Term Paper

Survey of Job Satisfaction during COVID-Pandemic

By

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Letter of Transmittal

To

Course Teacher

HRM 501 - Human and Organizational Behavior

Department of Business Administration

MBA, University of Asia Pacific

Subject: Term Paper on Survey of Job Satisfaction during COVID-Pandemic.

Dear Ma'am,

It is our immense pleasure to present before you the term paper on Survey of Job Satisfaction during COVID-Pandemic. The paper comprises the methodologies we used, findings, discussions and recommendations from the survey works.

Your Sincerely

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Executive Summary

Job satisfaction among people around the world has been significantly affected due to the changes of office activities and lifestyle during COVID-Pandemic situation. As part of our course work for HRM 501 (Human and Organizational Behavior) we conducted a survey on Job Satisfaction during COVID-Pandemic. Based on 78 responses we received, we carried out quantitative and qualitative analyses and derived results for different gender, age, experience and salary groups. This term paper covers the methodologies, results, findings, and discussions of our survey analysis. From our works we could derive that most of the employees are quite satisfied with their organization. They find work from home has more advantages than work at the office. Still they think they were more satisfied before the pandemic had arisen and are concerned about their future career. They expect better salary policies, medical support and more organized work plans. We concluded the work with the hope that organizations will provide better facilities to all groups of employees. The pandemic may have shaken the world by its ever-gruelling persistence, but works and activities must have to be carried on.

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Acronyms

COVID   COronaVIrus Disease

Chapter 1: Introduction

1.1 Background of the Study

We initiated the work as part of our course evaluation in HRM 501 (Human and Organizational Behavior). We found some research works on the Internet related to job satisfaction during pandemic time. On social media, a similar survey was conducted by Enroute, a consulting agency in Bangladesh. Enroute conducted an online survey to understand how the corporate sector of Bangladesh is handling their business during the initial days of COVID-19. There are numerous articles on google scholar related to effects of COVID-Pandemic on different gender, age, experience, salary groups. We scanned through some of the articles to compare with our results.

1.2 Objectives of the Report

The objective of this term paper is to summarize the methodologies, results and analyses of our survey works on job satisfaction during COVID-pandemic.

1.3 Scope of the Report

This report can help external users to know about the job satisfaction criteria of job holders in Bangladesh. They can get a picture of the present mindset of the employees and the policies of the organizations. Also it might be helpful for the business students to get new ideas about conducting surveys in a limited span of time.

1.4 Limitations of the Report

We did our best to conduct an effective survey that can capture the overall job satisfaction scenario of Bangladesh. However, there might be limitations that we could not avoid. Following are some limitations that we have found:

- There are very few similar works in Bangladesh that we could find on the Internet. So, we had to proceed on our own to collect the ideas.
- The number of respondents is 78. It might not have covered the population from all walks of life. So, the results represent just a small picture of the real scenario, it might not capture the actual one.

- This was our first experience of conducting a survey and analyzing the results. So, there might be many angles of the scenario that we could not reflect in the questionnaire due to lack of knowledge and experience. Similarly, we are not experts of analyzing the survey data. The analyses might not be 100% accurate.
- One of the key points of our analysis is the contrasts of responses of the employees based on their gender, age, job experience and salary. Unfortunately, we could not get enough responses from all the categories of employees. Some categories comprise very few respondents which added some bias in our analysis for those groups.

1.5 Organization of the Report

The next chapters contain the methodologies we used through the survey process, what results we have found, our analyses based on gender, age, experience, salary information given by the respondents. We tried to summarize our findings in the Discussions section. We added the recommendations provided by the respondents. Then we concluded the report with our thoughts on the overall situation that we are going through during the pandemic based on our survey works.

Chapter 2: Methodology, Findings, and Discussions

2.1 Methodology

We first discussed in our team how we can carry out the work. We divided the team into 2 sub-teams. One team searched for blogs and articles found in google search. Another team looked for research articles and papers on google scholar. From our class notes, we collected the job satisfaction factors shared by our classmates. We added some more factors to that. Then we made a draft questionnaire in doc format. On the google form, we made the final questionnaire. There were in total 16 questions including some basic information e.g., name, gender, age range etc. Some selected snapshots of the questionnaire are included in the appendix.

We first shared the questionnaire in the 'students' mail-list of University of Asia Pacific. 40 responses were collected in 2 days from that. To fill up the quota of minimum 50 respondents we shared the google form with our personal networks. The rest of the responses came from that. In total, we collected 78 responses in 4 days and 8 hours.

After getting a good number of responses we stopped accepting responses. Then we exported the survey result in csv format. We wrote a simple program in Python Programming Language to carry out some quantitative analyses, e.g., how gender, age, experience, salary are affecting average job satisfaction level and answers to survey questions as well. We carried out qualitative analysis on job factors selection of different gender, age, experience and salary groups. 4 of our team members were involved in analyzing survey data based on these respondent groups. One of the members carried out quantitative analysis.

