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The Impact of Job Aspects on the Behavioural Style: A Case Study on Petrobangla

Sheikh Ashiqurrahman Prince, MBA

Abstract

Petrobangla, the Oil, Gas and Mineral Corporation in Bangladesh, plays a significant role in the economic development of the country. How satisfy the employees of the company in order to ensure that the employees contribute positively to the development of the country? The study found that most of the managers of Petrobangla were practicing autocratic behavioural style whereas most of the subordinates preferred democratic behavioural style. Therefore, there was a communication gap between managers and subordinates of the company.

But why was this gap?

To explore the reason, the study sought to find out whether there was any job dissatisfaction that made an employee autocratic. The study again found that though employees valued certain aspects of job like salary, bonus, training programme, holiday allowances and incentives, etc., yet those aspects that they got from government in terms of their level of satisfaction was less. It was concluded that the autocratic managers could be transferred to the other divisions where democratic behavioural style was established. Moreover, Government needed to modify the above mentioned job aspects in order to reduce the employees' job dissatisfaction and establish democratic behavioural style in the company.

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Introduction

Investors In People (IIP) survey (June 2006) reported that 39% of employees claim that their organisation lets them down when it comes to effective day to day management support and 46% of employees blamed their managers for not doing enough to help them in terms of career development (Anon, 2006a)

Mia (2003) examined the growth performance of 400 NGOs in Bangladesh and found that the growth potential of micro enterprises were poor in respect of existing resources, experience, leadership and ideas (Mia, 2000).

Khondkar (1992) conducted an empirical study on the role of entrepreneurship development in Bangladesh and identified major problems such as absence of clear cut policy decision, lack of adequate incentives, financial support awareness facilities, incentive campaign, training facilities, institutional facilities, marketing facilities etc. (Khondkokar,1992).

Again Begum (1993) pointed out that poor financial planning and management were the main reasons for enterprise failure (Begum, 1993). J. Jahur & Azad (2004) further stated that both organizational and environmental factors affect the growth of selected small business enterprise in Chittagong district (Jahur & Azad, 2004).

Therefore it might be necessary to frame proper policy in order to ensure gradual growth of entrepreneurship in such a way that it becomes more advanced and can contribute positively to the overall development of a country (Prince, 2005).

Literature Review

Employees' job satisfaction largely depends on superiors' behavioural style. Therefore, superior must use good management practice to influence positive business performance. But which behavioural style is appropriate for an employee? Is it autocracy or democracy? Both the approaches have some strong logics to their credit.

Goleman, (2000a) argued that authoritative is a most effective behavioural style. People who work for such behaviour understand that what they do matters and why. Authoritative style also maximizes commitments to the organisation's goal and strategy. By framing the individual tasks within a grand vision, the authoritative leader defines standard that revolve around the vision. When he give performance feedback- whether positive or negative- the singular criterion is whether or not that performance furthers the vision (Goleman, 2000a).

Because of its positive impact, the authoritative style works well in almost any business situation. But it is particularly effective when a business is adrift. Tamotsu Kiuchi, deputy director of the general affairs department of Kokudo Corp., has publicly said he needs

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"no person with a brain," to produce uniform services at his hotels throughout Japan. The group has built hotels in Shin-Yokohama, Chiba's Makuhari, Hiroshima and Kamakura, Kanagawa Prefecture (Anon, 2005b).

Goleman (2000b) pointed out that the authoritative behaviour may fail, for instance, when a leader is working with team of experts or peers who are more experienced than he is; they may see the leader as pompous out-of-touch (Goleman, 2000b).

On the other hand, democratic approach is ideal when a leader himself or herself is uncertain about the best direction to take and needs ideas and guidance from able employees. And even if a leader has a strong vision, the democratic style works well to generate fresh ideas for executing that vision. The situation in which employees can be consulted is one where the individuals are emotionally mature, and positively motivated towards their work; where the work is sufficiently responsible to allow for flexibility and where the employee can see his or her own position in the management hierarchy.

Sharing power and information accomplishes several things. It creates loyalty by signalling to co-workers and subordinates that they are trusted and their ideas respected. It also sets an example of other people and therefore can enhance the general communication flow. It increases the odds that leaders will hear about problems before they explode. Sharing power and information also gives employees and co-workers the wherewithal to reach conclusions, solve problems, and see the justification for decisions. Sharing information and encouraging participation make employee feel important (Rosener, 1990a).

Susan S Elliot, president and founder of System Service Enterprises, a St. Louis computer consultancy company, expressed her view saying that "I can't come up with a plan and then ask those who manage the accounts to give me their accounts. They have information I don't have. Without their inputs I'd be operating in an ivory tower" (Rosener, 1990b).

Like encouraging participation, sharing power and information has risks. It allows for the possibility that people will reject, criticize, or otherwise challenge what the leader has to say or, more broadly, the leader's authority. Also employees get frustration when leader listen to –but ultimately reject- their ideas (Rosener, 1990c).

There might be a positive correlation between job aspects such as physical working condition, pay, job skill, supervision and so on and organizational commitment. Prince et al (2009a) further mentioned that "when an executive leaves a bank, the bank losses not only the training cost, but also the valuable portfolio handled by the executive" (Prince S et al 2009). Therefore, it might be suggested that for organisations, the retention of good employees matters for the following three important bottom line profitable reasons: a) they are the growing importance of intellectual capital, b) the casual link between employee tenure and customer satisfaction and c) the high cost of employee turnover. To be competitive, enterprise must retain their competent and motivated employees.

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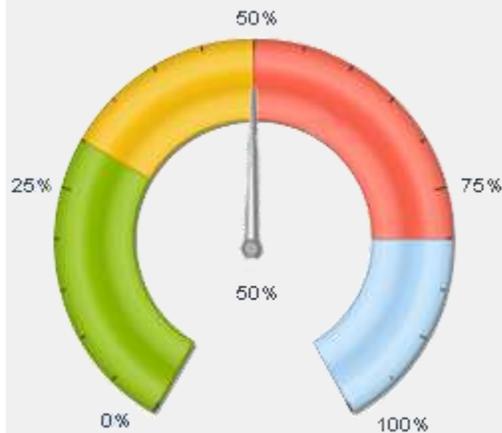
From the above discussion it can be concluded that more and more companies are striving to create appropriate leadership style as the means to becoming more competitive. It would seem that if people feel good about their jobs, their happiness would be reflected in the quality of their work. It is difficult to imagine that employees with consistently low morale would produce exceptional products or deliver great service. On the other hand, it's equally hard to believe that happy employees whose activities are not directed toward achieving the goals of satisfying customers would result in high customer dissatisfaction.

