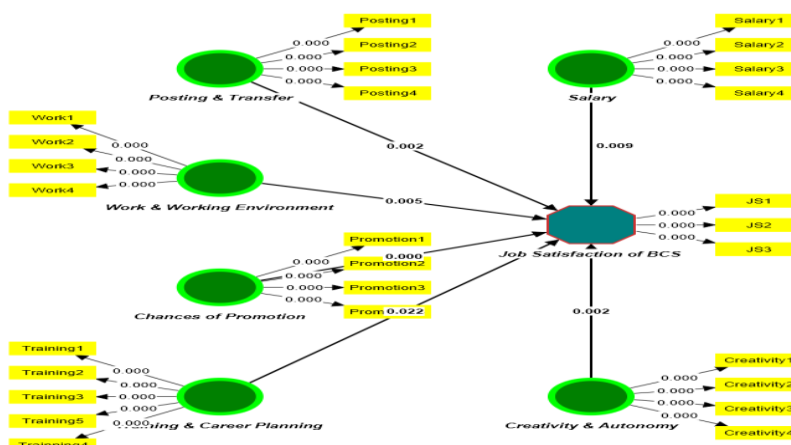


Figure 4: Final Satisfaction model

Recommendation to improve job satisfaction

Answering the recommendation to improve job satisfaction, 56 respondents had no comment and identified their desired improvement in satisfaction. The qualitative responses

are further incorporated in the discussion section to form recommendations in terms of the practical implication of this study.

- Skill workforce and a better working environment are essential for better Service
- Salary should be increased, or increment can be increased from 5% to 10%
- Alhamdulillah. I am very much satisfied with my job.
- Bangladesh Civil service is the most prestigious job in our country.
- I am satisfied because I always try to find what is positivity in my current role
- I want positive changes in my Service and more autonomy to serve people.
- If I am with the law, nothing is to worry about in my job
- Posting and promotion should be fair. Political leaders at the local level should be honest and cooperative in executing government policies, but now, present seniors in these aspects are not satisfactory enough
- There is a lot to do for the people.

Discussion on the findings

Major Findings

Table 8: Summary Findings

Hypothesis	Statement	t value	p-value	Decision
H1	There is a significant relationship between Salary and Job Satisfaction of Civil Service field-level administration employees.	2.552	0.011	Supported
H2	There is a significant relationship between Posting & Transfer and Job Satisfaction of Civil Service field level administration employees.	3.128	0.002	Supported
H3	There is a significant relationship between the Work & Working environment and the Job Satisfaction of Civil Service field level administration employees.	2.816	0.005	Supported
H4	There is a significant relationship between Chances of Promotion & Recognition and Job Satisfaction of Civil Service field level administration employees.	5.112	0.000	Supported
H5	There is a significant relationship between Training & Career planning and Job Satisfaction of Civil Service field-level administration employees.	2.131	0.033	Supported
H6	There is a significant relationship between Creativity & Autonomy and Job Satisfaction of Civil Service field-level administration employees.	3.156	0.002	Supported

Conclusion

Using PLS route modelling to evaluate the theoretical model in this study was shown to be effective in Chapter 3. As a first step, SPSS 25 was used to prepare and filter the data, following which data were coded and imputation was carried out. After that, the data were examined for entry mistakes, which were not identified. Verification for any missing

information followed. Mean values were used to fill in for any missing data, as advised in the Study (Kumar et al., 2013). In addition, the model was tested on both measurement and structural model levels. The reliability of construct indicators, internal consistency and convergent and discriminant validity were used to assess the measurement model.

So as a consequence, it was possible to conduct structural model evaluations by meeting or exceeding the criteria provided in the literature (Hair et al. (2014) and 2016; Henseler et al. (2009); Hulland (2000)). Using a bootstrapping approach, direct and indirect hypotheses were tested (Hair et al., 2016). Additionally, the model's coefficient of determination was examined (R²). Effect sizes (f²) and predictive Relevance were also evaluated, with satisfactory results (Chin, 1998; Chin et al., 2003; Cohen, 1998).

Analysis of the research objective

RO1: To identify the effect of satisfaction variables such as Salary, Posting & Transfer, Work & Working environment, Chances of Promotion & Recognition, Training & Career planning, Creativity & Autonomy on the Bangladesh Civil Service field level Administration officers.

Model path: Salary -> Job Satisfaction of BCS

The study found a significant relationship between Salary and Job Satisfaction of Civil Service field-level administration employees with a high t-value of 2.552 and a p-value of 0.011. The findings link with those (Siddique and Farooqi, 2014; Kim and Lee, 2018; Węziak-Białowolska, Białowolski and McNeely, 2020). Bonuses paid time off, pension plans and other financial incentives are often offered to workers in addition to a regular salary. Many people have known this for a long time and Akintoye's Study from the year 2000 confirms it: monetary incentive is the single most essential motivation for completing a good job. Money incentives may be used for good or evil, according to Banjoko's 1996 book.