We made slides and short videos for our HRM 501 class to present our survey works and findings. It was an amazing experience to capture the essence of our analyses in 16 minutes length. We uploaded the video on youtube. The youtube link of the video can be redirected from here. The next process was to document all the members' works. This term paper carries a summary of our findings in the next sections.

2.2 Findings

2.2.1 Results of Survey

The following are some of the snapshots of our survey results. From the below image, we can see that Good Salary, Working Environment, and Job Security are the top job satisfaction factors chosen by the respondents.
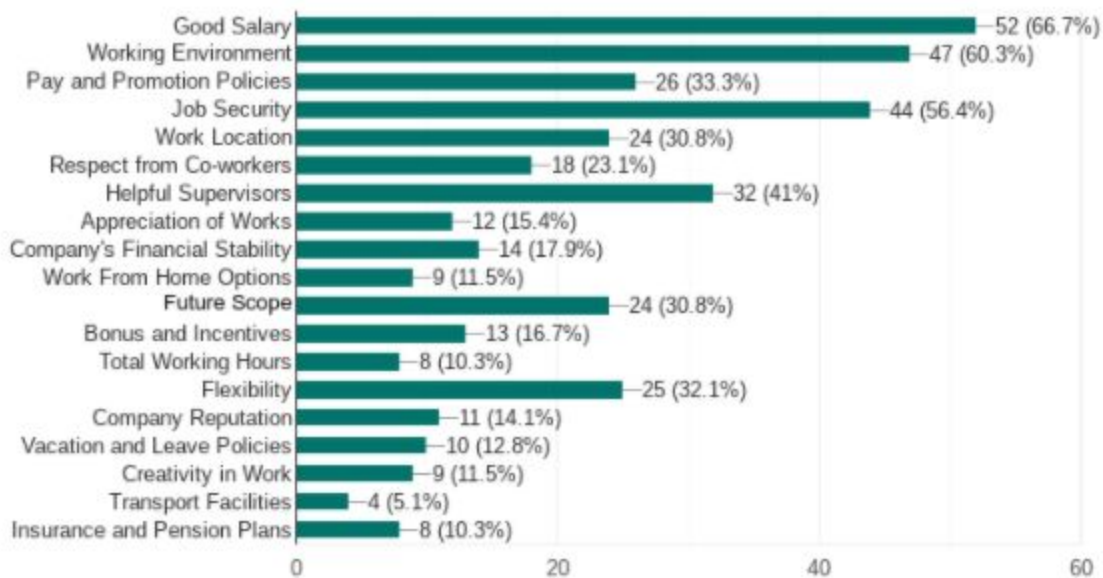
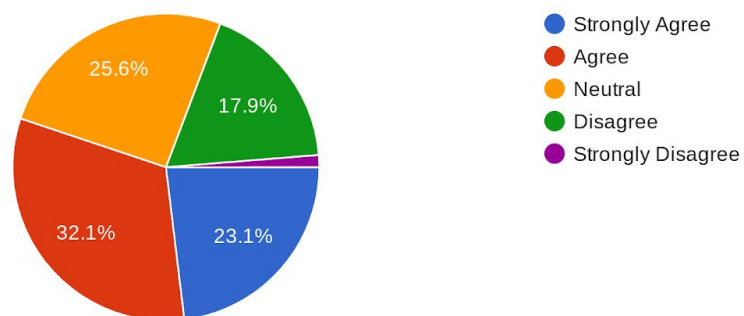

Figure 2.1: Percentages of job satisfaction factors chosen by the respondents

Most of the respondents agree that work from home has more advantages over work at office.

Figure 2.2: Responses for survey question on job location preference

About 40% of respondents think that they have good work-life balance during the pandemic, 31% do not agree. A good amount of respondents, 23% are neutral. So, not unanimous satisfaction about work-life balance showed by the overall survey population.

Do you think you have an appropriate work-life balance during covid-situation?
78 responses
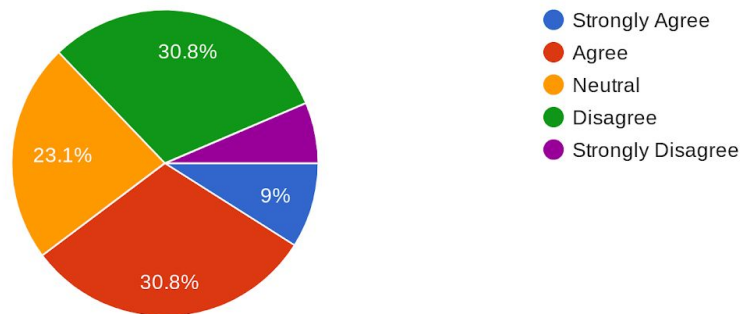
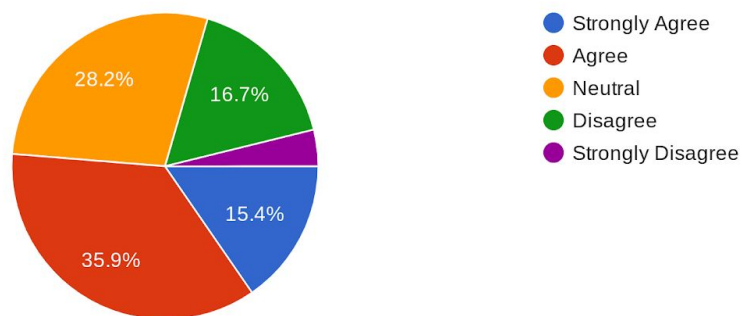*Figure 2.3: Responses for survey question on work-life balance*

Most of the respondents think they have good communication with their team, which is positive.