Methodology

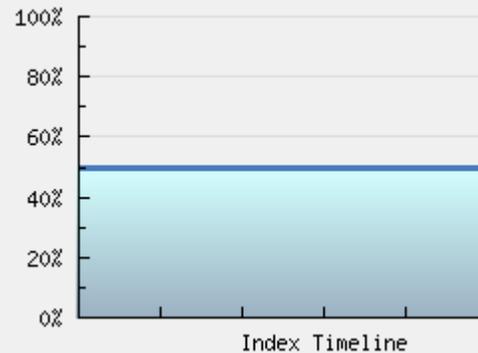
According to Info Grok Energy, Petrobangla is an integrated energy company was formed in 1985 by an Ordinance titled "The Bangladesh Oil, Gas and Mineral Corporation Ordinance, 1985". The company has presence in entire value chain of energy sector. Currently, the company carries out its upstream, midstream and downstream activities through its subsidiaries. Petrobangla, along with its subsidiaries is engaged in the exploration, development and production as well as transmission, distribution and marketing of oil and natural gas. In addition to this, the company is also engaged in mining activities, which mainly includes mining of coal and granite. Petrobangla principally operates in Bangladesh. The company is headquartered in Dhaka, Bangladesh.

Company Index Score:

Current Index Score



Historical Index Score



- Bangladesh Oil, Gas and Mineral Corporation currently scores **50%** in the index.
- Bangladesh Oil, Gas and Mineral Corporation currently ranked equal **13** out of **12062**. This is in the top **0.11%** of Energy companies ranked in the index.
- Bangladesh Oil, Gas and Mineral Corporation currently ranked equal **19** out of a total of **35419** included in the InfoGrok Company Index. This is the top **0.05%** of all companies.
- User perception of the company stands at **50%**. This differs **0%** over the score attributed to the company by other scoring factors.

(Anon, 2011c)

Therefore, it is clear that the company plays a significance role in the economic development of Bangladesh. But how satisfied the employees of the company are to contribute positively to the development of the economy? Therefore, the broad objective of the study was to seek whether there was any significance job dissatisfaction that hindered the communication among the employee of the company? The specific objectives of the study are:

Objectives of the Study

1. To identify the managers' existing behavioural style.
2. To establish subordinates' preferred behavioural styles
3. To compare the results from 1 and 2 and find out the gap if any
4. To analyse the aspects of the job that employees value most
5. To determine the employees' level of satisfaction that they get from those job aspects
6. Compare the results from 4 and 5 and find out the gap if any
7. To analyse whether there is any relationship between job aspects and employees' behavioural style.

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8. Finally to make suggestions for policy implementation in the light of the findings for improving the satisfaction of employee of Petrobangla.

In purposive sampling, with a purpose in mind, two specific predefined groups (managers and subordinates) have been surveyed. There were two distinct questionnaires both for managers and subordinates. Each questionnaire included 5 different parts of questions. 1st part included the assessment tool which was developed by Chapman, (2002) that could be used personally or within an organisation provided copyright and www.businessballs.com is acknowledged. The tool included two distinct facets. First facet consisting of 15 individual questions for managers provided a broad indication as to management style using the 'X-Y Theory' definitions.

The second facet also included 15 individual questions for subordinates provide a broad indication as to individual preference using the 'X-Y Theory' definitions. Both the facets included scoring the statements as 5 = always, 4 = mostly, 3 = often, 2 = occasionally, 1 = rarely, and 0 = never.

The total test result could be than arranged as:

60-75 = strong democratic behaviour (effective short and long term)

45-59 = generally democratic behaviour

16-44 = generally autocratic behaviour

0 -15 = strongly autocratic behaviour (autocratic, may be effective short-term, poor long-term)

The 2nd part dealt with the company's aspects of job that were most important to the employees. Here employees were asked to rank 15 job aspects in order of importance to themselves.

The 3rd part of the question was asked to rate employees' satisfaction with those 15 aspects of job using a Likert scale from 1-5. The unbalanced rating scale allowed participants to express "no opinion" if they were unable to make a choice among the alternatives offered. The reason for the unbalanced rating scale was to eliminate bias.

The 4th part was an open question to ascertain the reasons for the employees' job dissatisfaction if any. This allowed the respondent to disclose information that might not otherwise be ascertained.

The model of the study was $Y = \alpha_0 + \beta_1 X_1 + \dots \beta_{15} X_{15}$.

Where, Y= employees' behaviour, X₁= salary, X₂ = bonus plan, X₃= recognition , X₄= 2 way communication, X₅= Advancement opportunities, X₆= great Environment , X₇= quality of life, X₈= authority to make decisions , X₉= personal development, X₁₀= understanding role in organisation, X₁₁= hours, X₁₂= training programme , X₁₃= holiday

