

University of Warsaw
Faculty of Management

Frizea Talukder

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Analysis of Organizational Culture and its
impact on job satisfaction in
telecommunication sector of Bangladesh

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Dr hab., Prof. UW Beata Glinka

Faculty of Management, University of Warsaw

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Streszczenie

The purpose of this paper is to analyze organizational culture in telecommunication sector of Bangladesh and its impact on job satisfaction of employees. This research is a qualitative research. I have used depth interview and observation method as research tools. Both secondary and primary data were used to validate the research. The first chapter describes some definition of organizational culture and job satisfaction. Beside that some research in this area has been described. The second chapter focuses on the background to the research context, about Bangladesh and telecommunication sector of the country. The third chapter describes organizational culture and the overall result of the study.

Słowa kluczowe

Culture, Organizational Culture, Job satisfaction, Leadership, Performance, Goal theory, Configuration model, Motivation.

Area of Study

04000- Business Studies and Management Science

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Analiza kultury organizacyjnej i jej wpływu na zadowolenie z pracy w sektorze telekomunikacyjnym w Bangladeszu

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Introduction

Organizational culture is a highly contemporary topic which attracted a large amount of attention in the late 1980s. Today the topic organizational culture creates enormous opportunities and challenges to corporate practitioner and policy makers. Understanding such drive is very crucial to pursue organizational objectives. An organizational culture is considered to be an important factor for the organization's success or failure. "The organizational culture stands out as one of the components that are important to sustaining performance, competitive advantage and a good reason for becoming a great company¹". That is the reason organizational culture is nowadays becoming one of the most important area in management. There have been so numerous research on organizational culture and its impact on job satisfaction, but I have found very few research on this particular topic in my country Bangladesh specially in private sector like telecommunication sector. Some research has been conducted on job satisfaction of banking sector and pharmaceutical sector in Bangladesh and research on job satisfaction of telecommunication sector employees, but there is no empirical research conducted on particular relationship between organizational culture and job satisfaction. This is the reason that drew my attention for doing my research on such topic.

Organizational culture is an observable matter in any organization. It is made up of its member's shared values, norms, behavior, beliefs, culture that guide individual decisions and actions at an unconscious level. Organizational culture seems a glue that holds together and the outcome that comes out is the result of the contribution of that group of people.

On the other hand, job satisfaction is the level of happiness a person feels regarding his or her job. The feeling can be based on an individual's perception of satisfaction. Job satisfaction can be influenced by a person's ability to accomplish required tasks, the level of communication in an organization and the way management treats its employees.

¹ Madu, B. C. (2011). Organization culture as driver of competitive advantage. *Journal of Academic & Business Ethics*, 5

There are two different levels of job satisfaction²:

- Affective job satisfaction: It refers a person's emotional feeling toward the job as a whole.
- Cognitive job satisfaction: It refers how a satisfied person feels concerning an aspect of his or her job, such as pay, hours or other benefits (pension plan, insurance etc.)

My research will focus on the influence of organizational culture on job satisfaction as well.

The sector I have chosen for my research is the telecommunication sector of Bangladesh, because it is one of a large sector in Bangladesh which contributing a significant percent on GDP that I will describe in my second chapter. Moreover the sector is growing very rapidly that is why I have chosen this sector. In this sector currently 6 operators are operating their business, among them 4 companies are joint venture with foreign companies, so, the sector is multinational company dominated. I have conducted my research particularly on one organization named Grameenphone Ltd which is a joint venture of Telenor (Norway). So, here analysis of organizational culture is basically on multinational company like Grameenphone. Why I have chosen Grameenphone? Grameenphone is the market leader in terms of market penetration and market share and large number of employees is employed there. Moreover, it has a brand image throughout the country, that is why it draws my attention to conduct my research.

Objectives of the study

- To analyze organizational culture of multinational company like Grameenphone
- To analyze whether organizational culture has any influence on job satisfaction or not.
- To what extent organizational culture has an influence on job satisfaction.

² <https://www.boundless.com/management/organizational-behavior/drivers-of-behavior/defining-job-satisfaction/>, Retrieved on 05.05.2014

In the first chapter, some definition of organizational culture and job satisfaction will be described. Beside that organizational culture types, components of culture and a configuration model will be described which will assist to analyze the organizational culture in my study. Some factors of job satisfaction will be described as well based on some literature.

In the chapter two, the background of the research will be described. Here mainly about my country Bangladesh and the sector "Telecommunication" will be described based on web sites sources, such as CIA Factbook, Worldbank data and Bangladesh Telecommunication Regulatory Commission (BTRC) website. About Bangladesh, there will be a short description of geographic location, demography, religions, economy, political system, cultural landscape of Bangladesh society etc. I think these information will help to draw a picture of Bangladesh at a glance. About the telecommunication sector of Bangladesh, I tried to put data as many as possible from different websites, from operators' websites and mostly from Bangladesh Telecommunication Regulatory Commission. In that part, history of telecommunication, number of subscribers, market growth, GDP contribution and lastly, how this sector contributing to the country's poverty reduction will be described shortly.

In chapter three, I'll analyze the organizational culture of Grameenphone on the basis of literature. As my study is a qualitative research I have chosen depth interview and observation method as research tool. Interview was taken to collect more primary data and for secondary data I have used company's website, annual report, journal, online news website etc. After analysis of organizational culture I will try to analyze the factors influencing on employee job satisfaction and at the end I will try to find out whether organizational culture has any influence on job satisfaction or not, that will help to make the final inference on my study.

Chapter 1

Theoretical aspects of Organizational Culture

A review of previous relevant literature is an important feature of any research study. This chapter commences with an overview of the concept of organizational culture. This is followed by a discussion on the main constructs of this study: organizational culture and job satisfaction.

1.1 What is Organizational Culture

“**Organizational culture** is the behavior of humans who are part of an organization and the meanings that the people reach to their actions. Culture includes the organization values, visions, norms, working language, systems, symbols, beliefs, and habits. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders³”.

From the above definition we can get a general idea of organizational culture which consists of people within the organization, their behavior within the organization, organizational values, visions, language, and beliefs etc. It also indicates the collective behavior of employees. So, it can be easily defined, observable. Organizational culture guides individual decisions and action at different levels. That is why, it can have potent effects on an organization’s well being and success. It holds everyone together on a same ground and reduces uncertainty by interpreting issues and events within the group of people. It contributes to a sense of continuity and unity.

Organizational culture contains an organization's viewpoint, and values that holds all together. We can find those in its self-image, in their operational activities, interactions with the external environment, and future expectations, this can be defined as also corporate culture. We can find this culture in some ways⁴:

³en.wikipedia.org: http://en.wikipedia.org/wiki/Organizational_culture, retrieved on 10.04.2014

⁴ www.businessdictionary.com: <http://www.businessdictionary.com/definition/organizational-culture.html>, retrieved on 10.04.2014

- The ways the organization operates its business, the way the organization treats its employees, customers, and the whole community.
- How power and information flow through its hierarchy and
- Employees' commitment to organizational objectives.
- The extent to which freedom is allowed in decision making, innovation, and personal expression.

Schein (1990) described culture as “(a) a pattern of basic assumptions, (b) invented, discovered, or developed by a given group, (c) as it learns to cope with its problems of external adaptation and internal integration, (d) that has worked well enough to be considered valid and, therefore (e) is to be taught to new members as the (f) correct way to perceive, think, and feel in relation to those problems⁵”. Schein also described 3 fundamental levels of culture⁶.

- **Observational artifacts:** This includes the physical layout, dress code, the manner in which people address to each other, archival manifestation such as company records, products, statements of philosophy and annual reports.
- **Values:** The level describes how people feel and think.
- **Basic underlying assumptions:** It determines perceptions, thinking process, feeling and behavior of group of people.

"Organizational culture is the set of shared values, often taken for granted, that help people in an organization understand which actions are considered acceptable and which are considered unacceptable. Often these values are communicated through stories and other symbolic means⁷".

Alvesson (2013) described ‘organizational culture’ as an umbrella concept for way of thinking which takes serious interest in cultural and symbolic phenomena. He also described culture as “Culture is not primarily ‘inside’ people’s heads, but somewhere ‘between’ the heads of group of people where symbols and meanings are publicly

⁵ Schein, Edgar H., (1990). Organizational Culture. *American Psychologist*, 45 (2),p.111

⁶ Ibid

⁷ Griffin, R., & Moorhead, G. (2011). *Organizational behavior*. Cengage Learning

expressed- in work group interactions, in board meetings, but also in material objects. It is the meaning aspect of what is being socially expressed and it is thus visible and invisible at the same time⁸”.

Key concepts of culture are described in "Symbol and Meaning" by Alvesson (2013)⁹.

- **Meaning:** “It refers to how an object or an utterance is interpreted. It points at what something is seen as standing for. Meaning has a subjective referent in the sense that it appeals to an expectation, a way of relating to things. Meaning makes an object relevant and meaningful. In a cultural context, it is socially shared and not personally idiosyncratic meanings that are of interest.”
- **Symbol:** “A symbol is rich in meaning – it condenses a more complex set of meanings in a particular object and thus communicates meaning in an economic way. Occasionally, the complexity of a symbol and the meaning it expresses will call for considerable interpretation and deciphering. People have private symbols, but in an organizational context it is collective symbolism that is of most interest.”

Organizational culture can be described by 4 types of components¹⁰:

a) Management Practice

The way managers perceive to act and their perceived values. This practice describes how employee and managers manage their activities and employees are managed by their manager. It shows the level and quality of communication is important to both employee and management.

b) Relationship at work

This component shows how employees and management describe their relationship with peers and their managers. It describes the quality of relationship between colleagues and bosses, the working environment and the level of team work.

⁸ Alvesson, M. (ed.) (2013). *Understanding Organizational Culture*. SAGE Publication Ltd., p. 3

⁹ Ibid, 4

¹⁰ Santos, A., Hayward, T., & Ramos, H. M. (2012). Organizational culture, work and personal goals as predictors of employee well- being. *Journal of Organizational Culture, Communications and Conflict* , 16 (1), 25-48.

c) Control and environment

This component shows appropriateness of the physical environment and equipment and the perception of control over the working environment.

d) Demand and Expectation

This component shows how employees and managers view themselves as being put under pressure, the way they discuss about targets and expectations, especially during work pressure, while taking new initiative.

1.2 Culture and Organizational Culture Types

In this part I'll describe national culture types demonstrated by Hofstede (1980) and organizational culture types by Cameron & Quinn (2011).

1.2.1 Dimensions of National Culture according to Hofstede

Hofstede expressed that there are national and regional cultural groupings that affect the behavior of organizations and identified four dimensions of culture (later 6) in his study of national cultures¹¹:

❖ Power Distance index (PDI)

This dimension expresses the degree to which the less powerful member of a society accept and expect that power is distributed inequitably. The primary issue here is how a society handles inequalities among people. People in societies showing a large degree of power distance accept a hierarchical order in which everybody has a place and which needs no further explanation. In societies with low power distance, people struggle to equalize the distribution of power and demand justification for disparity of power.

¹¹ The Hofstede Center. Retrieved on 15.04.2014, from - <http://geert-hofstede.com/dimensions.html>

❖ **Individualism versus Collectivism (IDV)**

The high side of this dimension, called individualism, can be defined as a preference for a loosely-knit social framework in which individuals are expected to take care of only themselves and their immediate families. Its opposite is collectivism which represents a preference for a tightly-knit framework in society in which individuals can expect their relatives or members of a particular in-group to look after them in exchange for absolute loyalty. A society's position on this dimension is reflected in whether people's self-image is defined in terms of 'I' or 'we'.

❖ **Masculinity versus Femininity (MAS)**

The masculinity side of this dimension represents a preference in society for achievement, heroism, boldness and material rewards for success. Society at large is more competitive. Its opposite is femininity which stands for a preference for cooperation, modesty, caring for the weak and quality of life. Society at large is more consensus-oriented.

❖ **Uncertainty Avoidance Index (UAI)**

The uncertainty avoidance dimension expresses the degree to which the members of a society feel uncomfortable with uncertainty and vagueness. The primary issue here is how a society deals with the fact that the future can never be known: should we try to control the future or just let it happen? Countries exhibiting strong UAI maintain inflexible codes of belief and behavior and are intolerant of unconventional behavior and ideas. Weak UAI societies maintain a more relaxed attitude in which practice counts more than principles.

❖ **Pragmatic versus Normative (PRA)**

This dimension describes how people in the past, as well as today, relate to the fact that so much that happens around us cannot be elucidated. In societies with a normative orientation most people have a strong desire to explain as much as possible. People in such societies have a strong concern with establishing the utter truth and a need for

personal constancy. They show great respect for social gatherings and traditions, a relatively small tendency to save for the future and a focus on achieving quick results. In societies with a pragmatic orientation, most people don't feel a need to explain everything, as they believe that it is impossible to understand fully the complexity of life. The challenge is not to know the truth but to live a righteous life. In pragmatic societies, people believe that truth depends very much on situation, circumstance and time. They show an ability to accept challenges, adapt according to the circumstances, a strong tendency to save and invest, prudence and insistence in achieving results.

❖ **Indulgence versus Restraint (IND)**

Indulgence stands for a society that allows relatively free gratification of basic and natural human drives related to enjoying life and having fun. Restraint stands for a society that suppresses gratification of needs and regulates it by means of strict social norms.

1.2.2 Culture Types by Cameron & Quinn

The Competing Values Framework (Picture 1) is a theoretical model which is very practical in organizing and interpreting a wide variety of organizational facts. The facts it describes the main criteria for determining whether the organization is effective or not, the main factors which define organizational effectiveness and how people judge the effectiveness of an organization.

2 major dimensions of this framework are as follows¹²:

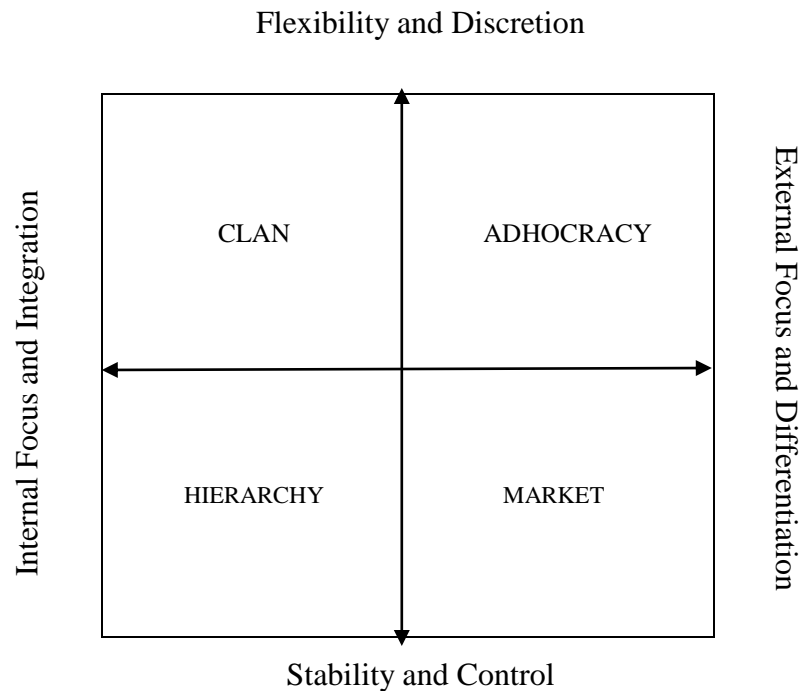
- ✓ Flexibility & Discretion to Stability & Control: “It differentiates effectiveness criteria that emphasize flexibility, discretion, and dynamism from criteria that emphasize stability, order and control¹³”.
- ✓ Internal Focus & Integration to External Focus & Differentiation: “This second dimension differentiates effectiveness criteria that emphasize an internal

¹² Cameron, K. S., & Quinn, R. E. (ed.). (2011). Diagnosing and changing organizational culture: Based on the competing values framework. John Wiley & Sons. p. 34-35

¹³ Ibid

orientation, integration, and unity from criteria that emphasize an external orientation, differentiation and rivalry¹⁴”.