Model Path: Posting & Transfer -> Job Satisfaction of BCS

Hypothesis two estimated a significant relationship between Posting & Transfer and Job Satisfaction of Civil Service field level administration employees. Where the findings confirm a strong correlation (t= 3.128, p= 0.002) between the variables. The findings of (Taifa Siddika, 2012; Mao et al., 2020; Nayak, Nayak and Jena, 2020) Employees may be motivated to work harder if they are promised a promotion, but only if they value that promotion highly for themselves. Companies would fail if they did not use pay boosts to motivate employees to work hard and produce a high volume of work. A further benefit of promotions is that they allow workers to move into roles more suited to their skills.

Model Path: Work & Working Environment -> Job Satisfaction of BCS

The third hypothesis, where the researchers estimated, "There is a significant relationship between Work & Working environment and Job Satisfaction of Civil Service field level administration employees, " is supported. Combining economic determinants and work environment variables, Sell and Cleal (2011) developed a model on job satisfaction to examine the differences in responses between employees in high-risk contexts with high financial rewards and those in low-risk environments with low financial rewards (Washington, 2017; Dicke et al., 2018; Andalib et al., 2021). A lack of social and organizational support in the workplace negatively impacted job satisfaction, but more income did not affect dissatisfaction.

Model Path: Chances of Promotion -> Job Satisfaction of BCS

There is a significant relationship between Chances of Promotion & Recognition and Job Satisfaction of Civil Service field level administration employees.

Employees who know they will not obtain a promotion this time tend to put in less effort unless they believe they are still in the race for a promotion in the future. However, workers who believe they will be promoted over the next two years are more satisfied with their existing employment (Andalib et al., 2021; Paganin and Simbula, 2021).

As a consequence of employees' improved dedication and enthusiasm for their job due to a shared conviction in the company's ability to provide them with growth opportunities, the business as a

Model Path: Training & Career Planning -> Job Satisfaction of BCS

The findings empirically prove a significant relationship between Training & Career planning and Job Satisfaction of Civil Service field level administration employees ($t=2.131$, $p=0.022$).

According to Leibowitz and Lea, career development systems provide people and businesses with interconnected services and methods for advancing their careers. Career development programs, as proposed by Chang et al., allow HR managers, managers and their stakeholders to collaborate on the planning, organization, formalization, leadership and monitoring of career programs to improve not only employees' jobs but also the entire stage process, attitude, behaviour and state of affairs relating to employees' work lives (Dicke et al., 2018; Abdullah et al., 2020; Andalib et al., 2021).

Model Path: Creativity & Autonomy -> Job Satisfaction of BCS

This study found a significant relationship between Creativity & Autonomy and Civil Service field-level administration job satisfaction.

According to proponents of the Self-Determination Theory, personal autonomy is a prerequisite for contentment. According to the SDT view, the opinions of those higher up in the organizational hierarchy (such as the company's management) may hurt employees' job satisfaction. In a similar vein, proponents of SDT (Fehr and Gächter, 2000; Chimanikire et al., 2007; Riccardi, 2021) say that energizing employees from the outside may not result in the required internalization of responsibilities and that this might lead to a decline in job satisfaction when the ideas of others are put into practice.

RO 2: To provide recommendations for the Bangladesh Civil Service field level Administration officers on their job satisfaction drivers.

The findings suggest that most civil servants working at the field level of administration are either partially or completely satisfied with their current positions and situation. A questionnaire asked each participant to rate their overall job satisfaction on a scale of 1-5, describing entirely dissatisfied to completely satisfied. Self-ratings from the data form indicated that 45.9 per cent of the respondents were partially satisfied, and 11.8 per cent were completely satisfied with their positions. Nevertheless, it is noteworthy that 28.2 per cent of the respondent are partially dissatisfied with their job taking everything into account.

The result of this study specifies that other factors substantially impact the Job Satisfaction of Bangladeshi Civil Servants. Most respondents opined that job security and

social status refrain them from quitting this Service. The other factors to come forward in this study that work-life relations and conflict. The respondents were asked whether they ever thought of quitting this Service. The respondents who answered “YES” had to comment on the cause of why they thought of quitting Civil Service.

The findings of this study revealed that the civil servants, who are now working at the field level of administration, are moderately satisfied. Though all the statistics show that they are not satisfied with their salary, it does not affect their overall satisfaction. Factor analysis indicates that transfer and posting, work and working environment and promotion and recognition are significant predictors of Job Satisfaction except for salary, training and career planning. Among demographic variables, only a cadre of the respondents has a significant negative relationship with job satisfaction. This study also showed that some other factors have a robust significant relationship with the overall job satisfaction of Bangladeshi field-level civil servants.