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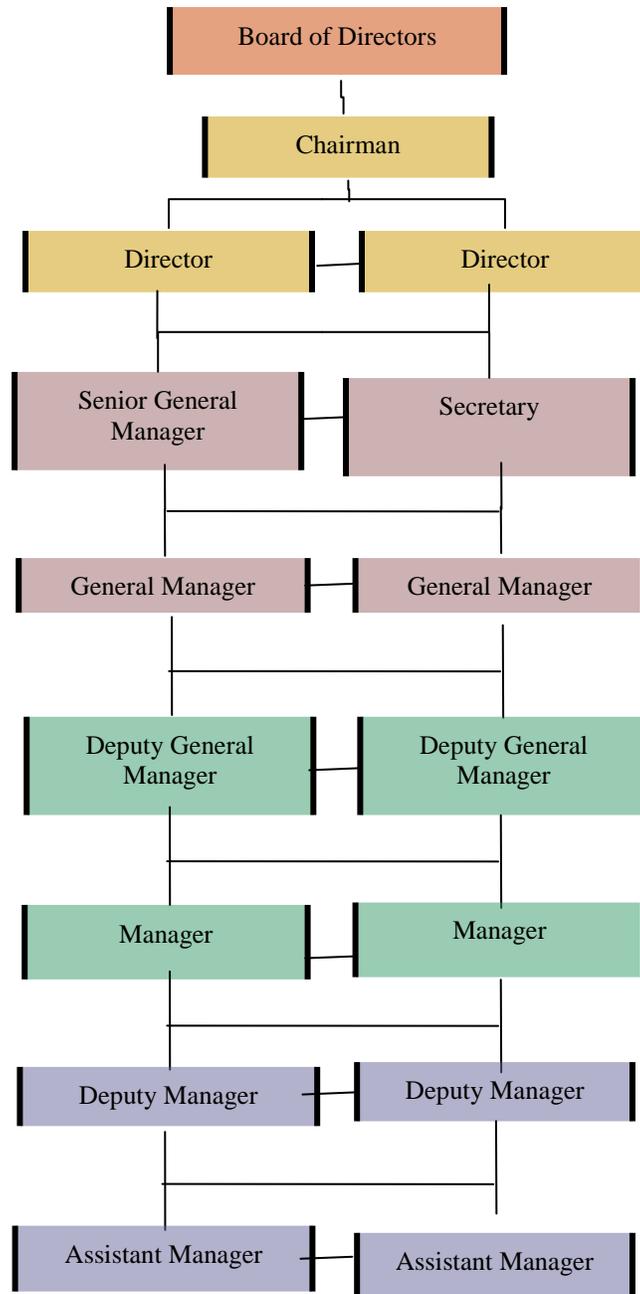
allowance, X_{14} = incentives, X_{15} = Management Support , X_7 = . And α_0 is constant and β_1 β_5 are coefficient to estimate.

A series of statistical techniques such as coefficients, ANOVA, Cronbache's Alpha etc. have been conducted to test the results and come up to the suggestions.

Results and Discussion

Figure 1 below shows that the employees of Petrobangla are given certain titles within divisions. According to the managerial hierarchy assistant managers are at the bottom. Next up is the deputy managers who are followed by Managers. The chain then continues up to deputy general managers and then general managers who govern all in divisions. Next up is the senior general managers who are often perceived as secretary. The chain then continues up to director, chairman and finally the board of director.

Figure 1: The Managerial Hierarchy of Petrobangla



Source: Field survey

In this study, chairman to general managers were considered as managers as they belonged to the top of the managerial hierarchy. The deputy managers to assistant

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managers were considered as subordinates as they were at the bottom of the hierarchy. The total respondent of the study was 125. Among them 50 were managers and 75 were subordinates. The total respondents belonging to different position were selected as under:

Figure 2: The total respondent

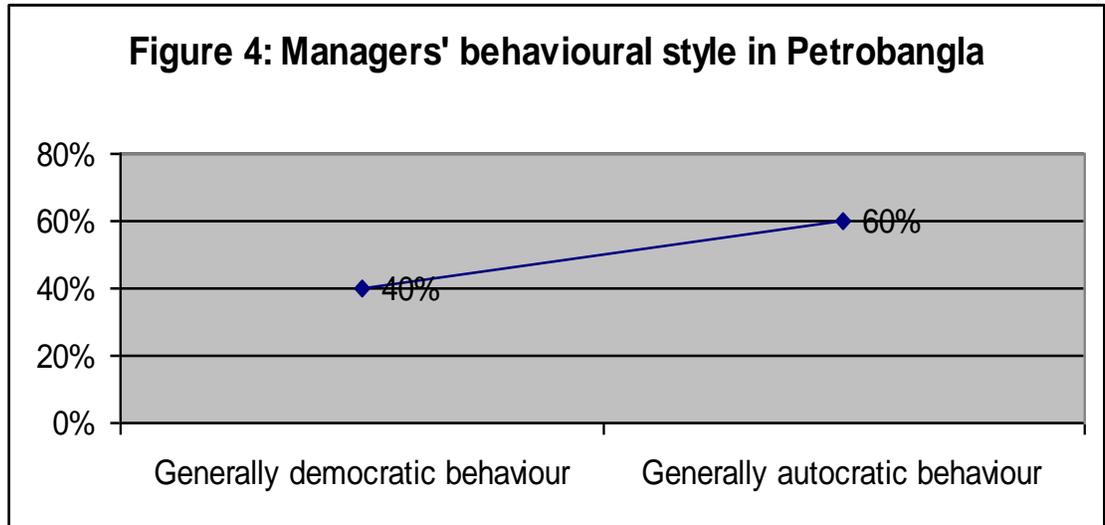
	Respondents
a) Managers:	
1. Chairman	1
1. Director	5
2. Senior general manager/Secretary	5
3. General Manager	19
Total Managers =	50
b) Employees:	
1. Deputy general manager	5
2. Manager	15
3. Deputy manager	20
4. Assistant Manager	30
Total employees	75
Grand total =	125

The managers belonging to different positions were selected as under:

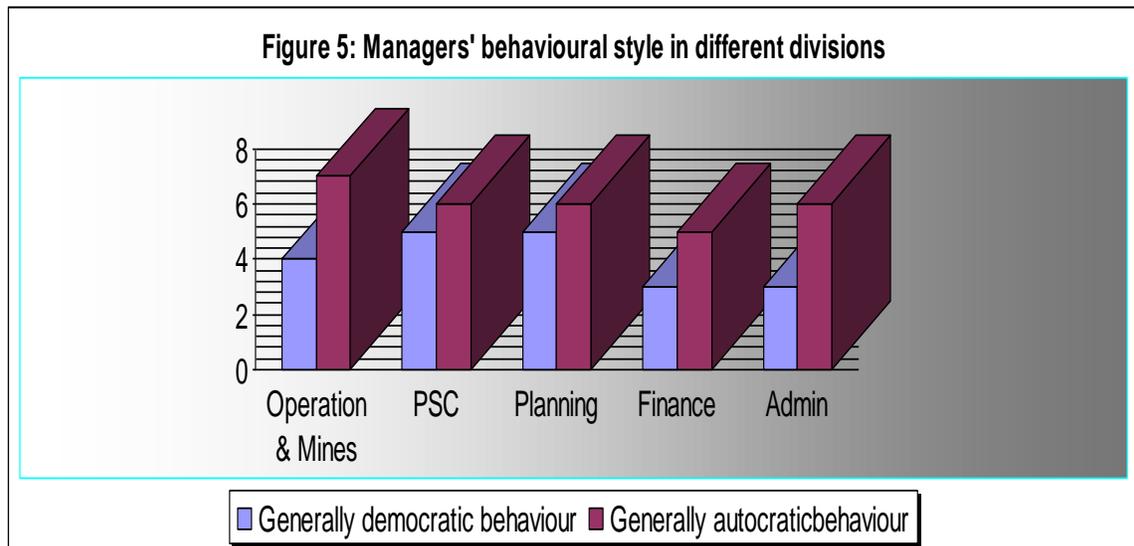
Figure 3: Total respondents (managers)