From these two dimensions we got four quadrants (Clan, Adhocracy, Hierarchy and Market) which represent a distinct set of organizational effectiveness indicators



Picture 1 The Competing Values Framework¹⁵

The four culture types based on the competing values framework are described below¹⁶:

a) The Hierarchy Culture

This culture is characterized by a formalized and structured place to work. Procedures govern what individual does. Effective leaders are good coordinators and organizers. Keeping a smooth running organization is important. The long term concerns of the organization are stability, predictability and efficiency. Formal rules and policies hold the organization along together.

¹⁴ Cameron, K. S., & Quinn, R. E. (2011). op.cit. p. 34

¹⁵ Picture adapted from Cameron, Quinn. (2011), p. 35

¹⁶ Ibid, p. 37

b) The Market Culture

It refers to such organization that functions as a market itself. It is oriented toward the external environment instead of internal. It is focused on mainly transaction with external communities like suppliers, customers, contractors, licensees, unions and regulators.

Internal control is maintained by rules, specialized jobs, and centralized decisions. Profitability, bottom- line results, strength in market niches, stretch targets, and secure customer bases are principal objectives of the organization. The major task of management is to drive organization toward productivity, results and profits. It describes the organization as result oriented workplace where success is defined in terms of market share and penetration. Outpacing the completion and market leadership are important.

c) The Clan Culture

This culture describes that the environment can be best managed through teamwork and employee development, customers as partners and the major task of management is to empower employees and facilitate their participation, commitment and loyalty. In other words it can be characterized by a friendly place to work where people share their a lot of themselves, like an extended family. Leaders can be found mentor even sometimes as parent figure in this culture. The organization is held together by loyalty and tradition where commitment is high. The organization emphasizes the long term benefit of individual development, with high unity and morale being important. Success is defined in terms of internal climate and concern for people.

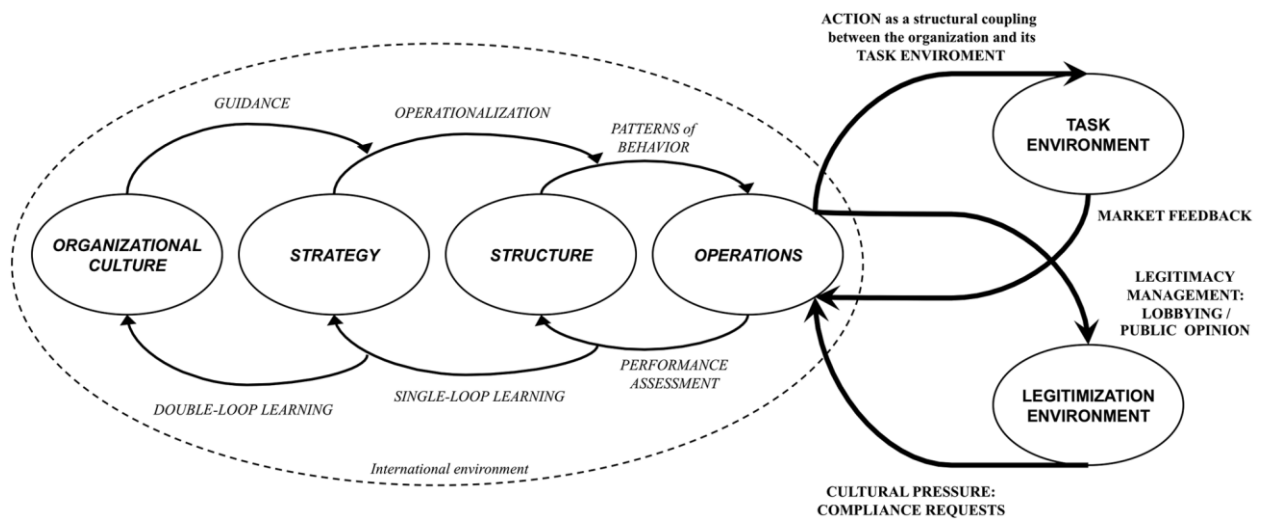
d) The Adhocracy Culture

“The root of the word *adhocracy* is ad hoc- implying something temporary, specialized and dynamic¹⁷”.

This culture is characterized by a dynamic, entrepreneurial and creative workplace where people are risk taker. Effective leadership is futurist, innovative and risk oriented. The bond that holds organization together is commitment to experimentation and innovation. The focus is on being at the leading edge of new knowledge, products and services.

1.3 Organizational cultures defined by a Configuration Model

A configuration model of organizational culture was developed to explore relationship between organizational culture, strategy, structure and operation of an organization which are internal environment and also maps interaction with the external environment¹⁸.



Picture 2 Configuration model of organizational culture: Internal and External Environment¹⁹

¹⁷ Cameron, Quinn 2011, op.cit. p. 43

¹⁸ Dauber, D., Fink, G., & Yolles, M. (2012). A configuration model of organizational culture. *SAGE Open*, 2(1).

¹⁹ Picture adapted from Ibid, p. 11

According to Configuration model Organizational culture is described in “External” and “Internal” environment²⁰.

A. Internal Environment

In internal environment organizational culture, strategy, structure and operations are defined as domains which are connected to each other. Strategies are defined as a process to reach organizational goals and objectives. “Strategies influence the interaction between structure and behavior and vice versa²¹”. Organizational structure was identified as element of organizational artifacts which is affected by strategy.

Based on literature some key facts of internal environment are described as below²²:

- Different strategies require different structures. That is why strategy and structure are interconnected.
- Structure guides for future information processing and strategic decision making. So, structures have an impact on future strategies.
- Operationalization is defined as the process that turns organizational strategies into action. This is how structure and operations are connected.
- Operations might be leaning toward the internal environment (inward- oriented operation) or external environment (outward- oriented operations).
- Here, single- loop learning refers to the process of detecting errors and adjusting the current strategies to meet new requirements where double- loop learning refers to a more profound process of learning.
- All domains (strategy, structure, operations) are indirectly affected by culture.

Considering above facts, it can be said that a configuration model of organizational culture reflects the internal process of organization, connecting organizational culture, strategy, structure and operations systematically to each other.

²⁰Dauber, D., Fink, G., & Yolles, M. (2012).op.cit. p. 9

²¹Ibid, p. 8

²² Ibid, p. 8-9

B. External Environment

External environment is referred as the environment outside the organization. Two different and distinguishable external environment was identified which are basically linked to an organization²³:

➤ **Legitimization**

It refers to all stakeholders of an organization such as customers, shareholders, stakeholders, employees, suppliers etc. An organization is legitimized by and justified their activities by these groups. In this environment national culture is also considered as a factor by which organizational culture is affected in two ways²⁴:

- Through society and
- Through employees who bring in their own perception of national values.

➤ **Task Environment**

Task environment is mostly connected with “the market”. Organization develop their strategies to achieve certain tasks that are either profitable or make up financial survivability. Operations are directed to successful accomplishment performed by a given organizational structure. So, operations are directly linked to the task environment in two ways²⁵:

- Through “actions”, that is determined as link together between structure and operations.
- Through “market feedback” as a response to organizational operations.

The external environment can not change organizational structures rather structure is changed by internal activities. Consequently external environment can indicate a change for organizational structure through internal performance assessment. Thus structures are

²³ Dauber, D., Fink, G., & Yolles, M. (2012), p. 10

²⁴ Ibid

²⁵ Ibid

defined and set up by organizations and are directed at task environment in the task environment or legitimization process as a response to cultural pressure of stakeholders.

By using this configuration model it can be described how strategy, structure are connected with organizational culture and organizational cultural change as well. Beside that it can be identified how internal environment will response toward external environment's change. For example, if there is bad market feedback, an organization will get alert to its actions through change within the internal environment.

1.4 Theoretical review of relationship between Organizational culture & Job Satisfaction

1.4.1 What is Job Satisfaction

"Satisfaction" the term is generally used to describe the psychological status of individuals while their needs have been fulfilled. Satisfaction in work is the basic element of employee job. To understand this complex human fact it is important to start with some different definition of job satisfaction. However, researchers have defined the term "job satisfaction" in various ways based on their different point of view.

One of the earliest definitions is as follows,

"Any combination of psychological, physiological, and environmental circumstances that causes a person to stay, I am satisfied with my job²⁶"

This definition describes the elements that contribute to increasing the feeling of happiness or satisfaction. Same element is also described in another definition but with some factors such as nature of work or how employees are being treated in supervision.

"Job satisfaction is how content an individual is with his or her job, in other words whether or not they like the job or individual aspects of facets of jobs, such as nature of work or supervision²⁷".

²⁶ Hoppock, M. (1935). *Job Satisfaction*. NY: Harper Brothers

²⁷ Based on en.wikipedia.org- Spector, P.E. (1997). *Job satisfaction: Application, assessment, causes and consequences*. CA: SAGE

The concept of job satisfaction was described as "the degree of fit between organizational demands and individual needs, and the employee's satisfaction with his job and the employer's satisfaction with his job and with work performance will only be high when this fit is good is a good one²⁸".

The concept was developed based on the relationship among organizational fit, employee's satisfaction, employer's satisfaction on their job and how it impacts on work performance.

A widely accepted definition was mentioned in a research on job satisfaction and absenteeism "individual job satisfaction is a work- related attitude that reflects the extent to which an employee evaluates certain aspects of his or her job- such as co-workers, the supervisors, career opportunities, the organization, and working conditions- as beneficial to him or her²⁹".

From above definitions it has been analyzed that job satisfaction depends on some tangible facts intertwines each other. It includes employee, employing organization, co-workers, supervisors, career development, career opportunities, salary and other benefits etc. Job satisfaction easily can be misguided by the high performance of the employee though it can measure employer's satisfaction over the employee. Moreover, high performance might not be result of high satisfaction. An employee's job satisfaction level and criteria of defining satisfaction may be entirely different from other employees working at same organization. Human facts runs in such a complex way it is very difficult to describe it all in a single definition.

However, to put it in a way to explain in a simpler way, we can define 'Job Satisfaction' as the result of some tangible facts at work place involving psychological, physiological, and environmental aspects intertwine each other that reflects as individual's level of satisfaction.

Some factors are considered here in above definitions such as relationship with co-workers, relationship with the supervisors, career opportunities, the organization itself and

²⁸ Mumford, E. (1970). Job satisfaction- a new approach derived from an old theory. *The Sociological Review*, 18(1), 71-101.

²⁹ Based on literature mentioned in Bibliography.

lastly working condition. Generally, these are the common factors considered in job satisfaction now a day and most of the factors are components of organizational culture, such as co-worker relationship, relationship with supervisors, and working environment.

In my research I will try to find out how organizational culture influences employee's job satisfaction, to analyze that I have identified several factors form different research, some of them are part of organizational culture and are described in below part.

1.4.2 Factors influencing job satisfaction identified from different research

❖ Corporate Culture Type

Researcher found that clan and adhocracy corporate cultures are conducive for higher level of job satisfaction³⁰. That means employees who work in a team, whose leaders play role as mentor, supportive and where creativity is a core element are more satisfied than other culture (Hierarchy & Market culture).

❖ Teamwork/ collectivism culture

This factor is also identified in other research and researcher stated that a tendency for high level of collectivism to be related with greater job satisfaction³¹.

❖ Relationship with co-workers

A supportive culture has the highest level of job satisfaction and organizational commitment, this result was found in a research conducted in Taiwan³².

❖ Leadership style

Not only supportive culture and supervision, but also leadership style are considered an important organizational commitment of job satisfaction³³.

³⁰ Lund, D. B. (2003). Organizational culture and job satisfaction. *Journal of Business & Industrial Marketing*, 18(3), 219-236.

³¹ Based on literature mentioned in Bibliography.

³² Silverthorne, C. (2004). The impact of organizational culture and person- organization fit on organizational commitment and job satisfaction in Taiwan. *The Leadership & Organization Development Journal*, 25 (7), 592-599.

³³ Ibid. p. 592.

Leaders who guides employees as a mentor has a positive influence on his employees' job satisfaction.

❖ **Innovative culture:** An innovative culture also has the highest level of job satisfaction³⁴.

❖ **Participative Management**

"Managers' use of a participative management style and employees' perceptions of the participative strategic planning process are positively associated with high levels of job satisfaction³⁵". Participative management is that balances the involvement of managers and their subordinates in information -processing, decision- making, or problem solving- endeavors.

In another recent research conducted in China found some other factors which have significant influence over job satisfaction³⁶:

- Task variety: Sometimes people get bored if they have to do the same work over a long period time. So in research it has been suggested that people need challenging job which create a positive attitude toward their job and has a positive influence on job satisfaction.
- Working hours: Long working hours creates job dissatisfaction while less working hours create a positive attitude on the job.
- Salary: Salary was identified as an important factor to motivate the employees. Better salary gives job satisfaction and lower salary has negative influence on job satisfaction.
- Balance of work and family: If the job helps to keep balance of work and family, employees get more satisfied with their job.
- Confidence in career development: If the employee finds the job which has better career growth, that influence on employees' job satisfaction.

³⁴ Silverthorne, C. (2004). op.cit. p. 592

³⁵ Based on literature mentioned in Bibliography.

³⁶ Yang, X., & Wang, W. (2013). Exploring the Determinants of Job Satisfaction of Civil Servants in Beijing, China. *Public Personnel Management*, 42(4), 566-587.

- Work environment safety: Employee feels secure if the office is well structured and well equipped, thus create a positive attitude to the job and positive influence on job satisfaction.

A research conducted in public and private bank employees of Bangladesh found private bank employees are comparatively more satisfied than those from public³⁷. Influencing factors are:

- Better salary
- Better fringe benefits
- Quality supervision
- Good relationship with co-workers
- Higher efficiency at work

Moreover, in that research, the researchers didn't find any significant statistical evidence of three other remaining factors, leadership style, loyalty to the bank and work ability to improve employee job satisfaction of bank employees.

Other research in Bangladesh conducted on Pharmaceutical sector, found same factors such as salary, promotion, working condition and relationship with co-workers have significant influence on job satisfaction³⁸.

1.4.3 Maslow's Hierarchy of needs theory in organizational context

The hierarchy of needs, developed by psychologist Abraham Maslow in the 1940s, is considered one of the most well-known theories in the field of human behavior³⁹.