To summarize, the responses of Civil Servants to this study were evaluated in line with the results already mentioned. The conclusions presented here are consistent with previous research on the topic.

Conclusion and Recommendation

In Bangladesh, this is the only study focusing on the work satisfaction of government personnel at the field level of administration. This study's primary objective is to estimate the job satisfaction level of Bangladeshi public sector employees. Finding out whether or not field-level administrators are satisfied with their work is one of the primary objectives of this study. BCS cadre officers stationed in the different field level administrations were questioned to find out how satisfied they were with their existing positions. ' Additionally, this study has sought to determine the essential factors that impact work satisfaction and the extent to which they contribute. The study's findings are summarised in this section.

Limitations and future study recommendations

Even though this study included both primary and secondary sources, there is a lack of academic literature in this area. Our efforts were limited since there was a lack of relevant secondary data and literature. This study consulted several books, journals and online resources to compile this secondary material. Time restrictions meant the study's population and sample sizes were quite small. Because of the lack of information, This study cannot make any solid conclusions about the attitudes and experiences of officers in the BCS (Administration) cadre. The study's secondary objective is to identify the positive and negative elements that influence workers' contentment on the job. Thus, the root reasons for dissatisfaction are avoided. The results of this study will not be comprehensive, but they should be enough to set a solid stage for further research.

R square = 0.919 and R square = 0.914 after accounting for multiple regressions, respectively. Therefore, 91 per cent of officers' job satisfaction variation within the BCS (administration) cadre may be attributed to exogenous variables. In light of these findings, it is clear that BCS (administration) cadre officers' happiness in the field is influenced by factors outside those traditionally considered. However, more research is still needed into the elements that directly impact police officers' work satisfaction.

The implication of the study

Many studies have shown that higher salaries, better working conditions, more prospects for advancement and better training and career planning lead to happier field-level administration officers in Bangladesh. A careful reading of these results is required, given that the research has several severe limitations. A lack of external validity renders the conclusions useless for other government members. The data used in this study is also limited in that it is based only on the current health and well-being of the participants as measured by a small set of predefined indicators. This research did not consider the participants' prior or present conditions, goals, or expectations for this Service. Given the limited number of participants, we are forced to call it a day on this investigation. There were 106 participants in the study. There is a possibility that the parameter estimates and model fit will be compromised by using a small sample (Hazra, 2018). According to logical thinking and literature, the study's connections to frameworks seem to have significant explanatory potential. Salary, posting and transfer, as well as possibilities for advancement and recognition, training and long-term career planning, have all been linked in past research. This research unearthed some previously unknown information.

We may conclude that all five variables impact job satisfaction using PLS factor analysis with statistically significant outcomes." It is hoped that more in-depth research will enable policymakers and implementers to better understand the present state of job satisfaction in Bangladesh's field-level administration and enhance service delivery due to these processes. These findings are based on interviews with BCS cadre officers working in field-level administration. Keeping an eye on how the idea of decentralization spreads and affects employee happiness in the future century will be intriguing. Overall, according to this study, work contentment negatively correlates with performance. Researchers may do more investigation to determine what caused this. An inquiry into how this finding came to be may provide insight into a wide range of possibilities. In-depth comparisons of broad and specialized groups are particularly beneficial. The organizational commitment may be influenced by aspects not included in this study. Further research into the possible connections and consequences between these and other variables is required.

Conclusion

Researchers using the Job Descriptive Index in this study assessed various job characteristics in the government workforce. Chronbach's Alpha coefficient demonstrated the accuracy and reliability of the approach used to quantify job satisfaction.

Bangladeshi government officials in field-level administration officers' posts seem happy with their employment and working circumstances. Still, they are unsatisfied with their salary, possibilities for development and recognition, training and career planning, postings and transfers. According to the results, this seems to be true. The kind of cadre in which they were a part had a detrimental impact on their job satisfaction. This analysis did not uncover any significant correlations between other demographic characteristics. There was a good correlation between job satisfaction (generally) and features such as posting and transfer, work and working environment, training and career planning, but not a significant correlation with pay. BCS cadre officers at the field level administration were happier with their positions if they had been transferred, promoted, or recognized for their achievements in research using PLS factor analysis. Respondents who were satisfied with posting and transfer were shown to have a more significant beta coefficient than those who were dissatisfied. There was also a link

between job contentment and one's work and workplace quality. Even though all other demographic indicators were favourable, only the field-level administration officer's cadre was a negative predictor of job satisfaction for government personnel. Compensation, training and career planning are not independent predictors of job satisfaction in this study.

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