Managers:	Respondents
1. Chairman	1
1. Director	5
2. Senior general manager/Secretary	5
3. General Manager	19
Total Managers =	50

The 1st part of the managers' question was asked to find the behavioural style practiced by managers of Petrobangla. The result is depicted in figure 4 below which shows that the total managers follow generally autocratic behavioural style in Petrobangla was 60%. On the contrary the total manager preferred generally democratic behavioural style was 40%. Therefore, it can be concluded that autocratic behavioural style was mainly practicing by the managers of the company.



The figure 5 below shows the managers' management style in different divisions of Petrobangla entitled as operations and mines, PSC, Planning, finance and administration. It is visible that, in all the five divisions of Petrobangla, there was a gap between managers' existing behaviour and subordinates' preferred behavioural style.

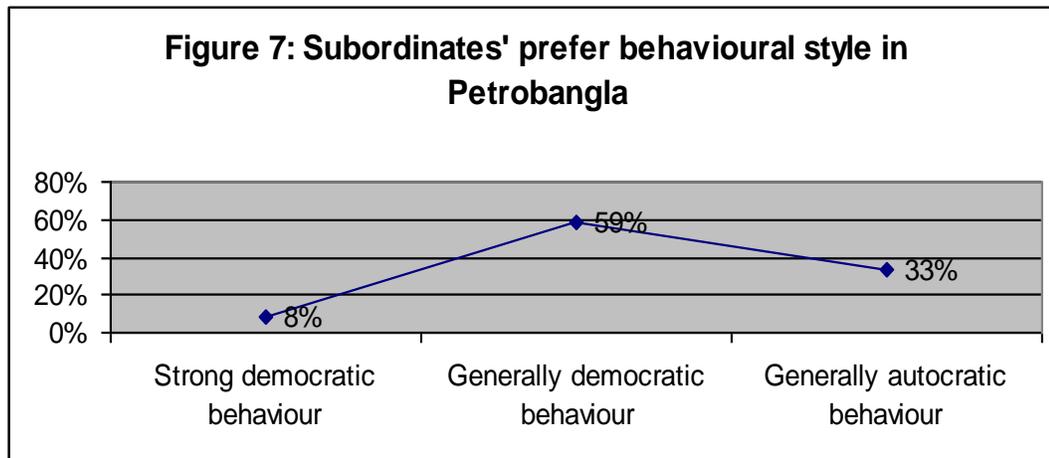


The subordinates who have been selected for the research belonging to different position were as under:

Figure 6: Total respondent (subordinates)

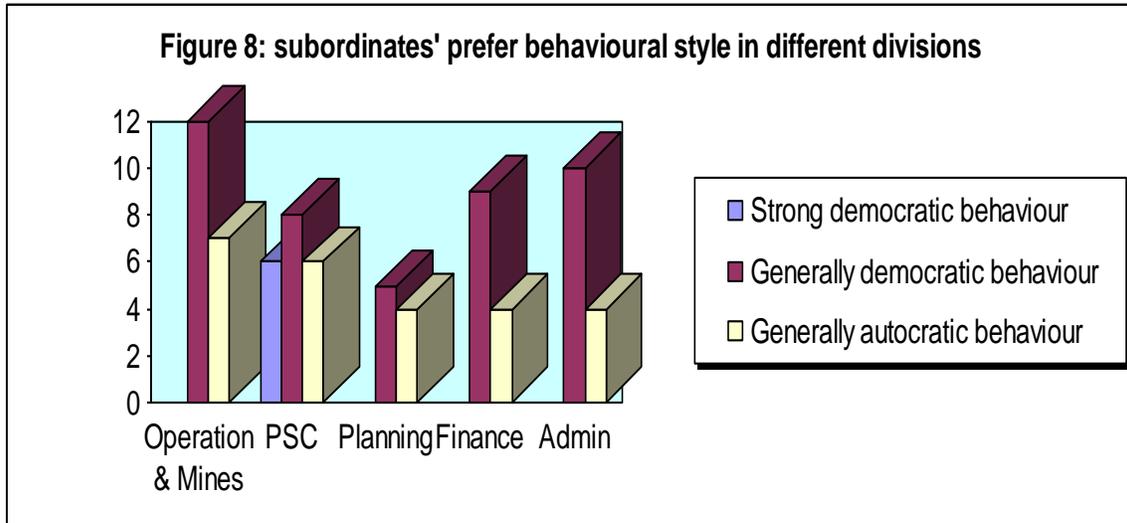
Employees:	Respondents
1. Deputy general manager	5
2. Manager	15
3. Deputy manager	20
4. Assistant Manager	30
Total employees	75

The 1st part of the subordinate's question then asked to the 75 subordinates among the five divisions of Petrobangla to identify whether the person preferred to be managed by democratic or autocratic behavioural style.



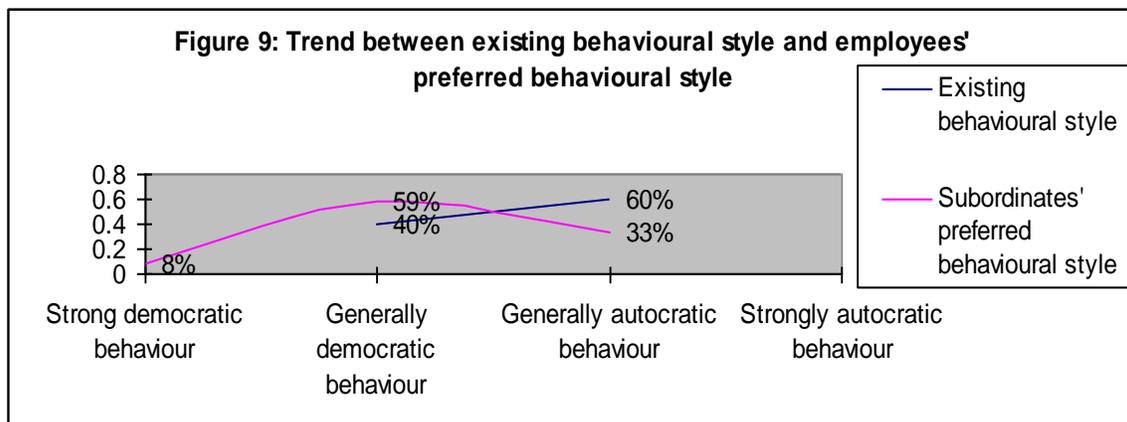
With regard to the subordinates' prefer behavioural style as shown in the figure 7, the study found that total 67% of the subordinates preferred either strong or generally democratic behavioural style whereas 33% subordinates preferred autocratic leadership style.