Do you have effective communication with your team during covid-pandemic?
78 responses

Figure 2.4: Responses for survey question on communication with team

About 59% of respondents think their job satisfaction has decreased during COVID-pandemic.

Do you think your job satisfaction has decreased during covid-pandemic?
78 responses
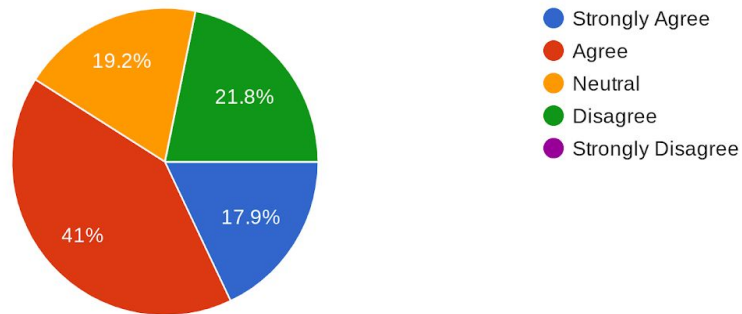
Figure 2.5: Responses for survey question on change in job satisfaction

Not that unanimous satisfaction showed by the respondents about salary policies of their organization as well.

Do you think your company has good salary policies during covid-pandemic?
78 responses
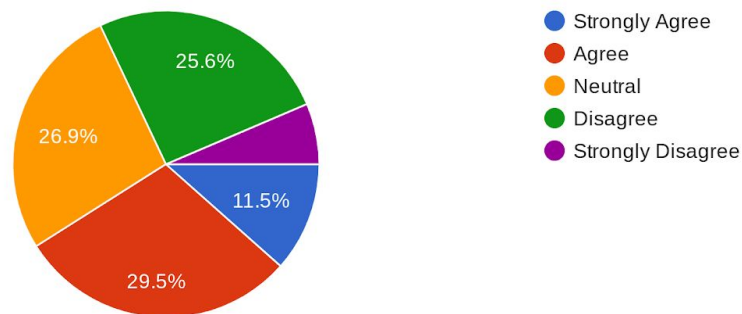
Figure 2.6: Responses for survey question on salary policies of respective organizations

Most of the respondents think that there should be changes in their company's policies after the COVID-pandemic.

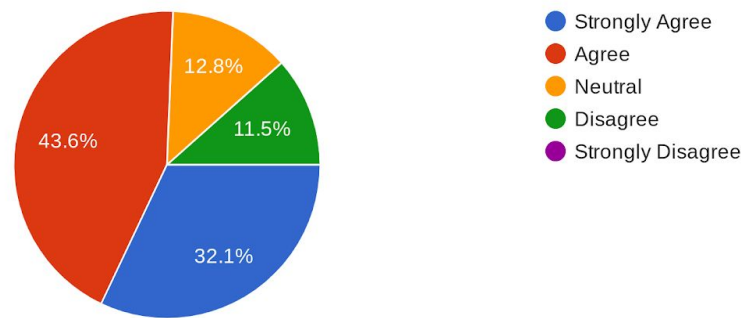Do you think there should be change in your company's policies after covid-situation?
78 responses

Figure 2.7: Responses for survey question on change in policies of respective organizations

More than 54% of the respondents showed on a scale of 0-10 more than or equal 7 units of satisfaction about their organization. So, despite some negative stuff, they are overall quite satisfied.

On a scale of 0-10 how satisfied are you with your organization in this covid pandemic?
78 responses
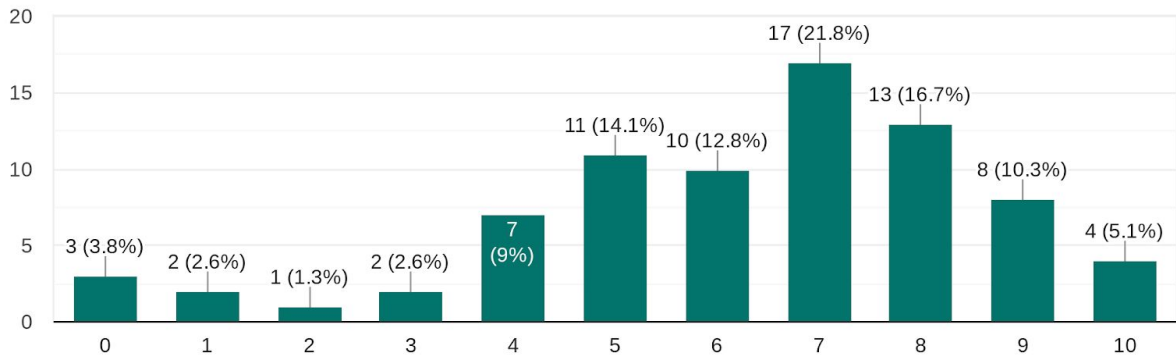
Figure 2.8: Job satisfaction of respondents on a scale of 0 to 10