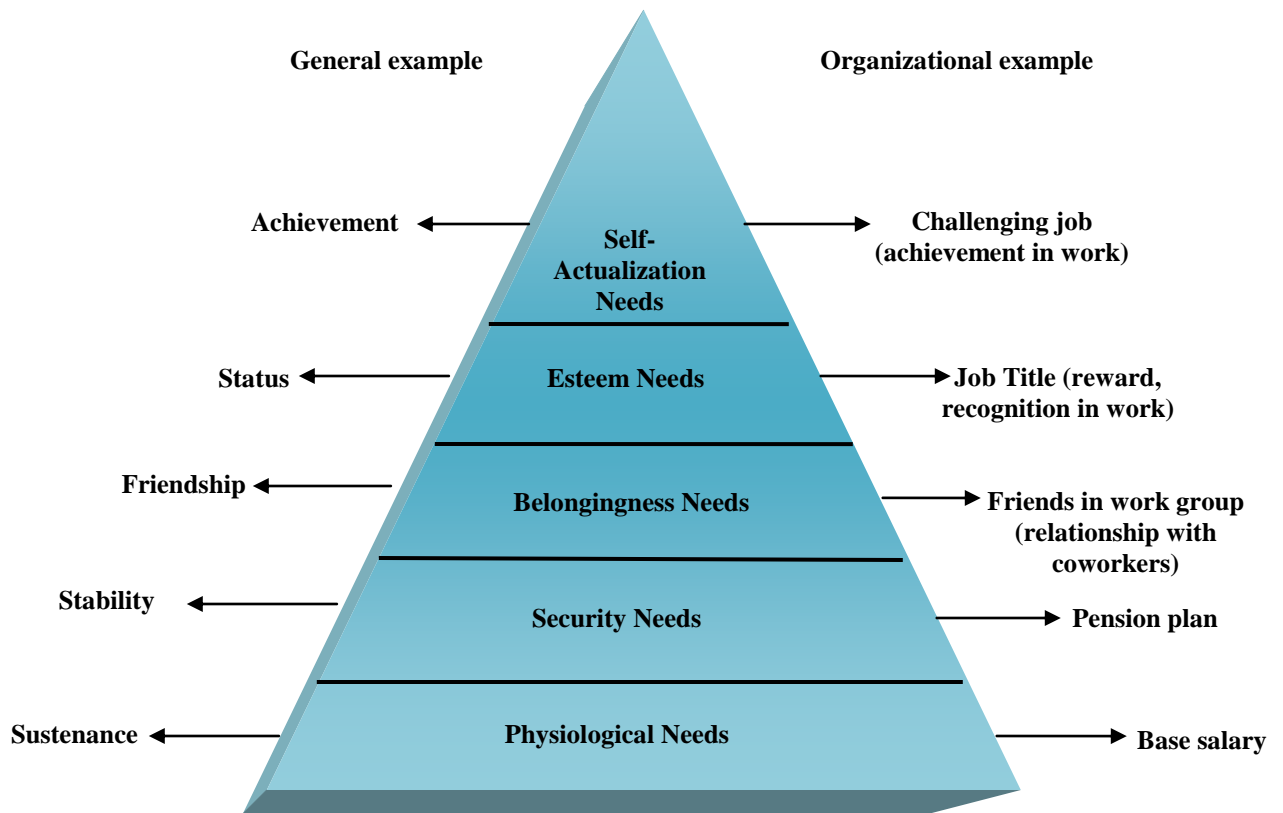
Griffin and Moorhead (2011) described the Maslow's Hierarchy needs theory in organizational context⁴⁰.

³⁷ Islam, N., & Saha, G. C. (2001). Job satisfaction of bank officers in Bangladesh. *ABAC Journal*, 21(3), 62-74.

³⁸ Parvin, M., Kabir, M. N. (2011). Factors affecting employee job satisfaction of Pharmaceutical Sector. *Australian Journal of Business and Management Research*, 1(9), 113- 123.

³⁹ Based on literature mentioned in Bibliography.

⁴⁰ Griffin & Moorhead. (2011), op.cit., p. 93



Picture 3 Theory of Human motivation⁴¹

Picture 3 shows Maslow's hierarchy of needs theory in general context and in organizational context. At the bottom there are three sets of needs which are called deficiency needs because they must be satisfied for the individual to be essentially comfortable. And two sets of needs of top are termed growth needs because they focus on personal growth and development.

The most basic needs in the hierarchy are physiological needs such as food, sex, and air. Next in the hierarchy is security needs such as safety and security, adequate housing and clothing and freedom from anxiety. At third level, which defined as belongings needs are primarily social, such as the need for love, affection. The fourth level, esteem needs, such as the need for a positive self- image, self - respect and the need to be respected by others. Last, at the top level is self- actualization needs which involve a person's realizing his or her full potential and becoming all that he or she can be.

⁴¹ Picture adopted from Griffin & Moorhead. (2011), op.cit., p. 93 and modified.

In organizational context, physiological needs are described as adequate wages, facilities, and working condition taken to satisfy the most basic level of needs. Security needs in an organization can be satisfied by job continuity (no layoffs), a grievance system (to protect against arbitrary supervisory actions), and an adequate insurance and retirement system. Griffin & Moorhead (2011) also described that employees' belongingness needs satisfied by family ties and group relationships both inside and outside the organization, the need to be accepted by peers. Esteem needs in work place can be met at least by job titles, choice offices, merit pay increases, awards and other forms of recognition. They also mentioned that for long term motivation tangible rewards should be distributed equitably and also be based on performance. According to Griffin & Moorhead Self- actualization needs are perhaps the hardest to understand and the most difficult to satisfy, because it is difficult to assess how many people completely meet their potential. In recent years there has been a pronounced trend that people leaving well- paid but less fulfilling jobs to take lower-paying but more fulfilling jobs, nursing and teaching as example.

However, Griffin & Moorhead mentioned some research findings that the hierarchy theory doesn't generalize very well to other countries. For example, in Greece and Japan, security needs may motivate employees' more than self actualization needs. Likewise, belongings needs are especially important in Sweden, Norway, and Denmark.

If we consider the Maslow's Hierarchy theory with organizational culture context, it can be seen that organizational culture starts to influence employee's job satisfaction from Belongingness needs where relationship with coworkers in work place is focused. So, relationship with coworkers is the 1st thing that comes to employee's job satisfaction after basic need (salary) and security (pension plan). So, organizational culture has a direct influence on employee's job satisfaction. Once Belongingness needs is fulfilled the employee seeks for recognition of their work which can be rewarded by promotion. The organizational culture which considers the employees as assets they evaluate employee's performance, facilitate their participation, focuses on employee development and reward them based on employee's performance. Such practices can be found in Clan culture. So, Esteem need is also significantly influenced by organizational culture. As Griffin & Moorhead (2011) stated that self actualization needs are perhaps the hardest part to analyze

although it seems that in this stage again employees' participation can be considered as main factor. When any challenging job is assigned to an employee he gets motivation for fulfilling that task and to win the challenge. So, here again it seems that the organizational culture where employees are valued is favorable for employee job satisfaction.

Chapter 2

Background to the Research Context

2.1 An overview of Bangladesh

❖ Geographic location of Bangladesh

Bangladesh is located in South Asia, bordered by India to its west, north and east, by Myanmar to its south- east and by the Bay of Bengal to its south.



Picture Bangladesh on World map⁴²

❖ History of Liberation

Muslim conversions and settlement in the region now referred to as Bangladesh began in the 10th century, primarily from Arab and Persian traders and preachers. Europeans began to set up trading posts in the area in the 16th century. Eventually the area known as Bengal, primarily Hindu in the western section and mostly Muslim in the eastern half became part of British India. Partition in 1947 resulted in an eastern wing of Pakistan in the Muslim-majority area, which became East Pakistan. Following years of political exclusion, ethnic and linguistic discrimination, and economic neglect by the politically dominant western wing, a surge of popular demonstration, nationalism and civil defiance led in 1971 to the

⁴² Picture taken from <http://blog.webappsln.com/highlighting-bangladesh-in-world-map/>

Bangladesh liberation War, resulting in the separation of the region from Pakistan and the formation of an independent Bangladesh on 16th December⁴³.

❖ **Demographics of Bangladesh**

The estimated population July 2014 is 166 million in a territory of 143,998 sq km⁴⁴. Bangladesh is the most densely populated large country in the world, and its rank 9 in population density according to CIA Factbook. Life expectancy at birth is estimated to be 70 years for both males and females in 2012⁴⁵. The majority of Bangladesh are Bengali 98% of the population, rest are mostly Biharis and indigenous tribal groups. The tribal peoples are concentrated in the Chittagong Hill Tracts in the southeast part of country. There are 45 ethnic tribal groups and the largest being the Chakma.

❖ **Languages and Religion**

The official and native language is Bangla and English is also widely used as second official language. The indigenous group has also their own language.

Islam is the state religion of Bangladesh, making up 90.4% of population, although there are other religions population such as Hinduism makes up 8.2% of the population, Buddhism 0.7%, Christianity 0.6% and others of 0.1% of the population⁴⁶.

❖ **Economy of Bangladesh**

"Bangladesh's economy has grown roughly 6% per year since 1996 despite political instability, poor infrastructure, corruption, insufficient power supplies, slow implementation of economic reforms, and the 2008-09 global financial crisis and recession. Although more than half of GDP is generated through the service sector, almost half of Bangladeshis are employed in the agriculture sector with rice as the

⁴³ Central Intelligence Agency The World Factbook and Wikipedia

⁴⁴Source mentioned in Bibliography

⁴⁵ Official site of The World Bank. Retrieved 26. 04. 2014, from http://data.worldbank.org/country/bangladesh#cp_wdi

⁴⁶ en.wikipedia.org- Retrieved on 26.04.2014 from <http://en.wikipedia.org/wiki/Bangladesh>

single-most-important product. Garment exports, the backbone of Bangladesh's industrial sector and 80% of total exports, surpassed \$21 billion last year, 18% of GDP. Steady garment export growth combined with remittances from overseas Bangladeshis which totaled almost \$15 billion and 13% of GDP IN 2013, are the largest contributors to Bangladesh's current account surplus and record foreign exchange holdings⁴⁷". GDP growth rate has been deflated in recent year due to lingering uncertainties around the modality of political transition, slow pace of structural reforms and the inability to begin a building transformative infrastructure⁴⁸.

Area of economy	Amount in no	Country comparison to the world
GDP (purchasing power parity)	\$324.6 billion	44
GDP (Real growth rate)	5.80%	40
GDP- per capita (PPP)	\$2,100	194
Gross National saving	28.3% of GDP	34
Industrial production growth rate	9%	20
Labor force	78.62 billion	7
Unemployment rate	5%	48
Export	\$26.91 billion	68
Stock of direct foreign investment- at home	\$7.04 billion	87

Table 1 Economy of Bangladesh at a glance⁴⁹

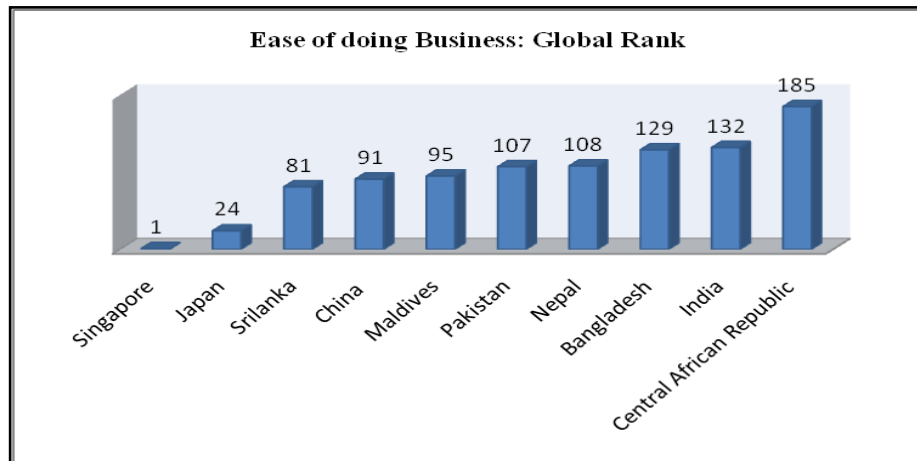
❖ Investment climate

Doing Business 2013 report published by the World Bank and IFC ranked Bangladesh 129th in the Ease of Doing Business global rank among 185 countries.

⁴⁷Central Intelligence Agency The World Factbook. "Bangladesh" Retrieved 26. 04. 2014, from <https://www.cia.gov/library/publications/the-world-factbook/geos/bg.html>

⁴⁸ Source mentioned in Bibliography.

⁴⁹ Picture prepared based on data from CIA The World Factbook. Retrieved on 26.04.2014, from <https://www.cia.gov/library/publications/the-world-factbook/geos/bg.html>



Picture 4 Doing Business 2013, International Finance Corporation, The World Bank⁵⁰

However, Bangladesh was ranked 22nd in protecting investors, 74th and 86th respectively in starting a business and getting credit⁵¹.

❖ Membership of International Organization

Bangladesh is a pioneer and founding member of South Asian Association for Regional Cooperation (SAARC). Bangladesh is the world's largest contributor of United Nations peacekeeping mission. Bangladesh is a founding member of the Developing 8 countries and BIMSTEC (Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation) and also a member of the Commonwealth of Nations, the OIC (Organization of Islamic Cooperation), the NAM (Non-Aligned Movement) and G-77⁵².

❖ Political System

"Bangladesh is a unitary state and parliamentary democracy. Direct elections in which all citizens, aged 18 or over, can vote are held every five years for the unicameral parliament known as the Jatiyo Sangshad. Currently it has 350 members (including 50

⁵⁰ Picture prepared based on report of Doing Business. (2013), IFC, The World Bank. Report retrieved 26.04.2014, from <http://www.doingbusiness.org/data/exploreconomies/bangladesh>

⁵¹ Doing Business. (2013).

⁵² en.wikipedia.org- Retrieved on 26.04.2014, from <http://en.wikipedia.org/wiki/Bangladesh>

reserved seats for women) elected from single-member constituencies. The Prime Minister, as the head of government, forms the cabinet and runs the day-to-day affairs of state. The Prime Minister is formally appointed by the President but must also be a member of parliament who commands the confidence of the majority and the President is the Head of State⁵³".

"Bangladesh has maintained an impressive track record on growth and development. In the past decade, the economy has grown at nearly 6 percent per year, and human development went hand- in- hand with economic growth. Poverty dropped by nearly a third, coupled with increased life expectancy, literacy, and per capita food intake. More than 15 million Bangladeshis have moved out of poverty since 1992. Moreover, Bangladesh aspires to be a middle- income country by 2021. This will require increasing GDP growth to 7.5 to 8 percent per year based on accelerated export and remittance growth. Both public and private investment will need to increase as well. Growth will also need to be more inclusive through creation of productive employment opportunities in the domestic economy. To sustain accelerated and inclusive growth, Bangladesh will need to manage the urbanization process more effectively, as well as prepare for adaptation to climate change impacts⁵⁴".

