
Link between Corporate Social Responsibility and Job Satisfaction: A Study on Selected Sectors in Bangladesh

S.M. Mahbubur Rahman

Department of Management, Govt. Azizul Haque College, Bogra, Bangladesh.

This is a conceptual paper to study how CSR practices influence job satisfaction and corporate reputation based on employees' perspectives. This paper investigates the link between corporate social responsibility and job satisfaction, which is a more widely recognized measure to assess the well-being at work. The study is based on primary and secondary data. Data has been collected on the survey of 3600 respondents indifferent industrial sectors in different areas in Bangladesh. Findings of the study indicate that employees' assessments on various aspects of their job are noticeably higher in firms that are perceived as more engaged in CSR activities both towards their internal and external stakeholders. A further outcome of the study emphasizes the negative link between firm size and corporate social responsibility, thus reflecting that smaller firms tend to show higher assessments regarding CSR. The study suggested that for effective CSR activities every firm can emphasize on its stakeholder engagement.

Keywords: Corporate Social Responsibility, Job Satisfaction, Stakeholders, Employee engagement.

INTRODUCTION

Corporate Social Responsibility (CSR) is not only a mechanism to compete in the market, but also a means of gaining the poise and support of stakeholders. The companies that show that they are responsible against the stakeholders as well are more likely to gain this confidence. The increase in the organizational commitment and job satisfaction is very natural when the employees observe that their company also works for the social wealth through CSR implementations. Hence, it is possible to create a working environment that fulfills the expectations of both the company and the employees. The relationship between a business and its employees can be regarded as a precondition for CSR: if a company does not assume a high level of responsibility toward its own staff, it is unlikely to do so toward its customers or the social and natural environment in which it operates (Johnston, 2001). However, little research attention has been devoted to the relationship between job satisfaction and CSR. Chong (2009) found positive correlations between identification with the organization's values and satisfaction with the workplace on the one hand, and other direct involvement in CSR activities on the other. Lee and Chang (2008) found that peripheral appreciation of the organization is a fundamental factor in employee satisfaction because, according to the social identity theory, employees are proud to identify with organizations that have constructive reputations. Some studies

Link between Corporate Social Responsibility and Job Satisfaction: A Study on Selected Sectors in Bangladesh

have argued that there is a relationship between organisational reputation and job satisfaction of employees. Therefore, CSR put into practice as an organisational ethics provide to strengthen the casual contract between employees and the organizations by satisfying organizations obligation to provide a desirable employment situation for its employees which lead to job satisfaction. CSR initiatives and practices are a top-down strategy that is usually enforced by the top management of the companies, whereby many of their employees may not be aware of and have insufficient knowledge about the practices of CSR. This paper focuses on the link between corporate social responsibility and job satisfaction measures. The empirical study will base on working environment and labor survey in Bangladesh different organizations in different places. In total, 3600 employees were questioned over the period in 2015. As main research methods, various quantitative methods such as mean comparison, one-way analysis of variance (ANOVA) as well as correlation and factor analyses are applied by the IBM SPSS version 20.

LITERATURE REVIEW

Tamm et al, (2010), this paper investigated the link between corporate social responsibility and job satisfaction, which is a more widely recognized measure to assess well-being at work. Based on the survey of 3637 employees in Estonia, Latvia and Lithuania, measures of internal and external social responsibility were found to be positively associated with job satisfaction. Findings of the study indicated that employees' assessments on various aspects of their job were noticeably higher in firms that were perceived as more engaged in CSR activities both towards their internal and external stakeholders. A further outcome of the study emphasized the negative link between firm size and corporate social responsibility thus reflecting that smaller firms tend to show higher assessments regarding CSR. Similar relationships were also found between firm size and job satisfaction.

Tziner &oren (2011), this study therefore examined the connections between the macro concept of CSR and micro research in the employee dimensions of organizational justice and job satisfaction. Questionnaires measuring CSR, organizational justice, and job satisfaction were completed by 101 employees. Results show that CSR was positively related to both organizational justice and job satisfaction. In addition, the relationship between CSR and job satisfaction was found to be mediated by organizational justice. The discussion stresses the value of CSR as a business strategy.