There were some optional questions in the survey such as name, company name, salary. Mostly we got answers for those questions:

- 67.95% responded with names.
- 41.03% responded with company names.
- 79.49% responded with salary information.

2.2.2 Analysis Based on Gender

Gender played a very important role in the market result while we were working on the survey.
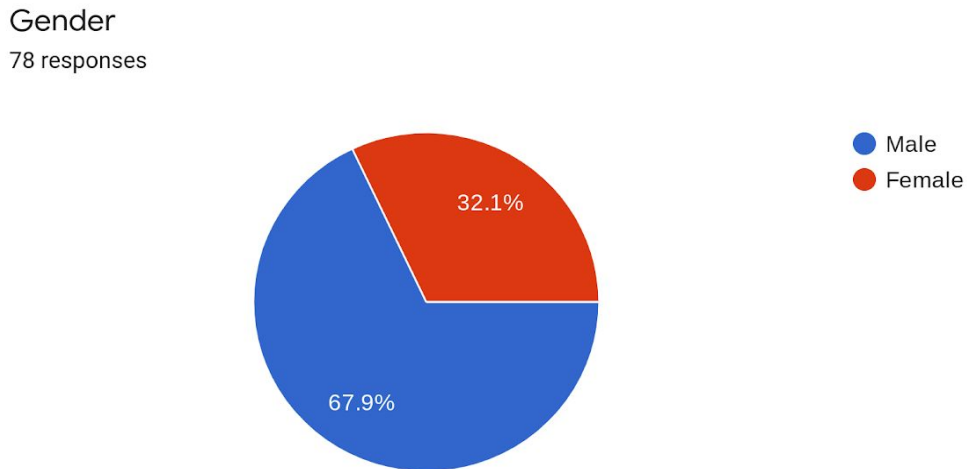
Figure 2.9: Percentage values of male and female respondents from the survey

In the above diagram we can see that, there were a total 78 respondents in the survey. 32.1% were female respondents and 67.9% were male respondents. So it is clearly understood that males showed more active responses than females in the survey.
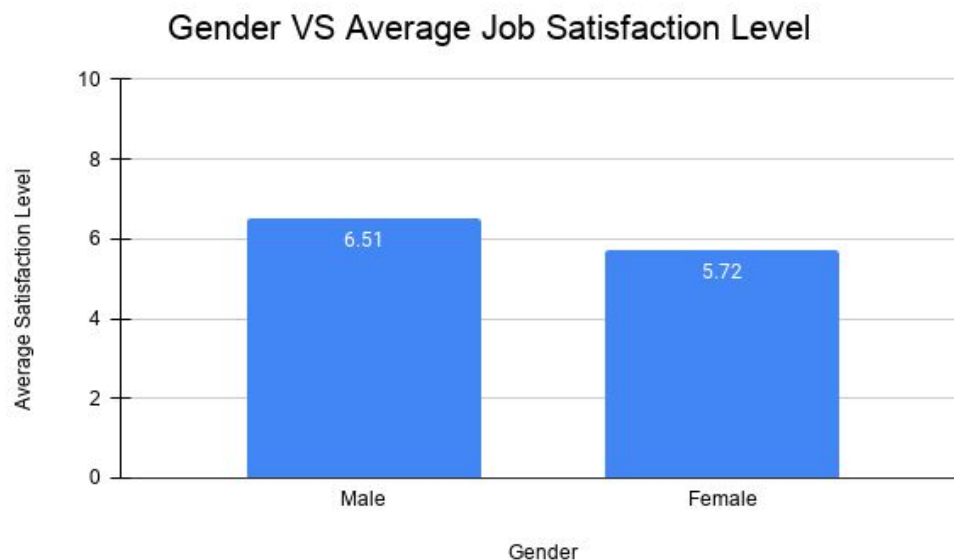
Figure 2.10: A Bar Chart representing Gender vs Average Job Satisfaction Level

Here in this bar chart, we can see that the average job satisfaction level for male is 6.51 units, whereas for females it shows 5.72 units out of 10. This again proves, females have been less satisfied in the job market during COVID–19.

The most prominent factors for job satisfaction chosen by respondents are Working Environment, Job Security, Helpful Supervisors, Appreciation of Works, Future Scope for Career Development, Good Salary, Respect from Co-Workers, Flexibility etc.

The below table shows the interests of male and female to the factors they have highlighted in the Job Satisfaction Market.