2.2 Cultural Landscape of Bangladesh Society

The dominant cultural pattern of Bangladesh emerges to be hierarchical and collectivist society⁵⁵. That means in this society people live in a group with strong systematic instructions. Apparently collectivist society we can find from family to the educational institutions and from educational institutions to work places in Bangladesh. According to Hofstede's cross cultural study Bangladesh scored 20 in the individualism dimension and scored 80 in power distance dimension⁵⁶. That indicates a close long-term commitment to the member 'group', be that a family, extended family, or extended relationships. Loyalty in

⁵³ en.wikipedia.org- Retrieved on 26. 04. 2014, from <http://en.wikipedia.org/wiki/Bangladesh>

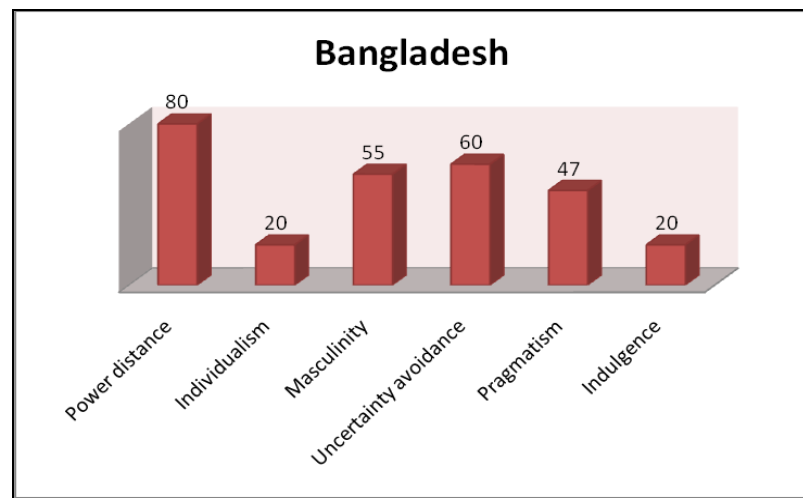
⁵⁴The World Bank. Bangladesh Overview, retrieved on 26. 04. 2014, from <http://www.worldbank.org/en/country/bangladesh/overview>

⁵⁵ Rahman, T. (2006). Problems of Democratic Consolidation in Bangladesh: A Cultural Explanation. *Network of Asia-Pacific Schools and Institutes of Public Administration and Governance (NAPSIPAG)*, 569

⁵⁶ The Hofstede Center. Retrieved on 28.04.2014, from <http://geert-hofstede.com/bangladesh.html>

a collectivist culture is dominant, and over-rides most other societal rules and regulations. The society promotes strong relationships where everyone takes responsibility for members of their group. High score (80) in power distance indicates that people accept a hierarchical order where everybody has a place and which needs no further explanation. Hierarchy in an organization is seen as reflecting inherent inequalities, centralization is popular, subordinates expect to be told what to do and the ideal boss is a benevolent dictator. In Bangladesh, organizations are like the family, subordinates work under superiors rather than with equal. Superior - subordinates relationship are characterized by protection, patronage and favor on the part of superiors and respect, loyalty and compliance on the part of subordinates⁵⁷.

Furthermore, Bangladesh is predominantly a masculine society, scored 50 in Hofstede's cross cultural study. According to Hofstede study, in masculine countries people "live in order to work", superiors are expected to be decisive and assertive. Uncertainty is also high (scored 60- Hofstede's cultural study) in society of Bangladesh. In these cultures there is an emotional need for rules time is money, people have an inner urge to be busy and work hard, accuracy and punctuality are the norm, security is an important element in individual motivation.



Picture 5 Hofstede's cultural dimensions score of Bangladesh⁵⁸

⁵⁷ Rahman, T. (2006). op.cit., p.569

⁵⁸ Picture adopted from <http://geert-hofstede.com/bangladesh.html>, retrieved on 28.04.2014

Pragmatism describes how people in the past as well as today relate to the fact that so much that happens around us cannot be explained. In societies with a normative orientation most people have a strong desire to explain as much as possible. In societies with a pragmatic orientation most people don't have a need to explain everything, as they believe that it is impossible to understand fully the complexity of life. The challenge is not to know the truth but to live a virtuous life. Bangladesh has an intermediate score at 47, which does not indicate a strong preference in either direction.

2.3 An overview of Telecom sector in Bangladesh

The telecommunication services in Bangladesh were provided until 1989 by the state-owned monopoly provider Bangladesh Telegraph and Telephone Board (BTTB), telecommunications services⁵⁹. BTTB provided only fixed line telephone services, which was heavily skewed in the urban areas, whereas 80% of the population of Bangladesh lived in the rural areas. This unequal distribution of services created the opportunity for the mobile operators. In 1989, the Government of Bangladesh opened the telecom sector by awarding licenses to two operators; one to operate fixed telephones in rural areas (Bangladesh Rural Telecom Authority); and Pacific Bangladesh Telecom Limited (PBTL, now City cell) with CDMA technology. Bangladesh introduced an Advance Mobile Phone system (AMPS) technology back in 1993 as the first ever country in South Asia⁶⁰. Though the first mobile phone license was awarded in 1989, in fact, it took quite a long time to reach its services to the people of the country, because the network coverage at that time was too limited. Pacific Telecom introduced CDMA technology and was first granted the operating license as mobile phone operator in 1993. In the later stage, with the entrance of few more operators in this sector (Grameenphone 1996, Aktel 1997, Teletalk 2004, Airtel 2009⁶¹) the market became very competitive in the last decade. The growing sub sectors around the telecom arena created job opportunities for the general people and contributed in education and health sector. This has influenced millions of people and made

⁵⁹ en.wikipedia.org- Retrieved on 30.04.2014, from http://en.wikipedia.org/wiki/Telecommunications_in_Bangladesh

⁶⁰ Bangladesh Telecommunication regulatory commission (BTRC). Annual Report(2012-2013), Retrieved on 30.04.2014 from <http://www.btrc.gov.bd/>

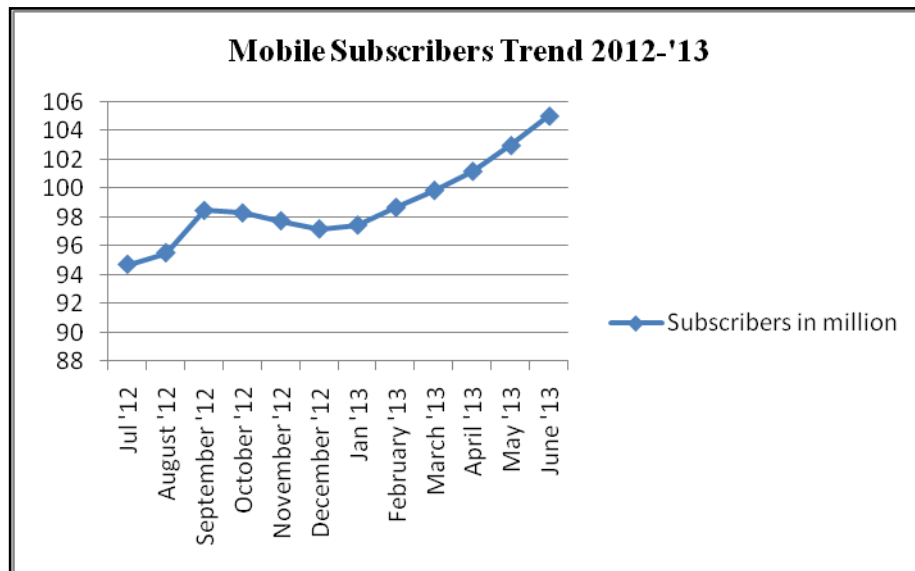
⁶¹ en.wikipedia.org

communication easier between people and our economy has been greatly boosted up. According to the report of Bangladesh bank, 8% of the national revenue has been earned from telecom sector in 2008 and 59% direct investment has been made in this particular sector⁶². Many foreign investors are now interested to do business in telecom sector in Bangladesh which reveals that Bangladesh has become a significant hub for telecoms. Bangladesh is a country which is densely populated and also is a flat and easily extends able coverage. The infrastructure and Tele-density is low which on the other hand made the market a perfect place for telecom business.

Recent development of this sector is introducing 3G service. The state-owned operator (Teletalk) launched a pilot 3G offering in September 2012, four operators launched 3G services between September and November 2013⁶³.

2.3.1 Number of mobile subscribers and growth rate

During the year 2012- 2013 growth rate of subscribers' number was 10.9%⁶⁴. Number of subscribers reached 157.6million and active connections 114.3million as in Q4 2013 and



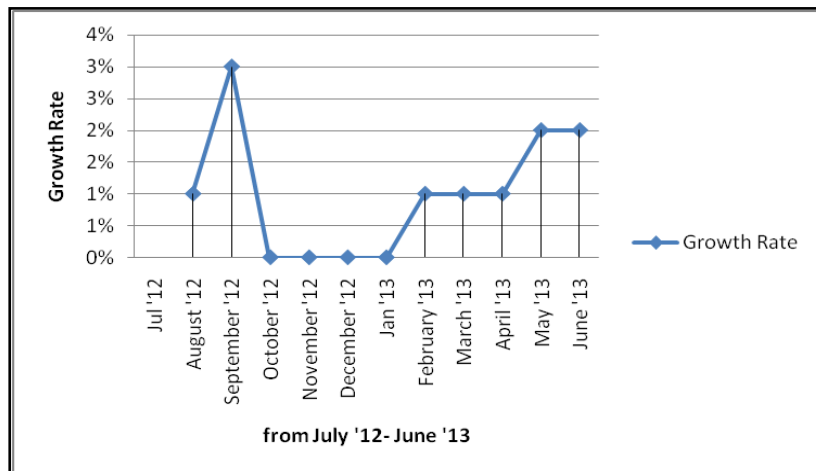
Picture 6 Mobile Subscriber Trend of Bangladesh in the year 2012-'13⁶⁵

⁶² BTRC. Annual Report (2012-2013).

⁶³ Source mentioned in Bibliography

⁶⁴ BTRC. Annual Report (2012-2013).

⁶⁵ Picture prepared based on data from BTRC. Annual Report (2012-2013).



Picture 7 Growth rate of mobile subscriber of Bangladesh in the year 2012- '13⁶⁶

Bangladesh is the 9th-largest market worldwide in terms of number of subscribers⁶⁷.

The graph (picture 7) indicates that Telecom market of Bangladesh is growing very rapidly, which already reached 100million subscribers in 2013.

The growth rate of Telecom market is shown below in a line graph. Though growth was declined at the end of 2012 but it started to turn up again from the mid of 2013.

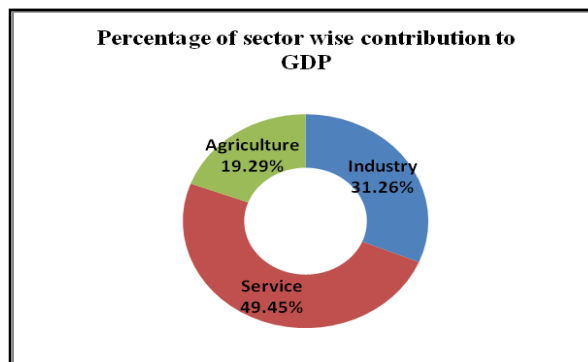
2.3.2 GDP contribution of Telecom sector in Bangladesh economy

Picture 8 shows the GDP share across three sectors where services contribute almost 50% of the total GDP in Bangladesh– 3.4% out of 49.45% is from the telecommunication sector⁶⁸.

⁶⁶ Picture prepared based on the data from BTRC. Annual Report (2012-2013).

⁶⁷ GSMA. (2013). GSMA intelligence report. Retrieved on 29.04.14 from <https://gsmaintelligence.com/markets/240/dashboard/>

⁶⁸ GSMA. (2013). IFC. Green Power for mobile. Extending The Grid: Bangladesh Market Analysis. Retrieved on 29. 04. 14 from <http://www.gsma.com/mobilefordevelopment/wp-content/uploads/2013/03/GPM-Market-Analysis-Bangladesh.pdf>



Picture 8 Percentage of sector wise contribution to GDP⁶⁹

2.3.3 Operators in Telecom sector, Bangladesh

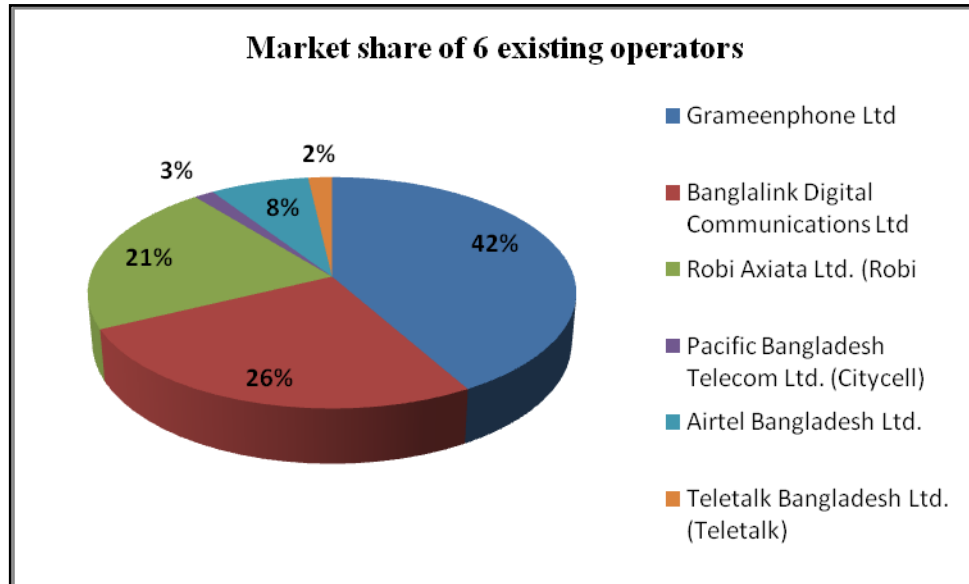
Currently 6 operators are operating their activities in Bangladesh telecom sector. The picture 9 shows that Grameenphone holds the maximum share 42%. Grameenphone received a license for cellular phone operation in Bangladesh from the Ministry of Posts and Telecommunications on November 28, 1996. Grameenphone started operations on March 26, 1997, the Independence Day of Bangladesh⁷⁰. Other 2 giant operators Banglalink and Robi holds 26% and 21% market share respectively.

Banglalink Digital Communications Limited is fully owned by Telecom ventures ltd. (previous Orascom telecom ventures limited) of Malta. Banglalink started their operation in February, 2005⁷¹. They changed the mobile phone status from a luxury to a necessity, brought mobile telephone to the general people of Bangladesh and made a place in their hearts. The mobile phone has become the symbol for positive change in Bangladesh. Their initial success was based on a simple mission "bringing mobile telephony to the masses" which was the cornerstone of its strategy. Thus, they become the 2nd largest telecom operator over the country.

⁶⁹ Picture adopted from the report of GSMA. (2013). Extending The Grid.

⁷⁰ Mentioned in Bibliography

⁷¹ Website of Banglalink Digital Communication Ltd. - <http://www.banglalinkgsm.com/en/>



Picture 9 Market share of 6 operators of telecom sector in Bangladesh⁷²

Another giant operator is Robi Axiata Limited which is a joint venture company between Axiata Group Berhad of Malaysia and NTT DoCoMo Inc. of Japan. Robi commenced operation in 1997 as Telekom Malaysia International (Bangladesh) with the brand name ‘Aktel’⁷³.

Pacific Telecom Bangladesh started their operation in 1989 and the only CDMA operator in the country holds 1% market share⁷⁴.

Airtel Bangladesh Ltd, DBA airtel, formerly known as Warid Telecom, is a GSM and 3G based cellular operator in Bangladesh. Airtel is the sixth mobile phone carrier to enter the Bangladesh market, and originally launched commercial operations under the brand name Warid on May 10, 2007. In 2010, Bharti Airtel bought out majority share of the company and the company is operating the business under the name of Airtel⁷⁵.