Arcan (2014), this paper investigated the employees' perception on corporate social responsibility, and examined the effect of this perception on organizational commitment and job satisfaction. Hence, the individual factors that have an impact on this perception, namely gender, age, education level, the hierarchical position in the organization, the working time and the participation to the company's social responsibility projects, were considered. The data collection was through a survey conducted among the employees of Turkish Petroleum Refineries Corporation (TUPRAS), the third most profitable and the largest private firm quoted to the Borsa Istanbul. From the findings obtained through chi square, t-test and ANOVA, one can observe an insignificant relation between organizational commitment and job satisfaction, and perceptions of corporate social responsibilities.

Jie & Hasan (2015) , this was a conceptual paper to study how CSR practices influence job satisfaction and corporate reputation based on employees' perspectives. The study reviewed the literature to explore links between CSR, job satisfaction, and corporate reputation. The findings of the paper included conceptual evidence that employees' involvement in CSR positively correlates with job satisfaction and corporate reputation. The literature on CSR argued for organisations to focus on employees as one of the key contributing factors for reputational management. This paper highlights the need for further investigation on CSR and job

Link between Corporate Social Responsibility and Job Satisfaction: A Study on Selected Sectors in Bangladesh

satisfaction particularly in relation to corporate reputation of organisations in a Malaysian perspective. The study provided a fresh perspective to the understanding of the CSR practices by exploring the job satisfaction of employees as organisational commitment and demonstrating the value of corporate reputation.

From the above literatures it was found that there is positive relation between job satisfaction and corporate social responsibility. It was included conceptual evidence that employees' involvement in CSR positively correlates with job satisfaction and corporate reputation and also found that similar relationships between firm size and job satisfaction.

METHODOLOGY

Sample of the Study

It is an empirical analysis we have used the different Export Processing Zone (EPZ) and Small and Medium Industrial areas of Bangladesh in 2015. The sample consists of 3600 respondents from different areas. It is specific to our sample that 60% of respondents represent micro sized firms (1-10 employees) and 25% are employed by small firms (11-50 employees), but just a small share of respondents come from medium sized (10%) or big (5%) firms. As a matter of fact, if we look at real situation in survey year, the percentage of micro sized firms was even larger, but all other groups had smaller shares than in our sample. Thus we can say that in our sample, micro sized firms are under-represented while all other categories are over-represented. Regarding the capital ownership, the sample corresponds quite well to the actual situation. In case of the field of activity, agricultural sector is under-represented and manufacturing firms over-represented; while other fields' share in the sample responds relatively well to the reality. Out of all respondents, 62% are females and 38% males, indicating that females are overrepresented in the sample as compared to real numbers.

Data Collection

Primary Data

Job satisfaction was measured using 15 statements about various aspects of job that are assigned as essential in the CSR context. Those aspects are: basic pay, career opportunities, supervision, working conditions, social relations and workload. Typical questions included: "to what extent are you satisfied with career opportunities i.e. chances for promotion in your job", "to what extent are you satisfied with social protection provided by your employer e.g. medical insurance, accident insurance, pension contribution". In each case respondents were asked to respond on a four-point scale i.e. TS= Fully Satisfied, RS= Rather Satisfied, RNS= Rather not Satisfied and NS= Not Satisfied at all.

Secondary Data

The study based on primary data and secondary data. Secondary data has been collected from different sources such Annual report of respective company, CSR related books, Article and web site.

Test

We used descriptive statistics such as means, minimum, maximum and Standard Deviation, mean comparison methods such as t-test and one-way analysis of variance (ANOVA), correlation and factor analysis by using IBM SPSS version 20.

ANALYSIS

Composition of Corporate Social Responsibility Index

CSR index has been identified in two steps and was based on the following initial variables. As a first step, variables have been selected out of the survey questionnaire which according to our view could be used as proxies for assessing internal and external social responsibility. For both internal and external side of CSR three initial variables have been chosen and their mean value reflects respective partial indexes. Finally, the CSR index was found as a mean of all six initial variables. The argument of computing the indexes is presented in the following.