The following figure again portrays that the subordinates of operations and mines, finance and administration were more supportive towards the establishment of generally democratic behavioural style in the organization. It is visible that in all the five divisions of Petrobangla there was a gap between managers existing behaviour and subordinates preferred behavioural style.



After comparing figure 4 and 7 it is visible that there was a gap between managers' existing behavioural style and subordinates' preferred behavioural style in Petrobangla. On the other hand, the trend between existing behavioural style and employees' preferred behavioural style was opposite in Petrobangla.

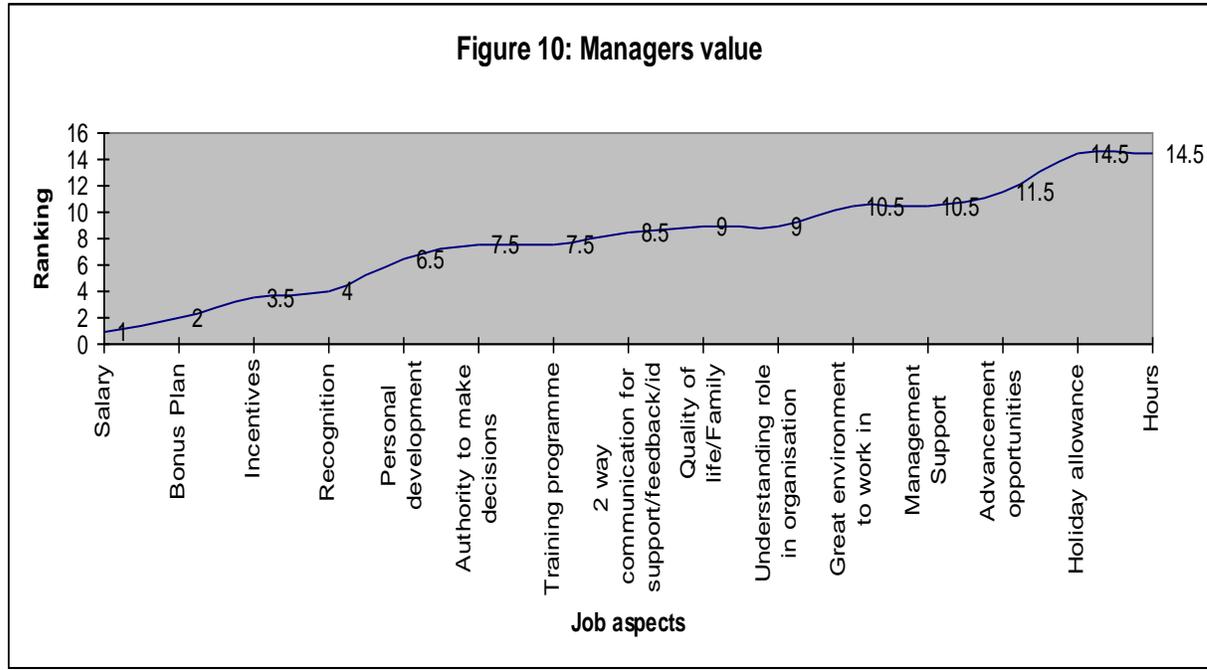
Figure 9 below shows that 59% subordinates preferred generally democratic style whereas 60% managers preferred generally autocratic style. The major trend gaps were found in operation and mine, finance, admin and PSC divisions. Most of the managers of these three departments were "autocratic", whereas, most of the subordinates of these departments preferred "democratic" style. Therefore, it can be concluded that the more the managers are autocratic the more the employees preferred democratic style and vice versa.



The study therefore, sought to find out the answer for the question "is there any job dissatisfaction of employee that make them autocratic?"

Therefore the 2nd part of the managers' question asked about the aspects of the job that are most important to managers at Petrobangla.

The following given answers were ranked in order of importance to the managers with the mean average as follows:



These findings depict that salary, bonus plan, incentives and recognition were most important to the managers surveyed. The least important were hours, holiday allowance, advancement opportunities, management support and great environment to work.

The 4th part of the manager's question was asked to analyse the aspects of their job in Petrobangla that are unsatisfactory to them.

The following are rated from 1 to 5 (1 being very satisfied – 5 being very dissatisfied) in accordance with the manager's level of satisfaction. The mean average was calculated and is shown below:



These results present that bonus plan, with a 3.5 rating, was the only aspect that came close to being fairly dissatisfied. On an average, respondents were “unsure” about their satisfaction with the salary, incentives and training program, management support and 2-way communications with colleagues. It was again observed that managers were at least fairly satisfied with recognition, advancement opportunities, personal development and holiday allowance. On the other hand, nobody was dissatisfied with their role within the organization, working environment, hours they stay in the company, authority to make decisions and the quality of family life.