Teletalk Bangladesh Limited is a public limited company, registered under the Registrar of the Joint stock companies of Bangladesh. Total shares owned by the Government of the Peoples Republic of Bangladesh. Teletalk Bangladesh Limited (the “Company”) was

⁷² Picture prepared Based on data from website of Grameenphone. Retrieved on 02.05.2014 From <http://www.grameenphone.com/about-us>

⁷³ Website of Robi- Retrieved on 02.05.2014 from <http://www.robi.com.bd/en/corporate..>

⁷⁴ Website of Citycell- Retrieved on 02.05.2014 from www.citycell.com/

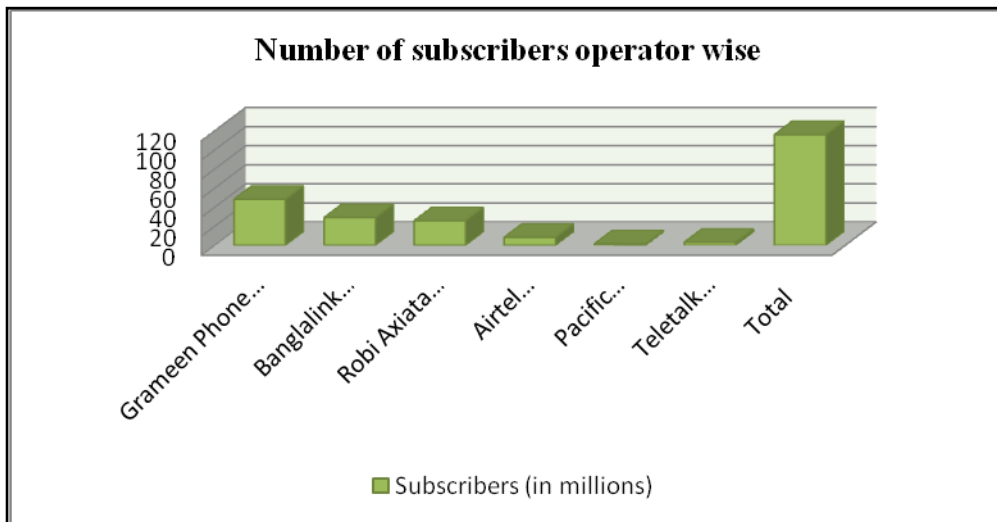
⁷⁵ en.wikipedia.org- Retrieved on 02.05.2014 from http://en.wikipedia.org/wiki/Airtel_Bangladesh

incorporated on 26 December, 2004 as a public limited company and started their business operation in telecom sector, currently holds 2% market share⁷⁶.

2.3.4 Contribution of Telecom sector in Bangladesh

Some significant contribution of telecom sector is enumerated below using the source *Annual Report of Bangladesh Telecommunication Regulatory Commission 2012-2013*.

- ❖ Achievements in a decade - From 1997 - June 2013
 - ✓ Only 4lakh people received this service in 1997
 - ✓ Tele-density was less than 0.4%
 - ✓ At present, the subscriber state is over 100 million and the tele-density is above 70%
- ❖ Telecom market:
 - ✓ Total telecom penetration rate: 70%
 - ✓ Total mobile penetration rate: 68.89%
 - ✓ Total internet penetration rate: 23.36% (June, 2013)
 - ✓



Picture 10 Number of mobile phone subscriber market operator wise⁷⁷

⁷⁶ website of Teletalk- Retrieved on 02.05.2014 from <http://www.teletalk.com.bd/>

⁷⁷ Picture prepared based on data from BTRC website. Retrieved on 02.05.14 from- <http://www.btrc.gov.bd/>

2.3.5 Number of mobile phone subscriber market operator wise

The above data (picture 10) were collected from the website of Bangladesh Telecommunication Regulatory Commission, which shows a large number of subscribers are hold by Grameenphone Ltd. about above 40millions. 2nd & 3rd largest operator respectively Banglalink & Robi has above 25millions subscribers. Airtel & Pacific telecom hold respectively 8 & 1million subscribers. Government owned company Teletalk has 3millions subscribers at the end of the month February 2014 and total number of subscribers reached 120million.

2.3.6 Factors helped the growth of the cellular phone sector in Bangladesh

Some major factors identified by researchers are as below⁷⁸.

- ✓ Deregulation measures in the telecommunication sector.
- ✓ Lower level of teledensity at the earlier stage.
- ✓ Inadequate and inefficient fixed phone infra- structure.
- ✓ Increased competition in the cellular phone sector by the operators and that resulted in some alluring offers from the competing companies to expand the market.
- ✓ Reaching the people through improved network and easy availability of cell phones.

2.3.7 Poverty reduction by telecom sector

It has been found in research that the telecom sector has an important contribution in reducing the incidence or the consequences of poverty in developing country like Bangladesh⁷⁹. The cell phone sector is exerting direct and indirect impacts on poverty alleviation. Due to the liberalization measures in the telecommunication sector, the development of the cellular phone industry took place and now it is experiencing a rapid

⁷⁸ Eusuf, M. A., Toufique, M. K., & Shamannay, U. (2007). Trade, Development and Poverty Linkage: A Case Study of Cellular Phone in Bangladesh. *Unnayan Shamannay*

⁷⁹ Eusuf, M. A., Toufique, M. K., & Shamannay, U. (2007). op.cit. p. 22

growth (more than 100% per year). This sector has generated both direct and indirect employment opportunities for many people. Here direct employments indicate the employees of telecom operators. And the indirect employments are small vendors who operate small businesses (SIMs sell, kiosks, electronic reload etc.) have been enormous. For example, Grameenphone currently employed 4500 employees while more than 700,000 people are directly dependent on Grameenphone for their livelihoods, working for the dealers, retailers, electronic reload and scratch card retail outlets, suppliers, vendors, contractors and other business partners⁸⁰. Also the improved flow of information between individuals has increased overall market environment by decreasing the uncertainty related barriers and thus resulting in market expansion (in terms of revenue)⁸¹.

The collective contribution of Grameenphone to the National Exchequer was BDT 354.8 billion up to December 2013, out of that BDT 327.7 billion was made on account of direct tax, VAT and duties through the National Board of Revenue (NBR) and Bangladesh Telecommunication Regulatory Commission (BTRC), BDT 10.4 billion on account of 3G license and spectrum fees in 2013, and BDT 27.1 billion as indirect payments on account of local and foreign staff income taxes and withholding taxes on operating expenditures payments⁸².

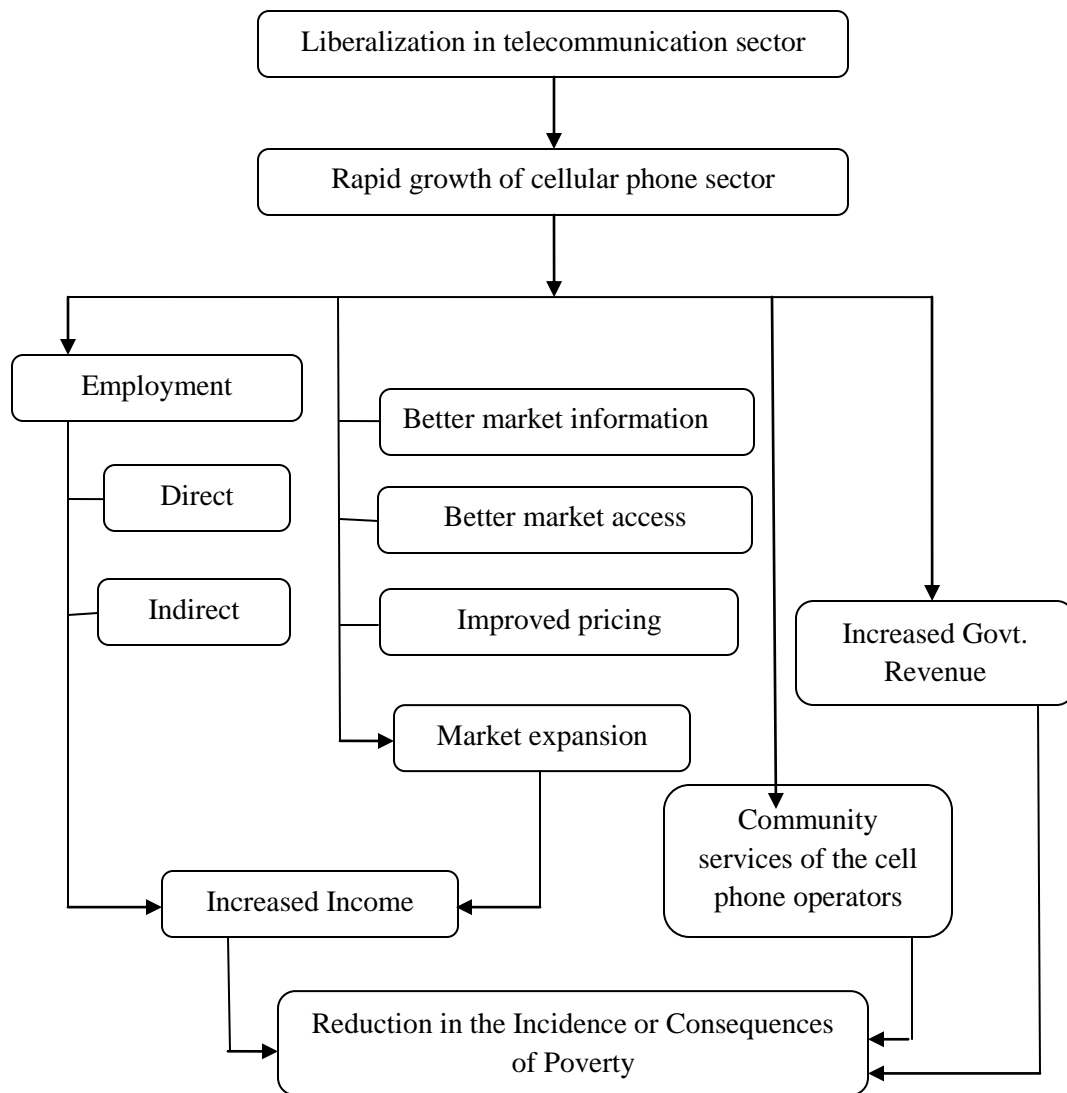
The evolution and the growth of the cell phone sector have influenced the existing poverty situation by providing new/ more income opportunities for people. Moreover, the operating companies are also involved with a number of community services; some of those help the poor most. Such as, rehabilitation program for Savar Building Collapse victims by Grameenphone. Grameenphone pledges to business opportunities to 300 victims who sustained severe physical injuries in the collapse. The victims were provided with mobile phone flexiload- SIMs and kiosks to enable them to start their own business. The initiative was funded by Grameenphone employees as well as from Grameenphone's corporate social responsibility account⁸³.

⁸⁰ Grameenphone annual report. (2013)

⁸¹ Eusuf, M. A., Toufique, M. K., & Shamannay, U. (2007). op.cit. p. 22

⁸² Grameenphone annual Report. (2013).

⁸³ Grameenphone annual Report. (2013).



Picture 11 The cell phone sector and poverty reduction⁸⁴

⁸⁴ Picture adopted from Eusuf, M. A., Toufique, M. K., & Shamannay, U. (2007). op.cit. p. 22

Chapter 3

Analytical inference on the influence of organizational culture on job satisfaction

3.1 Methodology of Research

Analysis of Organizational Culture and its impact on job satisfaction is a qualitative research. In this research both secondary and primary data were used to collect the information and to validate the research. For gathering primary data depth interview and observation method were used. To collect secondary data company's website, annual report, journals and different web pages such as online newspaper were used. In depth interview I had used 2types of the questionnaire, both open ended and close ended questions (multiple choice questions). Open ended questions were used to get the information as much as possible and the close ended questions were used to get to know the particular influencing factor across the respondents. As my research is a qualitative research I didn't use any quantitative scale on the questionnaire. It wasn't possible to take a large number of interviews from top level management as they didn't respond, so I could able to take interview only Deputy General Manager of Grameenphone Information Technology department and other employees randomly taken from several departments whose were mostly entry level and mid level employees. Moreover, I made sure that only full time employees are to be interviewed, because contractual employees (for example part time call center employees) are not permanent and they might have different point of views toward the organization which might manipulate the research findings.

3.2 Analysis of Organizational Culture of Grameenphone

To analyze an organizational culture of any organization, we need to get known about the organization's background, organization's structure, operation and other factors which are directly or indirectly related to the organization's culture. As I mentioned I had chosen Grameenphone as market leader in the telecom sector of Bangladesh in terms of

penetration and market share, so, here I gave some information about the Grameenphone by using secondary data such as annual report, company website and online news websites.

3.2.1 An Overview of Grameenphone

- **Company Background and recent activity**

Grameenphone commenced their operation on 26th March 1997 on the Independence Day of Bangladesh. Grameenphone enlisted into Bangladesh Stock exchange in the year 2009, November 11. Grameenphone awarded 2G License by Bangladesh Telecommunication Regulatory Commission in 2012 and awarded 3G license related to 10 MHz of spectrum for 15 years effective from September 2013. In 2013 Grameenphone invested BDT 30 billion in network expansion, upgrading and 2G & 3G license & spectrum fees. So, far the total investment in network stood BDT 243 billion, while BDT 96.6billion was revenue and 5.1% growth in last year⁸⁵. Grameenphone has about 5000 full and temporary employees. 300,000 people are directly dependent on Grameenphone for their livelihood, working for the Grameenphone dealers, retailers, scratch card outlets, suppliers, vendors, contractors and others⁸⁶.

Grameenphone made profit of Tk7,665.6 crore in between 2009 and 2013⁸⁷.

- **Shareholders**

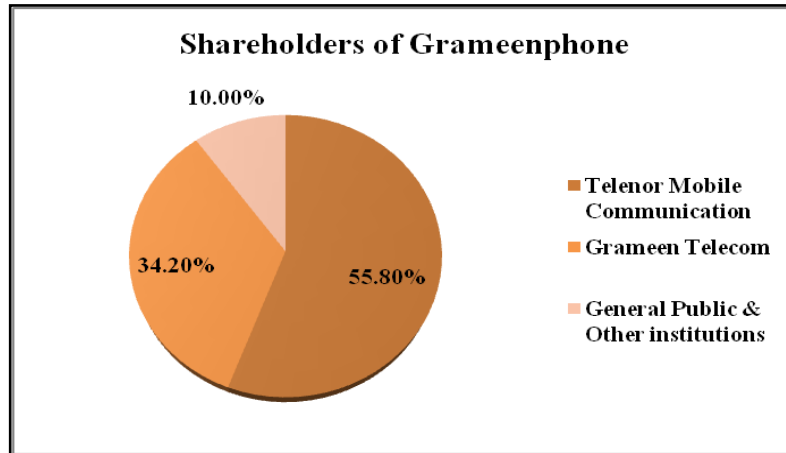
Mainly two sponsor Shareholders namely Telenor Mobile Communication AS is a company of the Kingdom of Norway holds 55.80% and Grameen Telecom, which is a not-for-profit company in Bangladesh established by Professor Muhammad Yunus, winner of the Nobel Peace Prize 2006, holds 34.20% and rest 10.00% belong to General Public and other institutions⁸⁸.

⁸⁵ Grameenphone Annual Report. (2013). Retrieved on 26.04.14, from <http://investorrelations.grameenphone.com/IRPortal/annualreport/2013/Full-Report.pdf>

⁸⁶ Website of Grameenphone. Retrieved on 02.05.2014, from <http://www.grameenphone.com/about-us>

⁸⁷ Online news website. Retrieved on 02.05.2014, from <http://www.dhakatribune.com/technology/2014/apr/30/gp-robi-teletalk-report-profits-2013>

⁸⁸ Grameenphone Annual Report. (2013).



Picture 12 Shareholders of Grameenphone⁸⁹

- **Vision & Mission**

Grameenphone's vision is "Empower Societies" through digital communication and by enabling everyone to improve their lives, build societies and secure a better future for all. Mission of Grammenphone is to help their customers by providing full benefits of being connected.