**Link between Corporate Social Responsibility and Job Satisfaction:
A Study on Selected Sectors in Bangladesh**

The argument of how CSR index has been composed

Initial variables from Employees' Survey

- Management and employee relations are honest and fair
- For employee welfare Management takes care
- Management listens to workers' health and safety concerns
- Management takes special care for environment and society
- Management behavior is honest for relations with customers and others
- Management is always consider

social obligations to the community

Computed variables

Internal CSR index

External CSR index

Table 01: Descriptive statistics for the composed CSR indexes

	N	Minimum	Maximum	Mean	SD Variance
Overall CSR index	3485	1.004.00	1.8788	0.634500.414	
Internal CSR index	27881.00	4.00	1.8950	0.680600.427	
External CSR index	33771.00	4.00	1.88800.663460.445		
Valid N (listwise)	2861				
Notes: N=sample size; SD=standard deviation					

Table 02: CSR index according to company size

Micro (1-9 employees)	Mean	1.93
	SD	0.613
	N	2260
	CV	31.77
Small (10-49 employees)	Mean	1.98
	SD	0.641
	N	760
	CV	32.37
Medium (50-249 employees)	Mean	2.10
	SD	0.653
	N	415
	CV	31.10
Big (250 and more employees)	Mean	2.15
	SD	0.619
	N	165
	CV	28.80
ANOVA test	F statistic	18.995
	p-value	0.000***

Author's calculated by SPSS IBM Version 20

Above Table 01 shows that both partial indexes and final CSR index range from one to four as indicating to minimum and maximum values respectively whereby lower number reflects to higher CSR as perceived by respondents.

Table 2 presents the results of ANOVA test for groups on the basis of company size. It is evident from the Table that there is a uncomplicated relationship between company size and CSR activities. Namely, bigger firms seem to be more CSR oriented according to employees' views. But the previous studies found that this finding is not in line with some earlier studies indicating that small firms tend to be socially more responsible. "As argued by Meznar and Nigh (1995), larger firms are more resistant to influences and, therefore, are less socially responsive" (Tamm,2010). However, some other studies found that bigger firms possessing more resources would be able to take more activities that are considered as socially responsible ones.

**Link between Corporate Social Responsibility and Job Satisfaction:
A Study on Selected Sectors in Bangladesh**

Table 03: CSR index according to capital ownership		
Local	Mean	1.95
	SD	0.656
	N	3005
	CV	33.64
Foreign	Mean	2.29
	SD	0.535
	N	237
	CV	23.36
Joint venture	Mean	2.15
	SD	0.661
	N	358
	CV	30.74
ANOVA test	F statistic	13.586
	p-value	0.000***

Author's calculated by SPSS IBM Version 20

(Notes: N=sample size; SD=standard deviation; ***= differences in means are significant at 0.01 level)

Table 3 presents the results of ANOVA test for groups on the basis of companies position. It is evident from the Table 3 that there is a uncomplicated relationship between company position and CSR activities. Namely, foreign firms seem to be more CSR oriented according to employees' views. But the local companies are not more initiatives for csr activities. For more business reputation every foreign company has taken more initiative for social responsibility.

Table 4 presents the results of ANOVA test for groups on the types of companies' position. It is evident from the Table 4 that there is a uncomplicated relationship between company position and CSR activities. Namely, Public administration firms and Manufacturing firms seem to be more CSR oriented according to employees' views. But the Agriculture and Trade companies are not more initiatives for csr activities.

Table 04: CSR index according to the field of activity		
Agriculture/ Forestry/ Fishing	Mean	1.80
	SD	0.579
	N	180
	CV	32.17
Manufacturing	Mean	2.14
	SD	0.663
	N	694
	CV	30.98
Services	Mean	1.95
	SD	0.613
	N	1590
	CV	31.44
Trade	Mean	1.97
	SD	0.675
	N	730
	CV	34.26
Construction	Mean	1.90
	SD	0.624
	N	274
	CV	32.84
Public administration	Mean	2.18
	SD	0.585
	N	132
	CV	26.83
ANOVA test	F statistic	4.721
	p-value	0.000***

Author's calculated by SPSS IBM Version 20.