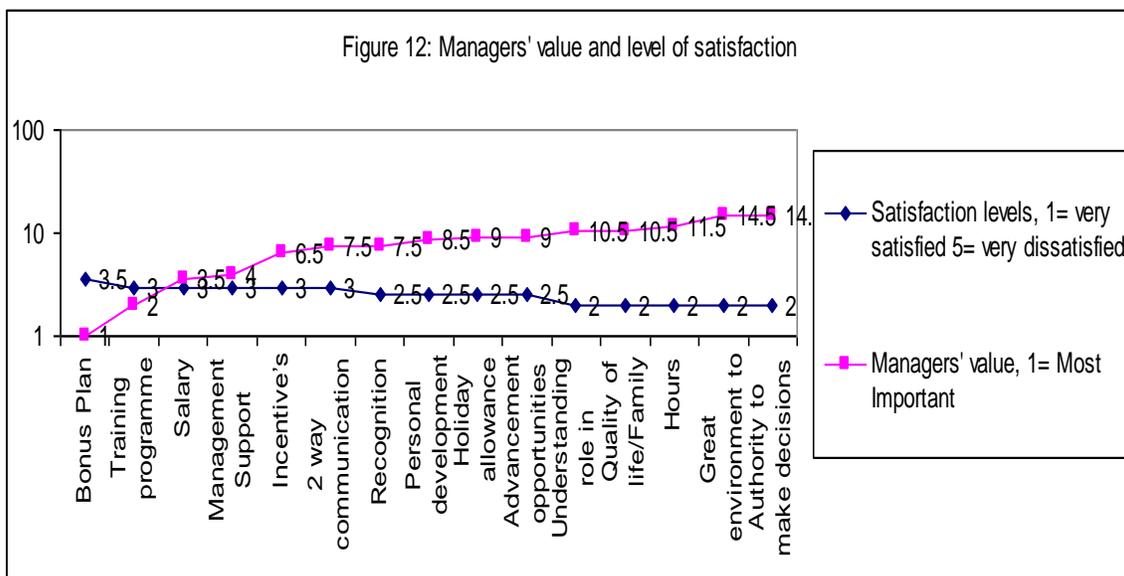


Figure 12 is a visual representation of the findings of the managers' value and their level of satisfaction of certain aspects of the job.

It is found that though managers valued certain aspects of job like bonus plan, training program, salary incentives and recognition most yet those aspects that they get from Petrobangla in terms of their level of satisfaction is less. On the other hand, there is an opposite relationship between managers' value and their level of satisfaction of those job aspects that might de-motivates the managers towards the job.

Therefore, the next question was asked to the managers' to know why they are unsure or dissatisfied about those aspects of the job. The answers of the respondents have been given below:

Salary (responses: unsure 10%, dissatisfied 64%, total 74%)

Managers who responded that were dissatisfied felt that the salary was low compared to the other multinational companies. They further argued that an organization like Petrobangla should have both administrative and financial autonomy to build it to the state of art level organization in the international oil and gas sector.

Training programme (unsure 3%, dissatisfied 24%, total 27%)

One "dissatisfied" manager said that although periodic training programme and promotion improve employees' morale, it was not practiced in the company. They again suggested that Petrobangla should launch periodic training programmes for its employees and also evaluate their after-training performances and ensure reward for the best performers.

Bonus (responses: unsure 15%, dissatisfied 30%, total 45%)

All managers felt that the bonus system was needed to be updated and modified. They felt that giving adequate bonus would make the employee happy.

Recognition (responses: unsure 30%, dissatisfied 2%, total 32%)

Managers who are dissatisfied commented that sometimes the correct people do not receive recognition.

Two-way communication/feedback/support with managers (responses: unsure 16%, dissatisfied 15%, total 31%)

15% managers were dissatisfied with communication, feedback and support with their managers and also commented that because of red-tape, the work did not progress quickly. Therefore, authority and responsibility must be decentralized and formalities should be reduced to ensure prompt decision making.

Great environment (unsure 3%, dissatisfied 19%, total 22%)

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The manager that was dissatisfied said that there were no supply of drinking water, hygienic toilets and canteen facilities within the organization.

Work-life balance (unsure 10%, dissatisfied 0%, total 10%)

Those that were “unsure” said that being public servant their work and family life was quite balanced.

Hours (unsure 5%, dissatisfied 0%, total 5%)

All respondents that answered “unsure” agreed that they were happy to work as the working hours are not too long. The response overall found that managers were satisfied with their hours.

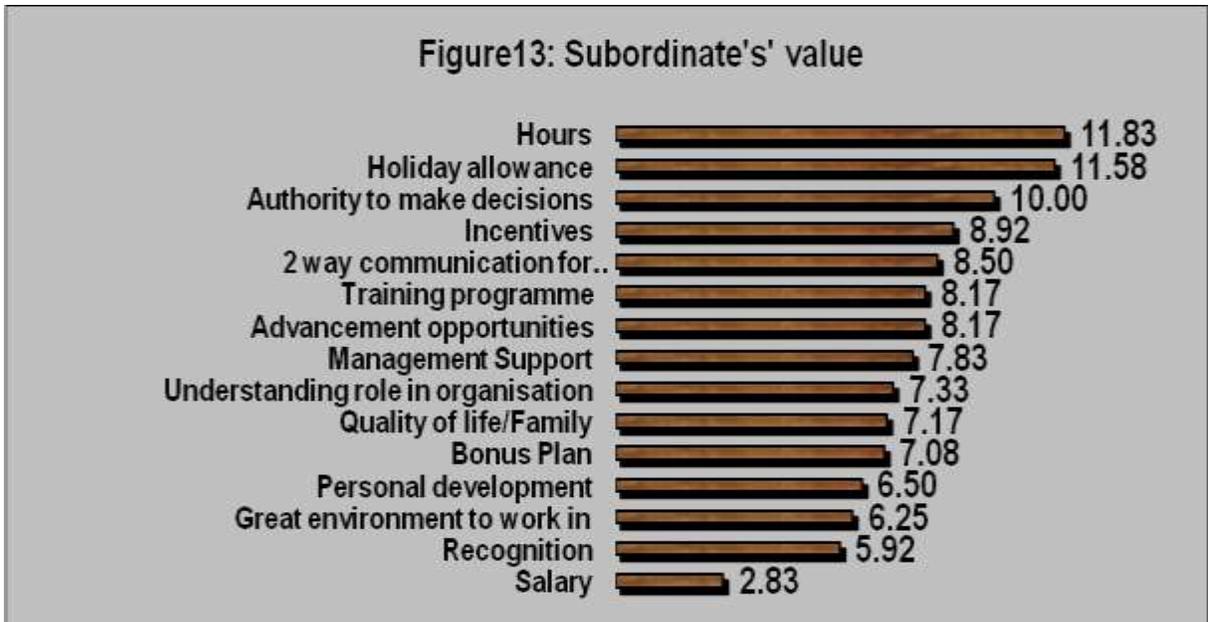
Holiday allowance (unsure 0%, dissatisfied 30%, total 30%)

One respondent commented that being a government organization the salary was low and the holiday allowance which is equivalent to one month’s salary was also low compare to the other private and multinational organizations.