Serial	Male	Female
1	70% males considered good salary, job security and the working environment to be the most prominent factors.	70% females considered the working environment and helpful supervisors to be the most prominent factors.
2	20% of males considered appreciation of work to be more important.	20% of females considered appreciation of work and flexibility to be important too.
3	Rest of 10% concentrated to bonus and incentives	Rest of 10% concentrated on vacation and leave policies.

Table 2.1: The detailed results of male and female about the factors they chose during the survey

2.2.3 Analysis Based on Age

Age
78 responses
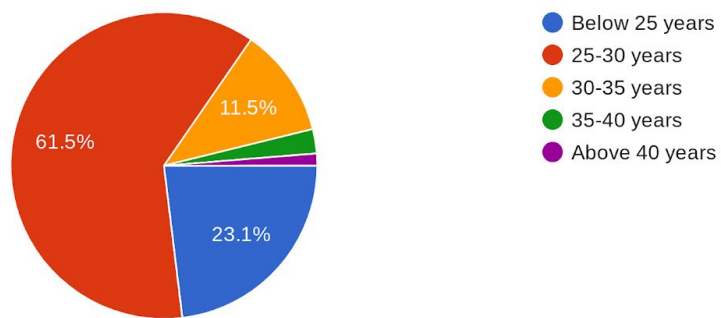
Figure 2.11: Percentages of Respondents from Different Age Groups

In the above diagram we can see that the majority of the respondents in the survey were 25-30 years of age. Then there were 23.1% below 25 years aged respondents, 11.5% were 30-35 years aged respondents and the rest were above 35 years.
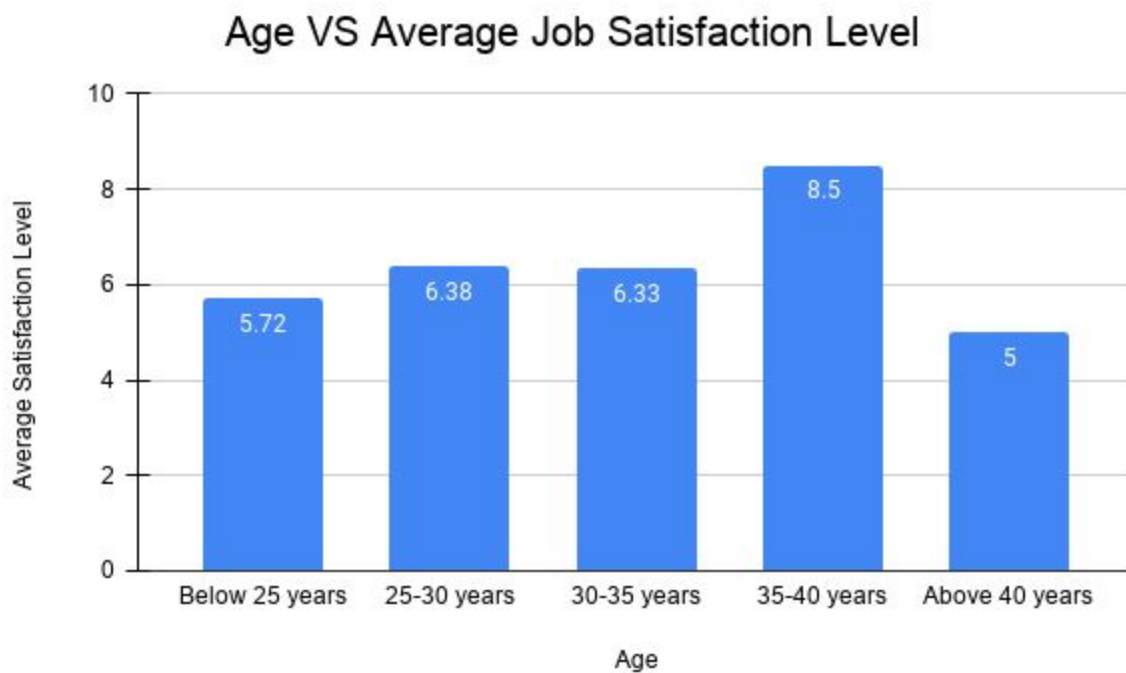
Figure 2.12: A Bar Chart representing the Average Job Satisfaction Level based on age

From the above bar chart we can see that 35-40 years old respondents showed the highest average job satisfaction level in the survey.

Following is a table showing the interests of respondents from different age groups to the factors they have highlighted in the Job Satisfaction Market.