- **Values**

Grameenphone describes their values in a few words such as "Make it easy", "Keep promises", "Be inspiring" & "Be respectful".

By "Make it easy" Grameenphone indicates that everything they produce should be easy to understand and use. Their focus should always remember to make customers' lives easier which actually reflect their vision as well.

"Keep Promises" Grameenphone believes that whatever they do should work perfectly. They believe in action, not words.

"Be inspiring" Grameenphone inspires creativity and to become creative they focus on energy and imagination to their work. They believe that everything they produce should look fresh and modern.

"Be respectful" Grameenphone believes in adapting local culture because they acknowledge and respect local cultures. They want to facilitate customers specific needs in a way that suits way of their life best.

⁸⁹ Pictured prepared based on information from Grameenphone website, <http://www.grameenphone.com/about-us/corporate-information/ownership-structure>

- **Accolades 2013**

Grameenphone won a number of awards such as Best Presented Annual Report 2012, mBillion Award (SMS based solution for maintenance of tubewells to ensure safe drinking water), Award for Rain Water Harvesting in GPHouse and Brand Award by Brand Forum.

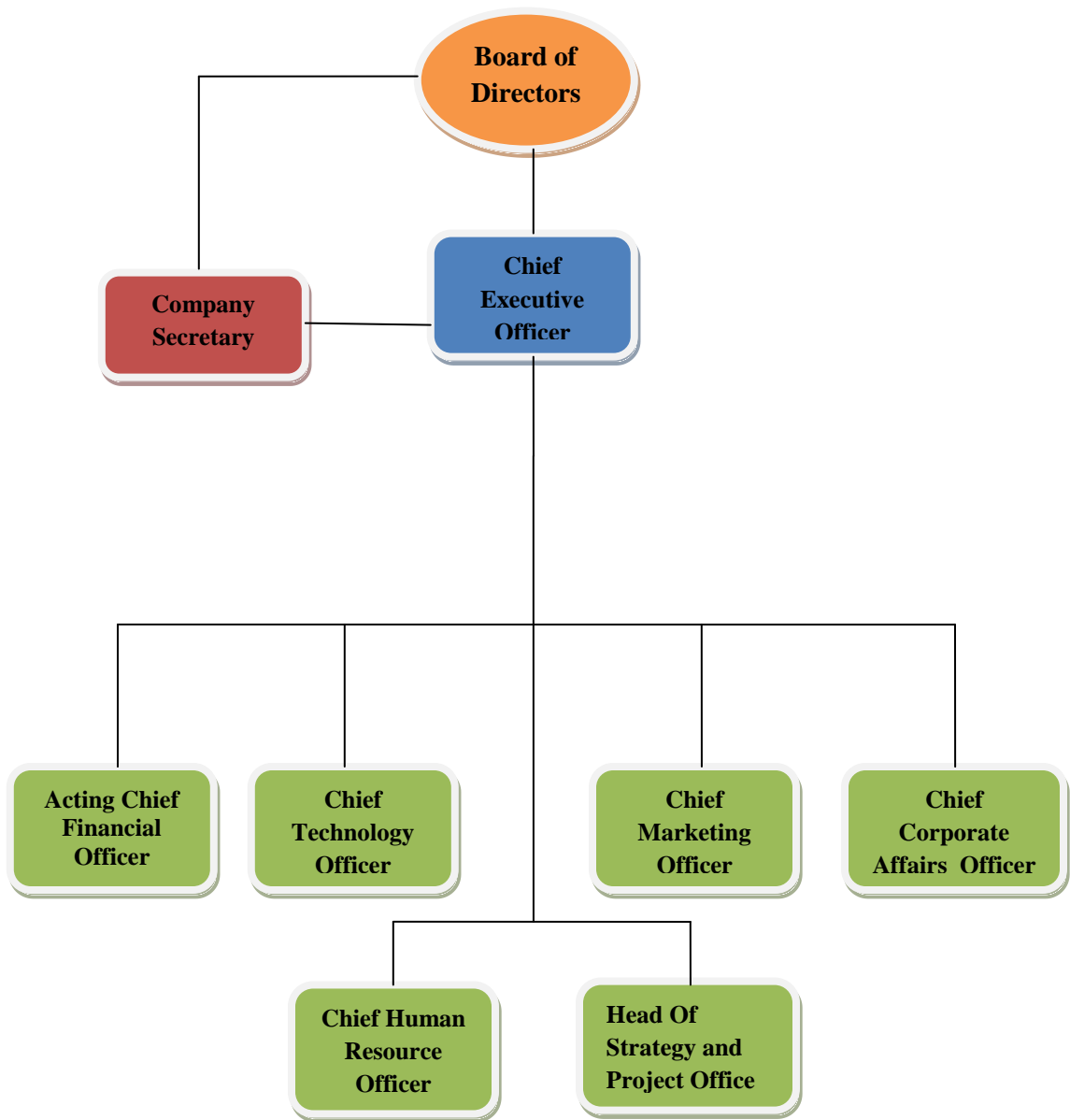
- **Organizational Structure & Management Team**

Picture 12 shows the organizational structure of top level management and that also describes the department name under the title. The Management team consists of Board of Directors, CEO and other key Managers across the company. The Directors of the Board are appointed by the Shareholders at the Annual General Meeting (AGM) and is comprised of 10 Directors⁹⁰. The Board ensures that Policies & Procedures and Codes of Conduct are implemented and maintained properly.

The CEO is the leader of the team and under the CEO Key Managers guide the team. The Management team operates their actions to achieve the strategic goals and mission of the company set by the Board of Directors. The Management team seats on a weekly basis to monitor the business performance of the company and to neutralize conflict and to improve organizational culture⁹¹. The goals are given to every employee at the beginning of the year and employees' performance are evaluated quarterly by the Manager.

⁹⁰ Annual report of Grameenphone. (2013)

⁹¹ Annual report of Grameenphone. (2013)



Picture 13 Organizational Structure of Grameenphone⁹²

⁹² Picture adopted from website of Grameenphone. From <http://www.grameenphone.com/about-us/corporate-information/corporate-governance/organization-structure>

3.2.2 Observational artifacts of Grameenphone

Schein (1990) described observational artifacts such as physical layout, dress code, the manner in which people address to each other etc. To analyze the observational artifacts of Grameenphone I have used the observation method. During my visit of Grameenphone head office, I tried to figure out some observational artifacts, here I described those based on my observation.

- **Physical Layout**

Grameenphone office is known as GP house in Bangladesh which is located in



Picture: Inside Grameenphone Head office & Grameenphone Head office⁹³

⁹³ Picture taken from Foursquare Labs, Inc. Retrieved on 03.05.14 from <https://foursquare.com/v/gp-house/4c4510f174ffc928238876cc>

Basundhara, Dhaka (capital city of Bangladesh).

The architecture of GP house is really attractive both in inside and outside. The office is well equipped with modern technologies, well furniture, office equipment, recreation room, conference room, cafeteria and so on. The office building is well secured and safe working environment is maintained by security service, CCTV cameras, fire extinguisher, etc. People without permission or without valid pass cannot get inside.

- **Communication Style**

The communication style among the employees I found very friendly. But the relationship between team leader and subordinate is rather formal, subordinates address to their team leader as "Bhaiya (male)/ Apu (female)", actually this way of addressing is the reflect of national culture. Bangladeshi people append a suffix to a person's name to indicate respect, usually if people are of the same age, they use first name but if older than the person is called by their first name and a suffix which signifies the relationship. Verbal communication styles are indirect or implicit, that is why people use to communicate in long, rich and contextualized sentences. Personal space is less while speaking someone but it may increase in case of speaking with a woman. For example, a handshake is common between male, but one cannot shake a woman's hand until she offers. Employees in Grameenphone usually speak in a Bangla native language, but English is also widely used. Moreover, the paper works are written in English. The written format of language is structured and strictly maintained by employees.

- **Dress code**

Grameenphone employees are required to wear formal dress at the office. This is actually a common scenario of Bangladeshi office culture.

3.2.3 Components of Grameenphone's culture

From the literature 4 types of components can be found in an organization⁹⁴. I tried to figure out and analyze those components in Grameenphone's culture based on secondary data analysis and based on interview with employees.

- **Management Practice**

The culture of Grameenphone is influenced by the norms and values of Bangladeshis which is mentioned in the company's values. Employees consider the norms, behaviors and values of the organization as set culture that they are required to follow. The rules and regulations are set by top management and they also follow them to display the strength of the culture.

Grameenphone employs a Beyond Budgeting strategic management model⁹⁵. Through this model company reviews its strategy for the next three years and sets annual and quarterly targets on key KPIs (Key Performance Indicator) for the upcoming year. The target or KPIs is set in relative terms to reflect the changes in a business environment. The quarterly targets are subject to precise monitoring, thus ensuring a performance culture focused on attaining the targets and navigating the company towards fulfilling its strategic ambitions. In every quarter, the company also prepares forecasts for the next five quarters. These forecasts are realistic projections of future track. The model also focuses on initiatives to minimize the gap between the KPIs and forecasts. The forecasts on the key KPIs are monitored against targets. This is a forward- looking and action- oriented approach towards managing the business. The resource allocations are dynamic and are based on the intended actions linked with the target and strategy. It aims to build a culture of freedom through responsibility and thus leading to increase responsiveness to nearby changes.

Grameenphone has adopted a Code of Conduct approved by the Board of Directors, which reflects GP's core values, integrity, respect, trust and openness⁹⁶. It provides clear direction on conducting business, interacting with the community, Government, business partners

⁹⁴ Based on literature mentioned in Bibliography

⁹⁵ Annual Report of Grameenphone. (2013).

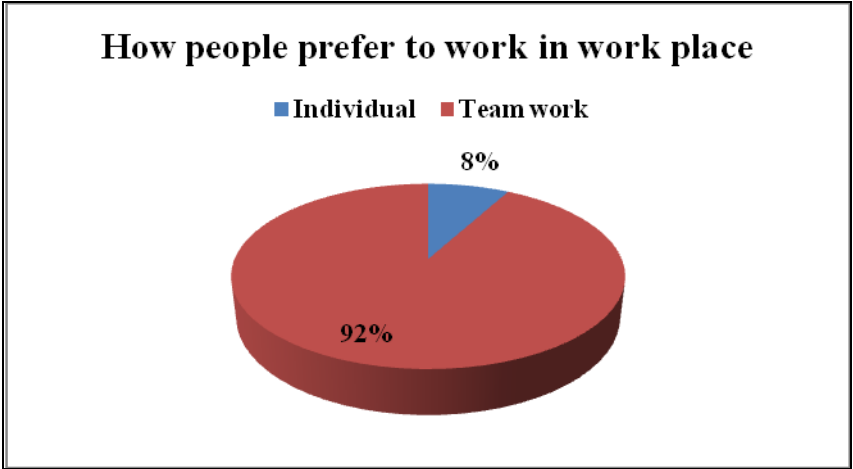
⁹⁶ Annual Report of Grameenphone. (2013).

and general workplace behavior. It also includes guidance on disclosure of conflict of interest situations, maintaining confidentiality and disclosure of information, good international practices and internal control and duty to report where there is a break against the code. The Code is properly communicated to all the employees, including its board members and others acting on behalf, who are strictly abide by it. All of them have certified in writing that they have read and understood the code.

"The rules and regulation of the organization are well defined and management ensures that it won't be a burden to its employees" said Deputy General Manager of Grameenphone Information Technology. Because management thinks that it is important to make employees motivated to follow the rules and regulations and those are not being forced. The rules and regulations are considered as an immutable part of the culture. When employees are found satisfied with those rules and regulations, they are also satisfied with that organizational culture.

- **Relationship at work**

In Bangladesh, people like to work in a group that we found in Hofstede's cross cultural study where Bangladesh scored 20 in the individualism dimension. In Grameenphone, group culture has been found. To examine the fact, respondents were given to a question that how they prefer to work in their workplace.



Picture 14 Employees' preference of work

From 25 respondents 22 mentioned that they prefer to work as a team while only 2 respondents prefer to work in individual at their work place. 1 respondent didn't put answer on this question.

This result reflects that team work culture is exists in Grameenphone, for example in customer service department team are generated as per customer categories such as prepaid and postpaid customers wise, corporate and retailer SIM wise.

From several researches it has been found that relationship at work place has an important implication for individuals in those relationships and the organization in which relationships exist and develop. Researchers found that employees spend 50hours per week in their workplace, due to spending so much time at work, people often develop friendship within the workplace and this relationship can have a positive impact on an employee's productivity⁹⁷. Moreover, workplace relationship can lead to more cohesive work groups, more satisfied and committed employees, greater productivity, greater goal attainment and increased positive feelings toward the organization⁹⁸. Furthermore, people tend to have more workplace friendships than any other kind of relationship in the workplace⁹⁹. The Relationship of the employees in Grameenphone has been found friendly, when they work in a team it is obvious that a good relationship can build up between them. Employees are found satisfied in team work culture and the relationship among them is more than colleagues.

"We feel the office is our second home, because we spend daily 8hours here and we believe we are part of this organization. In our workplace we are more than colleagues even sometimes become friends" said one of an employee of Grameenphone.

They spend time together not only during working hours, but also after working hours or during the weekend. They define this relationship as a strong bond and thus it makes them

⁹⁷ Gordon, J., Hartman, R. L. (2009). Exploration of Affinity-seeking strategies and open communication in peer workplace relationships. *Atlantic Journal of Communication* 17 (3), 11–125

⁹⁸ Ibid.

⁹⁹ Sias, P.M., Cahil, D. J. (1998). From coworkers to friends: the development of peer friendships in the workplace. *Western Journal of Communication* 62 (3), 273–299.

feel the office is their second home. Due to having such blended relationship employees are highly motivated.

Leaders are found as mentor to Grameenphone who guide and direct his subordinates as mentor. Subordinates are allowed to give their opinions to team leader in case of any decision making within the team. The team leader is responsible for whole team performance, so, he supervises his subordinates very closely. To overlook the team performance team leader seats for meeting with his team in every morning. In those meetings they try to figure out the problems and try to resolve day to day problem.

- **Control and environment**

This component is less observable in service based company like Grameenphone. However, employees feel free about the control over the environment. For example, if an employee wants to decorate his/ her working desk in own way they are allowed to do that. Moreover, in Grameenphone 6S (Sort, Set in order, Sweep, Standardize & Sustain) is maintained regularly, which helps to reduce the waste and to improvise employees daily work as well.