Incentives (unsure 10%, dissatisfied 30%, total 40%)

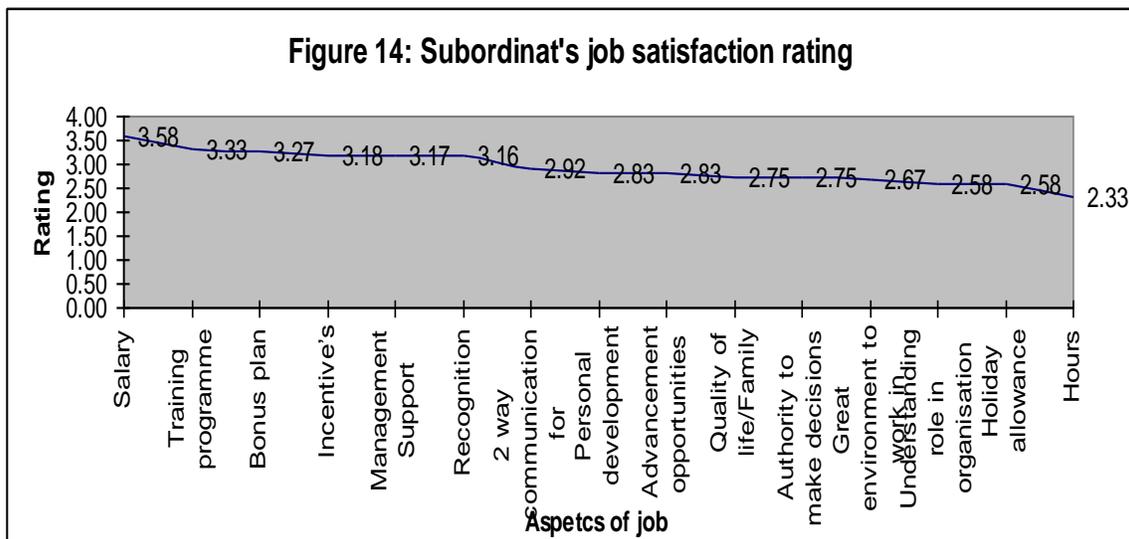
Managers were concerned that incentives were not satisfied as there was no proper guideline for that. Therefore, incentives should be given to the efficient employee to increase performance.

Next the study focused on the employees’ perception about their job. Therefore, the 2nd part of the subordinate’s question was asked to find out the aspects of job are most important to them. The respondents’ answers were shown in the following figure:



It is evident in figure 13 that salary, recognition, working environment and personal development were most important job aspects for the subordinates of Petrobangla. On the contrary, working hours, holiday allowance, authority to make decisions, incentives and training program were least important to them.

The following are rated from 1 to 5 (1 being very satisfied – 5 being very dissatisfied) in accordance with the subordinates’ level of satisfaction. The mean average was calculated and is shown below:

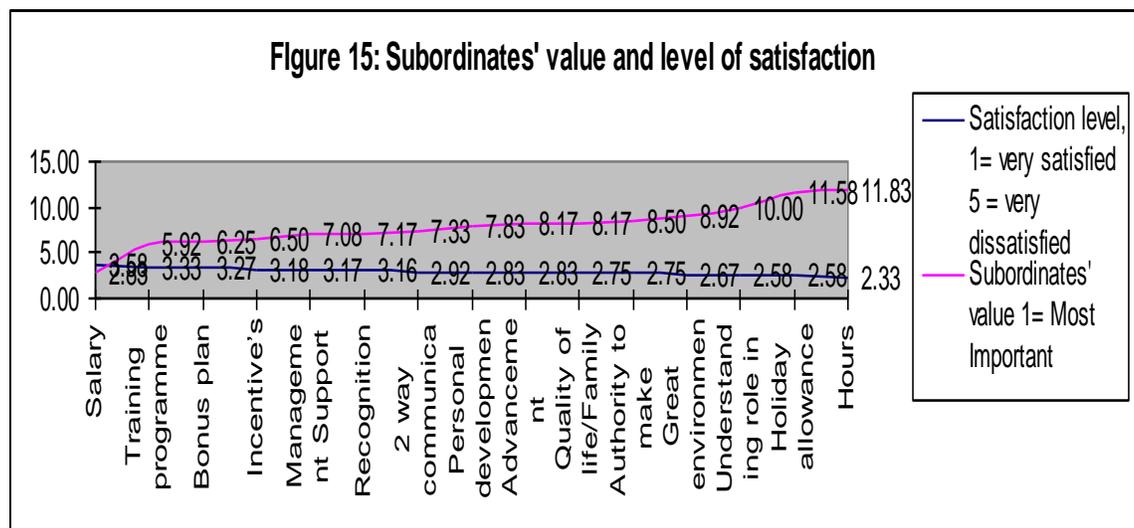


The figure above suggests that employees were fairly dissatisfied with the salary and “unsure” about the training program, bonus plan, incentives, management support, 2 way

communications with colleagues and recognition they get from Petrobnagla. On the other hand, they were at least fairly satisfies with the hours, holiday allowance and understanding role in the organization.

Figure 15 below is a visual presentation of the findings of the subordinates' value and their level of satisfaction of certain aspects of the job.

Here it is also found that though subordinates value certain aspects of the job (e.g., salary, bonus plan, incentives etc.) more, yet those aspects that they get from Petrobangla in terms of their level of satisfaction is less. In other words, the trend between subordinates' value and their level of satisfaction of those job aspects they get from the organization is opposite.



Again the 5th part of the subordinates' question was asked to ascertain the reasons for job dissatisfaction. The answers of the respondents have been shown below:

Salary (responses: unsure 16%, dissatisfied 64%, total 80%)

Subordinates who responded that they were dissatisfied mentioned that compare to the high cost of living, their salary is not satisfied. They further pointed out that an employee only become efficient when he/she got standard monetary support.

Training programme (unsure 10%, dissatisfied 25%, total 35%)

It has received a positive response from all subordinates. Respondents suggested that at the entry level the employees needed to get proper training to cope with the job. Those that were "dissatisfied" said that managers who were promoted to deputy general manager from within the company struggled to get a place on the programme and that left them behind in terms of training.