Age	Top factors
Below 25	Good salary, Working environment, Helpful supervisor, Appreciation of works, Future scope
25-30	Good salary, Working environment, Job security, Pay and promotion policies, Future scope
30-35	Good salary, Working environment, Respect from co-workers, Company reputation, Career development
35-40	Good salary, Working environment, Respect from co-workers, Flexibility
Above 40	Good salary, Pay and promotion policies, Job security, Creativity in work, Insurance and pension plans

Table 2.2: The detailed results of factors affecting job satisfaction in respect of age groups

2.2.4 Analysis Based on Experience

For our analysis we selected four types of experience groups:

- Below 3 years
- 3-5 years
- 5-10 years
- More than 10 years

Your job experience
78 responses
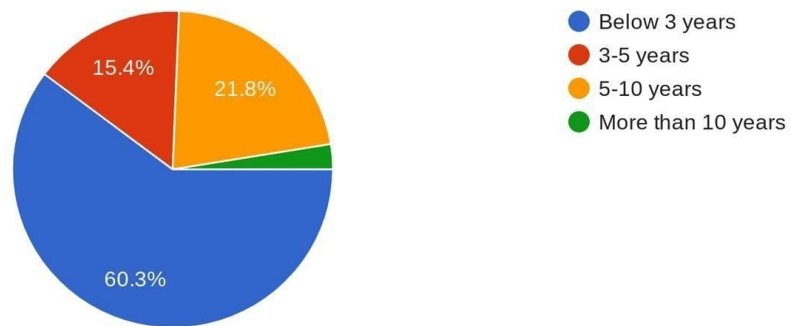
Figure 2.13: Percentages of different job experience groups
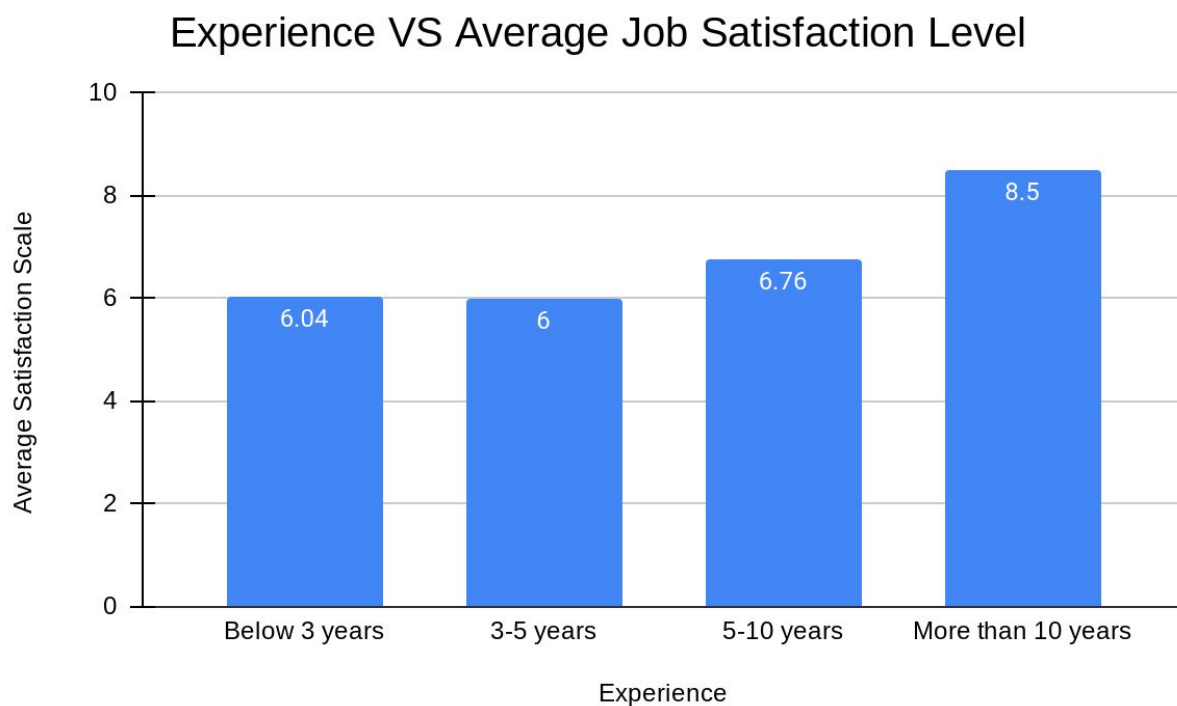
Figure 2.14: Percentages of average job satisfaction level of different job experience groups

This bar chart shows the average job satisfaction level in various job experience groups. It is clear that those with more than 10 years work experience have the highest satisfaction levels and that is 8.5. This is 25.74% higher than the second highest job satisfaction level of the 5-10 years

experience group. And those below 3 years and those who have 3-5 years of work experience have the lowest average job satisfaction levels, 6.00 and 6.4.

Experience Groups	Top Factors
Below 3 years	Good Salary, Job Security, Working Environment, Helpful Supervisor,
3-5 years	Good Salary, Working Environment, Job Security
5-10 years	Working Environment, Good Salary, Job Security, Future scope for career Development
More than 10 years	Good Salary, Working Environment, Job Security

Table 2.3: Top job factors selected by different job experience groups

From the above table, we can see that top factors selected by all job experience groups have 3 common ones:

- Good Salary
- Working Environment
- Job Security

Although below 3 years job experience group has selected helpful supervisors. This is obvious as junior level employees are more dependent on supervision. Future scope for career development has been chosen by 5-10 years job experience groups, this indicates the concern for the future career of this group of employees.