- **Demand and expectation**

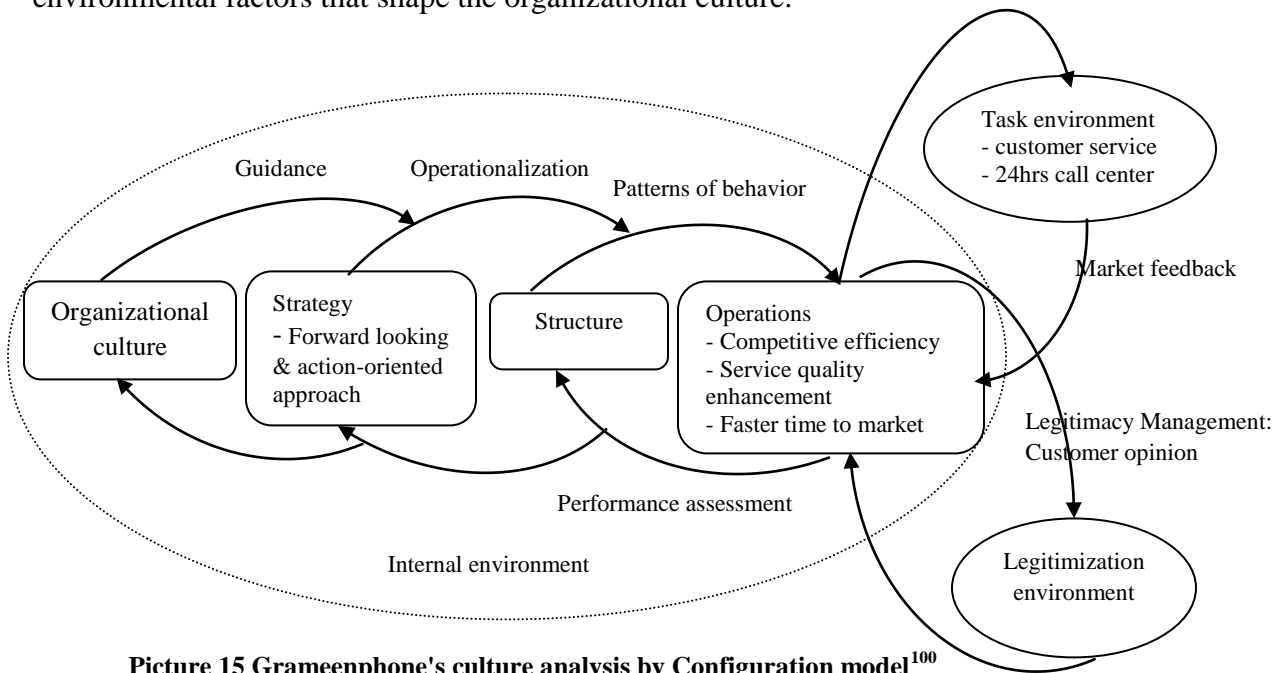
This component shows how employees and managers view themselves as being put under pressure, the way they discuss about targets and expectations. It has been found that Grameenphones is a target and performance oriented organization. So, to achieve the target employees sometimes face tremendous work pressure from the top level, in that situation employees expect more supportive cooperation from the supervisor and supervisor also expect that the subordinates help him to fulfill the target. Both parties try to cooperate each other as much as possible and try to fulfill the gap between demand and expectation. This is actually how they succeed to achieve the target and thus the company holds the market leader position in the market.

3.2.4 Is Grameenphone's Clan, Adhocracy, Hierarchy or Market dominated culture?

Though it is hard to analyze the exact culture of any organization, but from the analysis it seems that Grameenphone has both Clan and part of Market dominated culture. The relationship between the co-workers and supervisor indicates the Clan culture trend in Grameenphone. Because clan culture refers a friendly working environment, where people share themselves a lot like an extended family. And team leader plays his role as mentor. Beside that as goal and performance oriented competitive organization, it can be also said that Grameenphone is holding part of Market culture components as well.

3.3 Grameenphone's culture analysis by "Configuration Model"

As I described in literature part that a configuration model was developed to explore the relationship between organizational culture, strategy, structure and operation of an organization which are internal environment and also map interaction with the external environment. I used this model to identify Grameenphone's external and internal environmental factors that shape the organizational culture.



Picture 15 Grameenphone's culture analysis by Configuration model¹⁰⁰

¹⁰⁰ Picture prepared based on literature mentioned in Bibliography

Organizational values significantly differ from national or societal values and organizational values are affected by societal values, organizational members (personality, value preferences), and their tasks, which requires appropriate organizational action to be achieved¹⁰¹. This interaction can be illustrated by configuration model which distinguishes between external environment influences (e.g., societal culture) and internal cultural environmental influences (e.g., organizational culture).

❖ **Internal Environment analysis**

In internal environment 4 major domains are exist, organizational culture, strategy, structure and operations¹⁰².

Organizational culture of Grameenphone has been described in previous part where we found the observational artifacts, values, behavior, relationship at the workplace etc.

Based on secondary data analysis and interview with Deputy General Manager of Grameenphone IT, it has been found that Grameenphone follows forward looking and action oriented approach as strategy. The company reviews its strategy for the next 3 years and sets annual and quarterly targets.

"The annual targets are distributed to all employees and their performance is being evaluated based on given targets. The performance evaluation is being held quarterly as the targets are reviewed quarterly" said the Deputy General Manager. The quarterly targets are monitored rigorously to ensure the performance culture. The forecast is also prepared at the same time in every quarter for the next 5 quarters. The strategy is to minimize the gap between the targets and forecasts. The forecasts on the key Key performance Indicators which serve as a radar screen on future directions are reviewed and monitored against targets. This is how the manager described as forward looking and action oriented approach towards managing the business.

Structures develop due to the need to organize behavior in a meaningful way and provide orientation for organizational members to set actions that conform with organizational strategy, organizational culture, and, as a result, accepted patterns of behavior¹⁰³. The structure of Grameenphone is hierarchical where power distance is high. Top level

¹⁰¹ Dauber, D., Fink, G., & Yolles, M. (2012). op.cit. p. 3

¹⁰² Ibid

¹⁰³ Ibid. p. 7

develops the rules and regulation of the organization and it makes a strong unifying environment for its employee. Moreover, that also helps to tie the employees within a indivisible network. Consequently the organization's goal becomes a shared goal for all employees within the organization.

Process that turns organizational strategies into action, commonly known as "operationalization", open up through organizational structures and organizational activities¹⁰⁴. Three years back, Grameenphone established a structured process to dig up deeply into the functional areas and rip out the hidden opportunity honoring proper prioritization and phase wise plans have been chalked out till 2016¹⁰⁵. In operational excellence Grameenphone focuses on competitive cost efficiency, service quality enhancement and faster time to market. To achieve desired decreased structural cost, Grameenphone is systematically addressing both high and low hanging opportunities. To gain service quality enhancement, Grameenphone opened 24hours call center, customer care points over the country, provides voice, data and other value added services on prepaid and contract bases. To become faster time to market Grameenphone has been a pioneer in bringing innovative mobile- based solutions to Bangladesh. Notable among those is the Healthline, a 24 hour medical call centre manned by licensed physicians. Other innovations include Studyline, a call centre- based service providing education related information, Mobicash, for electronic purchase of train and billpay, for paying utility bills through mobile phones and over 500 community information centres across Bangladesh which bring affordable internet access and other information based services to people in rural areas¹⁰⁶. Beside those, there have been many medium and small initiatives that are in progress to address proper developments. These initiatives have been divided into three belts of activities, commercial sector, technology sector and rest. Vendor management is a part of the operation which has become one of the beneficial approaches with proper evaluation of need. Challenging to the need's traditional assumptions is a certain part of Grameenphone's daily operation now.

¹⁰⁴ Dauber, D., Fink, G., & Yolles, M. (2012).op.cit. p. 9

¹⁰⁵ Grameenphone annual report. (2013).

¹⁰⁶ Website of Grameenphone. Retrieved on 05.05.2014, from <http://www.telenor.com/investors/company-facts/business-description/grameenphone-bangladesh/>

❖ External Environment analysis

In configuration model, external environment is divided into task environment and legitimization environment. Task environment could be mostly associated with the market and legitimization environment refers to all stakeholders of an organization such as customers, shareholders, suppliers, employees, regulatory body and so on¹⁰⁷.

Considering the telecom sector of Bangladesh here the market is a telecom industry where the customers number can be described as a subscriber number which reached 120million in the 1st quarter of the year 2014, where currently 6 operators are operating the mobile telecom business. The market has been vibrant as the competition intensified among the mobile operators to increase market share and retain their respective customer¹⁰⁸.

In response to market Grameenphone has to operate their daily operation. In the task environment, for example Grameenphone's 24hours call center and customer service points can be considered as actions, are directly related to operation through market feedback. In the year 2013 Grameenphone was one step ahead in effort to bring comfort to their customers' lives, a 2000- member Customer Service team ran 24/7, 365 days a year, a total of 85 million customers received services from Customer service (over phone) touch points¹⁰⁹. To retain the existing customer and also to expand the market, regular service is essential beside innovative product offer. Telecom companies like Grameenphone's success depends on customers' satisfaction toward the service.

"The goal of the call center and customer service center is to provide the highest amount of customer service in least possible time" said an Executive of Grameenphone Customer service.

Thus Grameenphone achieve their operational excellence in service quality enhancement. As the telecom market is immense competitive Grameenphone has to be innovative and first server with its new product/ offer in the market. In response to 3G license in Bangladesh last year 2013, Grameenphone has started to expand 3G network over the

¹⁰⁷ Dauber, D., Fink, G., & Yolles, M. (2012), op.cit. p. 10

¹⁰⁸ Grameenphone annual report. (2013).

¹⁰⁹ Website of Grameenphone. Retrieved on 05.05.2014, from <http://www.telenor.com/investors/company-facts/business-description/grameenphone-bangladesh/>

country. The entire Grameenphone network is 3G/EDGE/GPRS enabled, allowing access to high speed Internet and data services from anywhere within the coverage area and currently over 7 million 3G/EDGE/GPRS users in the Grameenphone network¹¹⁰. After getting the 3G license Grameenphone started to focus on better internet service for all which also found in the annual report 2013 "Internet for All". Grameenphone is now in maturity stage in its life cycle, the goal is now not only to create the positioning in customer's mind rather make the organization the strongest competitor in the market.

In legitimization environment, customers, suppliers, shareholders, the regulatory bodies are considered as part. In Grameenphone The Supplier Conduct Principles (SCP) are approved by Telenor's Board of Directors. In the context of SCP, any vendor, manufacturer, contractor, consultant, middleman, service or facilities provider, dealer, distributor or other partner that is directly cooperating with Telenor will be considered as supplier¹¹¹. Customers are segmented into different categories such as corporate customers (mostly the business organization), retail customers, prepaid/ postpaid customers. Regulatory body can be Bangladesh Securities and Exchange Commission (BSEC), Stock Exchanges, National Board of Revenue (NBR), Registrar of Joint Stock Companies & Firms (RJSC), Bangladesh Telecommunication Regulatory Commission (BTRC), the Board of Investment (BOI) and all other relevant bodies and authorities. The Management Team of Grameenphone adopted strategies that assure compliance with all legal and regulatory requirements and provide a complete set of financial statements and relevant documents to all¹¹². Sometimes regulatory body influence the company's operation, for example, on 14th August 2012, Bangladesh Telecommunication Regulatory Commission (BTRC) amended SIM registration guideline to stop the sale of pre- activated SIM cards. After that amendment Grameenphone is allowed to activate a new connection only after proper verification of the subscriber's identification through a valid photo and valid identity card¹¹³.

¹¹⁰ From <http://www.grameenphone.com/about-us>, retrieved on 05.05.2014.

¹¹¹ From <http://www.grameenphone.com/about-us/corporate-information/corporate-governance/supplier-conduct>, retrieved on 05.05.2014.

¹¹² Grameenphone annual report. (2013).

¹¹³ Website of Grameenphone. From <http://www.telenor.com/investors/company-facts/business-description/grameenphone-bangladesh/>

Through this configuration model it has been found that external environment has a direct influence in internal environment of the organization like Grameenphone. To sustain in the competitive market like telecom sector, Grameenphone is following the excessive competitive culture which actually helps to hold the market leader position.

3.4 Analysis of influence of Organizational culture on job satisfaction

To analyze the job satisfaction I have focused on the factors which have been found in several researches and described in literature review part of my paper and from those I tried to identify the factors related to organizational culture and their influence on job satisfaction. Both secondary and primary data (collected by interview) have been used to analyze this part.

3.4.1 Influence of Organizational culture type on job satisfaction

I have already mentioned that Grameenphone holds both Clan and part of Market culture components. It has been found in research that clan and adhocracy cultures are conducive for higher level of job satisfaction¹¹⁴. My research argues that not only clan and adhocracy culture has positive influence on higher level of job satisfaction, because Grameenphone is holding both Clan and part of Market culture but employees are found satisfied in this organizational culture. The reason behind that could be illustrated by the goal setting theory. Goal setting theory of motivation has an important meaning of enhancing the motivation of employees; appropriate goal setting, acceptance and commitment contribute to goal- directed effort which in turn, has a direct impact on performance. The result outcomes with satisfaction through intrinsic rewards and extrinsic rewards¹¹⁵.

"In Grameenphone after setting the yearly target, employees' performance is evaluated quarterly by team leader based on the grid such as below expectation, meet expectations and exceed expectation. Employees are given to increment, sales bonus based on their performance. Moreover, employees get promoted based on evaluation of his/her performance" said the Deputy General Manager. So, employees become challenging toward the goal to prove his efficiency, and when they get the rewards they become

¹¹⁴ Based on literature mentioned in bibliography

¹¹⁵ Griffin & Moorhead. (2011), op.cit. p. 153

satisfied. Grameenphone believes that passionate, skilled and engaged employees are the key to success. From this belief Grameenphone has continued to invest in its people through employee engagement, talent development, regional focus, continuous communication and people process. Grameenphone was also ranked as the number 1 "employer of choice" within Bangladesh's Telecom industry in some independent surveys¹¹⁶.

"We perform our work with dedication not only that we are obliged to do that rather we feel ourselves as part of the organization which success and failure we consider as our own success and failure" said an employee of Grameenphone.

So, it can be said that Grameenphone holds an effective organizational culture itself and which has a significant influence on employee motivation to their work that turns into the company's success in its respective area throughout the country.

3.4.2 Influence of Team work culture on job satisfaction

Some benefits of teamwork in organizations are described as below¹¹⁷.

- ✓ Teamwork helps to enhance the performance, such as increased productivity, improve quality, and improve customer service.
- ✓ Team work helps to lower stress of employee.
- ✓ Team work reduces cost which results in lower turnover, absenteeism.
- ✓ Teamwork helps organizations to increase innovation.

In Grameenphone as we found there is the culture of team work that helps the organization to increase innovation, helps employee to lower the stress and lastly helps to enhance the performance, improve quality, improve customer service and so on. These all outcomes, results creating competitive advantage in the market and from the data analysis, we found that Grameenphone is the market leader in terms of market penetration and market share. Market penetration refers number of people consuming the company's product. Because

¹¹⁶ Grameenphone annual report. (2013)

¹¹⁷ Griffin & Moorhead. (2011), op.cit. p. 270

customers are satisfied with the service provided by Grameenphone that is the reason Grameenphone is holding the largest number of customers 40millions while its nearest competitor Banglalink hold 25millions subscribers¹¹⁸. Research also found that a tendency for high level of collectivism to be related with greater job satisfaction¹¹⁹. In my research I have also found the influence of team work culture or collectivism society has positive influence on job satisfaction of Grameenphone's employees.

3.4.3 Influence of Relationship with Co- workers

In Grameenphone employee has good interpersonal relations to each other through team work culture which I described in the earlier part. Interpersonal relations can be a primary source of need satisfaction for many people who has a strong need for affiliation, high quality interpersonal relations can be a positive element in the workplace¹²⁰. Moreover, good interpersonal relations throughout an organization can also be a source of synergy. People who support one another and who work well together can achieve much more than people who do not support one another¹²¹. In research it has been found that a supportive culture has the highest level of job satisfaction¹²². Therefore the supportive culture, Grameenphone is holding in its organization has the significant influence on employee job satisfaction.

After analysis of the influential factors of organizational culture separately I tried to draw a complete picture of that result by given a question to respondents that to what extent organizational culture has an influence on job satisfaction they think, the result I got is as below.