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Bonus (responses: unsure 15%, dissatisfied 35%, total 50%)

All subordinates felt that the bonus plan was not enough to live with. They further argued that to develop employees' productivity proper bonus and reward system must be established.

Recognition (responses: unsure 35%, dissatisfied 10%, total 45%)

Some respondents argued that being part of a Government Organization, they got some recognition but there should be better recognition. The organization was still a bureaucratic one and should be changed to a more flat organization.

Two-way communication/feedback/support with managers (responses: unsure 15%, dissatisfied 20%, total 35%)

Respondents mentioned that feedback tends to be only negative and that managers were quick to criticise but slow to praise. They again said that monthly coordination meeting was required to discuss the different issues related to present status, problems and future plan of the organization.

Great environment (unsure 3%, dissatisfied 19%, total 22%)

The subordinate that was dissatisfied said that there were no supply of drinking water, hygienic toilets and canteen facilities within the organization.

Work-life balance (unsure 10%, dissatisfied 0%, total 10%)

No respondent was dissatisfied in balancing their work and life.

Hours (unsure 8%, dissatisfied 0%, total 8%)

The respondents who were "unsure" said that they were not unhappy with the flexible working hours of the organization.

Holiday allowance (unsure 0%, dissatisfied 35%, total 35%)

Some respondents commented that the holiday allowance was not significance and it should be increased.

Incentives (unsure 10%, dissatisfied 40%, total 50%)

One respondent said that in the present economic prize-hike the incentive of the organization was not attractive. Therefore, it should be revised so that nobody leaves the organization.

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Now some calculations have been conducted to find whether the job aspects determined the behavioural style or not. The results are shown in the figures below:

Figure: 16

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	hours, authority, salary, training, udsrole, p.devlop, mgsuport, envrnt, f.life, recogn, bonus, comncton, allwance, incentiv, adoppty ^a		Enter

a. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.788 ^a	.621	.569	.27814	.621	11.926	15	109	.000

a. Predictors: (Constant), hours, authority, salary, training, udsrole, p.devlop, mgsuport, envrnt, f.life, recogn, bonus, comncton, allwance, incentiv, adoppty

Figure: 17
ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.839	15	.923	11.926	.000 ^a
	Residual	8.433	109	.077		
	Total	22.272	124			

a. Predictors: (Constant), hours, authority, salary, training, udsrole, p.devlop, mgsuport, envrnt, f.life, recogn, bonus, comncton, allwance, incentiv, adoppty

b. Dependent Variable: bahvior

Figure: 18
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.561	.244		-6.403	.000
	salary	.180	.030	.525	5.963	.000
	bonus	.045	.021	.142	2.090	.039
	incentiv	.013	.027	.038	.464	.644
	recogn	.046	.031	.103	1.505	.135
	p.devlop	.066	.028	.150	2.327	.022
	authority	.084	.053	.187	1.589	.115
	training	.067	.024	.177	2.811	.006
	comncton	.047	.028	.118	1.698	.092
	f.life	.015	.030	.034	.510	.611
	udsrole	.076	.028	.183	2.753	.007
	envrnt	.054	.025	.140	2.158	.033
	mgsuport	.035	.029	.083	1.185	.239
	adoppty	-.016	.054	-.037	-.299	.765
	allwance	.032	.027	.087	1.199	.233
	hours	.044	.027	.104	1.614	.109

a. Dependent Variable: bahvior

The entry labeled R Square in figure 16 tells that 62.1% of the observed variability in behaviour is explained by the 15 independent variables. R is the correlation coefficient

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between the observed value of the dependent variable and predicted value based on the regression model. The observed value of 0.79 indicates that the linear regression model predicts well.

As observed in the ANOVA test in figure 17, the significance level of 15 job aspects are 0.000 that indicates a strong relationship between behaviour and all other independent variables. The test impels that that the model is significance and concludes that at least one independent variable is significantly related to the behaviour.

Figure 18, exhibits the relationship between behaviour and other independent variables that can be shown in the following equation:

$$\text{Behaviour} = -1.561 + .180 \text{ salary} + .045 \text{ bonus plan} + .013 \text{ incentives} + .046 \text{ recognition} + .066 \text{ personal development} + .084 \text{ authority to make decisions} + .067 \text{ training} + .047 \text{ two way communication} + .015 \text{ quality of life} + .076 \text{ understanding role in organization} + .054 \text{ great environment} + .035 \text{ management support} - .016 \text{ advancement opportunities} + .032 \text{ holiday allowance} + .044 \text{ hours}$$

In the figure it has been again observed that the significance level of salary is 0.000 that indicates a strong relationship between salary and behaviour.

Finally from the above statistical tests it can be concluded that salary is the strongest independent variable that determines the behavioural pattern of employees.

Figure: 19
Case Processing Summary

		N	%
Cases	Valid	125	100.0
	Excluded ^a	0	.0
	Total	125	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.998	15

Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. A "high" value of alpha is often used as evidence that the items measure an underlying (or latent) construct (Anon, 2011d). In figure 19, the alpha coefficient for the 15 items is .998, suggesting that the items have relatively high internal consistency.

Conclusion and Implications

The above study concludes that managers of Petrobangla were mostly autocratic whereas the employees prefer democratic leadership style. Therefore, there was a gap between the existing and employees preferred leadership style. This may cause employees' work dissatisfaction. Since the major gap between the existing management style and employees preferred management style in Petrobangla was found in operation and mine, finance, admin and PSC divisions, remedy should be taken immediately.

The managers of the above mentioned divisions could be transferred to other divisions where democratic management is established to increase employee satisfaction.

Wuestewald (2006) further argued that workers of the new millennium are better educated, technologically savvy, and adept problem solvers; they are both team players and more likely to question authority. Managing these new employees requires less directing and more coaching and consultation. Unions are also changing the landscape for policing in ways that call for new management approaches (Wuestewald, 2006). Therefore, the managers needed to change their management attitude and participative management style needs to be implemented in the organization to get better employee performance.

To find out the reasons of the employees' autocratic behaviour, the study reveal the fact that salary was the most important job aspect that cause their autocratic behaviour. Other important job aspects include bonus, incentives, holiday allowance, and training programme that also caused employees' autocratic behavioural style. Therefore, the government needed to revise those above mentioned job aspects so that employees could establish more democratic leadership behaviour.

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