2.2.5 Analysis Based on Salary

In our analysis, we categorized our participants into four groups based on the salary ranges. More than 50% participants' salary range is below 50,000 BDT and the rest of them are receiving above 50,000 BDT. Most of the cases we found, more than 50,000 BDT salary

holders' job life is around 3 years and more. The following pie chart is showing the percentages of respondents of our categorized salary ranges.

Your income per month in Taka (optional)
62 responses
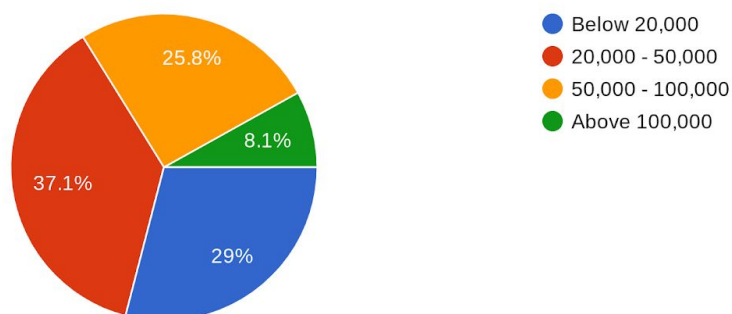
Figure 2.15: Percentages of Respondents of Different Salary Groups

In our analysis, we found above 50,000 BDT salary holders are more satisfied than the below 50,000 BDT salary holders. Certainly, higher salary has a close relation with the satisfaction level of employees.
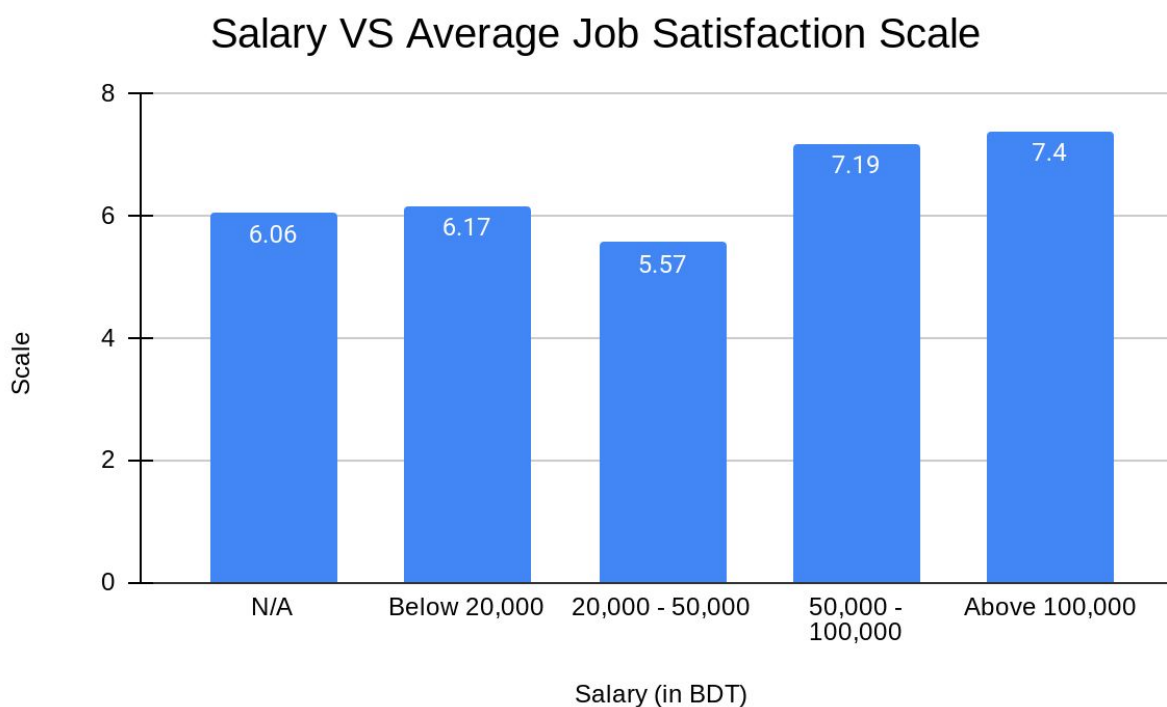
Figure 2.16: Salary vs Average Job Satisfaction Level

We tried to figure out some key factors from our respondents by which their satisfaction level can be varied or increased. We find some interesting points from the responses. Here are some of them:

- Good salary and working environment are the most prominent factors for any salary group. Sometimes the working environment plays a key factor on satisfaction over salary. Almost every respondent is very much eager to seek a handsome amount with a healthy professional environment.
- Less than 50,000 BDT salary holders are seeking secure job life.
- Job Satisfaction level is shifting from the monetary aspect to stability. High experienced job holders are very much concerned about their job security rather than salary. In some cases, companies are not very much concerned about employee retention. That's why stability is one of the key factors for the high experienced employees.