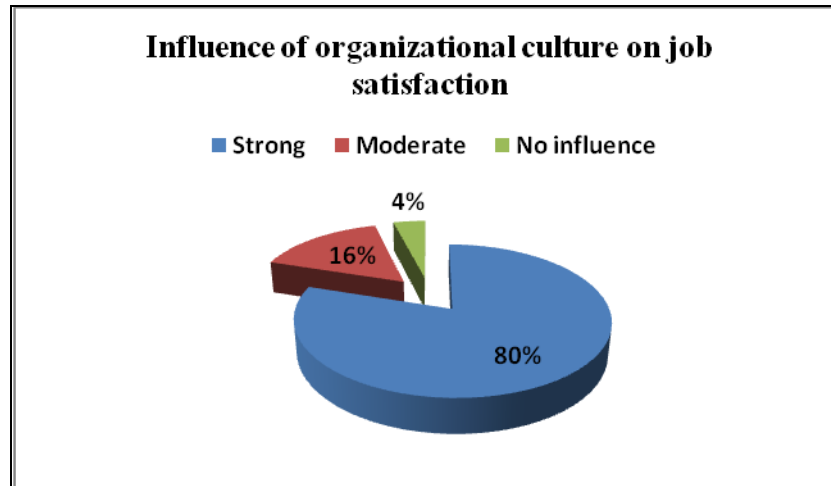
¹¹⁸ Source mentioned in Bibliography.

¹¹⁹ Based on literature mentioned in Bibliography.

¹²⁰ Griffin & Moorhead. (2011), op.cit. p. 236

¹²¹ Ibid.

¹²² Based on literature mentioned in Bibliography



Picture 16 respondents' result on influence of organizational culture on job satisfaction

From 25 respondents, 80% given their opinion that organizational culture has a strong influence on job satisfaction, here influence indicates the positive influence. Among them only 1 respondent thinks that there is no influence of organizational culture on job satisfaction.

3.5 Analysis of some other dominant Factors on employee job satisfaction

Apart from organizational culture there are some other factors have been found in several research which I mentioned in literature review part, such as salary, fringe benefits, confidence in career development, participative management, quality supervision and so on. A research conducted on Grameenphone's employee found that the job satisfaction of the employees is significantly dependent upon company loyalty, training and development and compensation package which influence the turnover considerably low¹²³. In my research I have tried to analyze some of these factors categorized in Human Resource benefits, career growth and loyalty to the organization.

¹²³ Joarder, H. R., Ashraf, A.M. (2012). Work Satisfaction and Employee Turnover Intensions: An Empirical Study. *East West Journal of Business and Social Studies*, 18-36

3.5.1 Human Resource Benefits

Grameenphone believes that employees are the assets of their organization and to retain and to motivate them Grameenphone has a structured compensation system. Through the system Grameenphone wants to attract, retain and reward its competent employees at all levels. Grameenphone recognizes individual performance and contribution through a transparent evaluation process. To retain its skilled employees the following factors are considered to reward and set a competitive compensation structure¹²⁴:

- ✓ Company financial performance and internal salary analysis
- ✓ Market dynamics

Grameenphone offers a Compensation package that includes salary, a wide range of cash and non- cash benefits¹²⁵:

- ✓ Monthly guaranteed cash and admissible variable components
- ✓ Yearly cash and non- cash benefits (dependent on eligibility) and long term/ deferred benefits

The overall compensation package is divided into three categories¹²⁶.

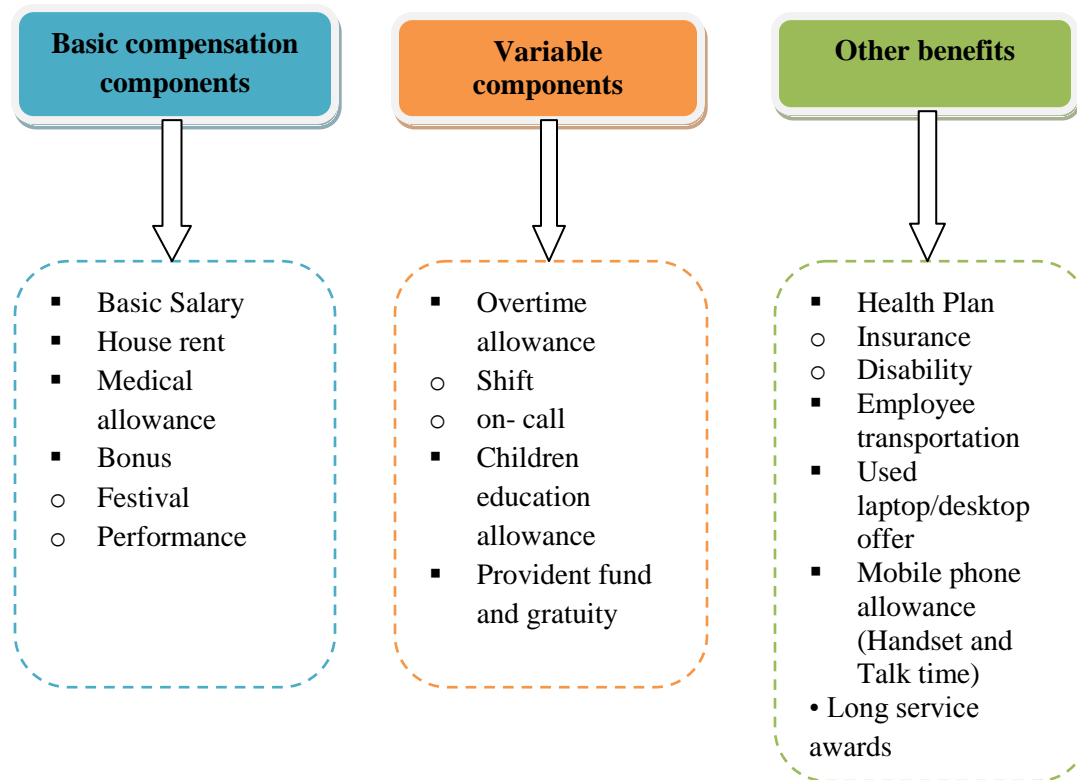
➤ **Basic Compensation components**

This category includes basic salary with house rents and medical allowance. But it wasn't possible to know about the salary structure due to confidentiality.

¹²⁴ Rima, A. R., & Islam, M. R. A. (2013). Case Study on Compensation System Practices in the Perspective of Telecom Industries of Bangladesh. *American International Journal of Research in Humanities, Arts and Social Sciences*. 4(1), 1-5.

¹²⁵ Rima, A. R., & Islam, M. R. A. (2013), op.cit. p. 3

¹²⁶ Ibid, 4



Picture 17 The compensation package of Grameenphone¹²⁷

Beside that Grameenphone offers 2 festival bonuses in the year and has agreed to share 5 % of its profit to comply with a labor law which entered force in 2010¹²⁸. Performance bonus is given to employees based on their performance evaluation yearly.

➤ **Variable compensation components**

Grameenphone offers different types of variable packages such as overtime allowance, children education allowance of employee, provident fund and gratuity. All permanent employees of Grameenphone contribute 10% of their basic salary to the provident fund and the company also makes equal contribution¹²⁹.

¹²⁷ Picture adopted from Rima, A. R., & Islam, M. R. A. (2013). p. 3

¹²⁸ <http://www.telegeography.com/products/commsupdate/articles/2013/09/06/grameenphone-to-share-5-of-profits-with-employees/>

¹²⁹ Grameenphone annual report. (2013).

➤ **Other benefits**

Grameenphone provides health plan, including insurance not only for the employee, but also including his/her family members. Transportation facility is also given to employees with a minimum cost. Grameenphone acknowledge its employee who works for a long period of 5years and also offer a voluntary retirement scheme for the 1st time which was well received and 187 employees opted for it¹³⁰.

3.5.2 Career growth

Every enthusiastic person has own career plan that after some years in which position they want to see themselves. To accomplish the success they want to get a transparent evaluation of their performance, in-time promotion and also wants to get the equal chance of promotion to top levels¹³¹. In Grameenphone, Manager evaluates employee's performance quarterly and reward is given based on performance.

"Employee can get promoted from executive level to managerial level if he/ she can prove his/her talents by performance" said the Deputy General Manager. So, it has been found that there is a great opportunity of career growth in Grameenphone.

3.5.3 Loyalty to the organization

In a statistical research on Grameenphone's employee it has been found that job satisfaction of employee significantly dependent upon company loyalty¹³². Grameenphone Employees feel themselves as part of the organization and also consider company's failure and success as their own failure and success. This feeling comes to employee's mind when they have job satisfaction, thus it creates loyalty and commitment to the organization.

3.5.4 Training & Performance Appraisal

In Grameenphone management conduct some trainings such as fundamental training (for new employee), management training (to increase managerial competencies) and

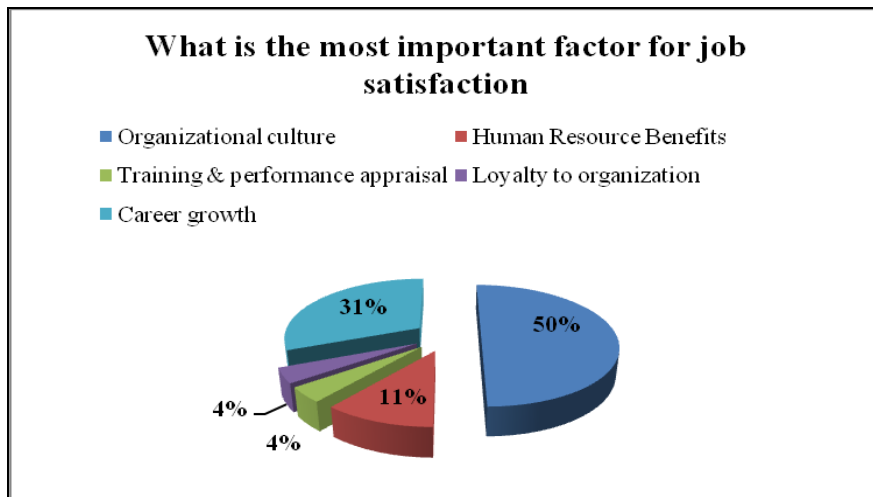
¹³⁰ Grameenphone annual report. (2013).

¹³¹ Joarder, H. R., Ashraf, A.M. (2012). op.cit. p. 27

¹³² Joarder, H. R., Ashraf, A.M. (2012). op.cit. p. 31

functional training (for technical know how). Employee's performance is evaluated quarterly by team leader based on 3 matrix as the Deputy General Manager said.

After analysis of all influential factors of job satisfaction I wanted to figure out which factor has more impact on employee job satisfaction by giving a close ended question to the respondents.



Picture 18 Most important factor in job satisfaction

Factors	No of respondents	Percentage
Organizational culture	13	50%
Human Resource Benefits	2	11%
Training & performance appraisal	1	4%
Loyalty to organization	1	4%
Career growth	8	31%

Table 2 Respondent's result on most important factor of job satisfaction

Out of total respondents, 50% respondents think that organizational culture is the most important factor for job satisfaction. Second most influential factor is the career growth factor and human resource benefits has been found as third most influential factor for job satisfaction. This result also helps to establish the fact that organizational culture has a significant impact on job satisfaction of Grameenphone employees.

Conclusion

In order to draw conclusions from the thesis, it is useful to analyze the initial research objectives. Here I explained the review of the research objectives and summarize the results relating to them.

Objectives of the study and the results are as follows,

- I. To analyze organizational culture of Grameenphone.

Though this is difficult to say the existence of any specific culture of any organization but from the analysis part in chapter 3, Grameenphone holds both Clan and part of Market dominated culture. The relationship between the co-workers and supervisor indicates the Clan culture trend in Grameenphone. Because clan culture refers a friendly working environment, where people share themselves a lot like an extended family¹³³. And team leader plays his role as mentor. In Grameenphone I have found such friendly, cooperative environment where employees feel that the organization is 2nd home and the colleagues are more than colleagues, even sometimes they become friends. The market culture focuses on creating competitive advantage and profitability, bottom-line results, strength in market niches, stretch targets and secure customer bases are the main objectives of the organization¹³⁴. Grameenphone is target and performance oriented organization, they set the yearly targets at the beginning of the year and operate their business activities to achieve those targets. To achieving the targets the performance of employees and the performance of organization's activities are being evaluated quarterly. Beside that Grameenphone is a customer oriented organization also in terms of market penetration, holds above 20millions subscribers¹³⁵. From above findings, we can draw an inference that Grameenphone represents existence of dual cultures both Clan & Market culture.

¹³³ Cameron, K. S., & Quinn, R. E. (2011). op.cit. p. 42

¹³⁴ Ibid, p. 39

¹³⁵ BTRC website. Retrieved on 26.04.14 from- <http://www.btrc.gov.bd/>

II. To analyze whether organizational culture has any influence on job satisfaction or not.

It has been found in the research that clan and adhocracy corporate cultures are conducive for higher levels of employee job satisfaction¹³⁶. My research findings argue that, not only clan and adhocracy culture are conducive for higher level of job satisfaction but the Market culture is also favorable for higher level of job satisfaction as we found Grameenphone's employees are satisfied with both Market and Clan culture. Clan culture is favorable because it has been found in a research that a tendency for high level of collectivism to be related with greater job satisfaction¹³⁷ and also a supportive culture has the highest level of job satisfaction¹³⁸.

III. To what extent organizational culture has an influence on job satisfaction.

From the analysis part in chapter 3, I got a result where 80% of total respondents (25 respondents) think that there is a strong influence of organizational culture on job satisfaction while 16% thinks moderate influence and 4% thinks there is no influence. So, apparently it can be said that organizational culture has strong influence on job satisfaction.

A mix of supporting and different points of views, theories and opinions make it apparent that numerous attributes of organizational culture have a significant impact on employee job satisfaction.

Research suggests that, although there is no universal "best culture", employee commitment and retention is higher in organizations where people are highly valued¹³⁹. It is important for organization to develop a better culture to retain its efficient employees and which outcome would turn into the organization's outstanding performance in the respective market. So, every business organization should emphasize not only on profit making but also develop a supportive, employee engagement culture where employees can

¹³⁶ Lund, D. B. (2003). Op.cit. p. 230

¹³⁷ Based on literature mentioned in Bibliography

¹³⁸ Silverthorne, C. (2004).op.cit. p. 596

¹³⁹ Meyer, J., & Topolnytsky, L. (1990). Organizational Culture and Retention. *culture*, 45, 109-119

achieve highest satisfaction in their work field and thus it would help the organization make itself competitive in the market.

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Appendix

1. Open ended questions list

- How do you describe your organizational culture?
- What are the values, norms and belief do you think exist in your organization?
- How is your relationship with your colleagues?
- How do you describe your relationship with your supervisor?
- What do you expect from your supervisor specially during work pressure?
- What do you expect from your subordinates during work pressure?
- How do you evaluate employee's performance?
- What are the rewards given to employee for their best performance?
- Is the evaluation process fair and transparent?
- Do you think there is a better career growth in your organization?
- What are the human resource benefits company provided to the employee?
- What is do you feel about your organization?

2. Close ended Questions

- I. Gender
 - Male
 - Female
- II. In which level you are currently employed in the organization?
 - Entry level Management
 - Mid Level Management
 - Upper Level Management
- III. How do you prefer to work in the organization?
 - Individual
 - Team work
- IV. To what extent organizational culture has an influence on job satisfaction do you think?
 - Strong
 - Moderate
 - No influence
- V. What is the most important factor for job satisfaction?
 - Organizational culture
 - Human Resource Benefits
 - Training & performance appraisal
 - Company Loyalty
 - Career growth