Salary Groups	Top Factors
Below 20,000	Good Salary, Pay and Promotion Policies, Working Environment
20,000 - 50,000	Good Salary, Working Environment Work location
50,000 - 100,000	Good Salary, Working Environment, Job Security
Above 100,000	Working Environment, Company's Financial Stability, Good Salary

Table 2.4: Top job satisfaction factors of different salary groups

2.3 Discussions

Here, we try to summarize the overall picture that we can derive from the analysis. We can see that on average most of the respondents are satisfied with their job during COVID-pandemic. Over half of the respondents showed more than or equal 7 in a scale of 0 to 10 of job satisfaction,

which is positive. Though there are some notion of dissatisfaction prevalent in different employee groups. And about work-life balance, salary policies of the organization, after-effect of COVID, most of them are quite concerned.

Specifically, the COVID-19 pandemic brought about a gender gap in perceived work productivity and job satisfaction. Before Covid-19, productivity of both men and women were in a strong position. But after the deadly virus broke out, females seemed to be less productive than male.

Due to this, a gender inequality happened in recent times. Even to the reference of the survey we made, male showed much more response than females. So, it's important that the organizations create more and more opportunities for women too, besides men.

Junior employees are less satisfied with salary policies of the organization. Many organizations have cut off salary levels of many employees. This has been reflected in the survey results. A pandemic situation requires more monetary stability for a secured life. So, many respondents have hoped to get their salary levels raised. Although, junior employees seem to be more satisfied with work from home facilities. On the other hand, tending to prefer work at the office by senior employees shows that they have mostly got accustomed to their long-habituated office life.

Salary level shows to have a good impact on job satisfaction level. It has been easily evident that higher salary levels of employees are more satisfied with their jobs. Their jobs are more stable already and they are less worried about their future career.

Chapter 3: Recommendations and Conclusions

3.1 Recommendations

We got some recommendations from our respondents' that they expect from their organizations. We found some interesting points like work from home facilities, medical supports for family, personal protective equipment etc. COVID-19 situation has helped them to realize that bionic organization is now a demand for them. People today prioritize a culture that endorses sound health and hygiene, accelerates smart work and flexibility, mitigates risks as to people and skills, and looks up to leadership that is more humane and collaborative. In addition, we received some expected and common recommendations like on time salary, transportation facilities, improvement of salary policies, provident fund, welfare fund etc.

3.2 Conclusions

Job satisfaction is a very important issue in the current times of COVID-19. It has been significantly affected during this pandemic time for different gender, age, experience and salary groups in Bangladesh. Through our survey we tried to show how different aspects of job satisfaction have been influenced by different levels of employee groups. This survey has been an amazing experience for us - the Team High Five. We could learn how to conduct a survey and analyze the survey data. Though there have been many limitations in our works, we tried to catch up the essence of job satisfaction aspects of job holders in Bangladesh. We hope that this unprecedented COVID-situation will soon be ended, and job life will be more sound and secure for the employees. We thank all the respondents who took part in our survey and our course instructor Shayla Binta Sayeed Ma'am for her utmost support throughout the course.

References

[1] Online survey results of Enroute about the corporate sector in Bangladesh.
https://www.facebook.com/enrouteinternationallimited/posts/3383585145073274

[2] Covid-19 created a gender gap in perceived work productivity and job satisfaction.
https://www.emerald.com/insight/content/doi/10.1108/GM-07-2020-0202/full/html?fbclid=IwAR3zsKpnAzLvF4fh6iH4qSwh7DCN_3tzyN9len3bSFvhPKQ9PLnCPjFz95M

Appendix

Some selected snapshots of questionnaire for the survey:

Survey on Job Satisfaction during Covid-19 Pandemic

The following survey is being done only for academic purpose as a course work of Human and Organization Behavior for Department of Business Administration, University of Asia Pacific, Dhaka.

Your Name (optional)

Short answer text

Gender *

○ Male

○ Female

Please choose your preferable 5 job satisfaction factors from the following options: *

☐ Good Salary

☐ Working Environment

☐ Pay and Promotion Policies

☐ Job Security

☐ Work Location

☐ Respect from Co-workers

☐ Helpful Supervisors

☐ Appreciation of Works

☐ Company's Financial Stability

Do you think Work From Home has more advantages over Work At Office? *

- ( ) Strongly Agree

- ( ) Agree

- ( ) Neutral

- ( ) Disagree

- ( ) Strongly Disagree

Do you think you have an appropriate work-life balance during covid-situation? *

- ( ) Strongly Agree

- ( ) Agree

- ( ) Neutral

- ( ) Disagree

- ( ) Strongly Disagree

On a scale of 0-10 how satisfied are you with your organization in this covid pandemic? *

	0	1	2	3	4	5	6	7	8	9	10
	O	O	O	O	O	O	O	O	O	O	O

What additional supports do you think your organization should provide during covid-pandemic?

Long answer text