Above Table 05 shows that there is a significant relationship among sectors.

For easier comparison of results, responses have been grouped according to CSR index. Consequently, Initial sample of firms was divided into three groups depending on perceived CSR level. The existing differences between groups according to CSR index have also been confirmed by ANOVA analysis. Respective outcomes show in Table 6. The Table reflects that mean values of CSR index in three groups diverge to a large extent. It is evident that the

**Link between Corporate Social Responsibility and Job Satisfaction:
A Study on Selected Sectors in Bangladesh**

Table 05: CSR index according to respondent's occupation		
Manager/ Top specialist	Mean	1.98
	SD	0.625
	N	432
	CV	31.57
Clerk (public sector)	Mean	2.14
	SD	0.615
	N	340
	CV	28.74
Worker in private sector	Mean	1.95
	SD	0.626
	N	1573
	CV	31.94
Manual worker in private sector	Mean	2.15
	SD	0.658
	N	920
	CV	30.60
Manual worker in public sector	Mean	2.23
	SD	0.736
	N	196
	CV	33.00
Self-employed/ Farmer	Mean	1.80
	SD	0.619
	N	82
	CV	34.39
ANOVA test	F statistic	9.152
	p-value	0.000***

Author's calculated by SPSS IBM Version 20.

(Notes: N=sample size; SD=standard deviation; ***= differences in means are significant at 0.01 level).

mean of CSR index in the highest and the lowest group differs by 1.420 scale-points, which is a remarkable difference. From the above Table 6, it clearly appears that the respondents' assessments regarding changed opportunities to influence management's decisions also considerably differ among various groups.

Table 06: Results of ANOVA test for the differences in CSR index on the basis of firm groups				
	Mean	SD	N	CV
High level of CSR	1.330	0.260	1219	19.55
Medium level of CSR	1.950	0.112	1294	5.74
Low level of CSR	2.750	0.440	1087	16.00
ANOVA test	F-statistic	6720.34		
	p-value	0.000***		

Author's calculated by SPSS IBM Version 20.

(Notes: N=sample size; SD=standard deviation; ***= differences in means are significant at 0.01 level).

Above Table 07 shows that all variables turned out to demonstrate statistically significant outcomes. It is found that the lowest satisfaction level in terms of all variables except career opportunities and workload in the public administration firms seem to contrast with all others by demonstrating. Satisfaction with workload is the highest in public sector and service firms, working conditions are most highly assessed in agricultural firms, social relations are comparatively highly evaluated in trade and construction companies, career opportunities seem to be the best in construction sector, best perceived supervision and basic pay is given by agricultural firms. Thus, it follows from the results that generally, employees from agricultural sector are the most satisfied, employees from public administration are the least satisfied and employees from other sectors remain in-between. In fact, it is to some extent surprising that agricultural firms demonstrate the highest satisfaction level regarding working conditions, supervision and basic pay. However, they are least satisfied with their workload and career opportunities, which is quite an expected result. Another interesting outcome is related with public sector firms that indicate the worst results in four out of six aspects.

Above Table 10 shows that the smaller company, the more satisfied are employees with different aspects

**Link between Corporate Social Responsibility and Job Satisfaction:
A Study on Selected Sectors in Bangladesh**

Table 07: Results of ANOVA test for the differences in job satisfaction on the basis of the field of Activity

Selected Areas	Statistic	Workload	Conditions	Relations	Career	Supervision	Basic pay
Agriculture	Mean	0.141	-0.208	0.051	0.106	-0.169	-0.18
	SD	0.953	0.851	0.879	1.003	0.913	1.025
	N	122	122	122	142	154	166
Manufacturing	Mean	0.063	0.005	0.035	0.09	0.068	0.013
	SD	0.997	1.101	1.021	1	1.031	1.008
	N	447	447	447	547	628	674
Services	Mean	-0.039	-0.037	0.019	-0.048	-0.031	0.004
	SD	0.966	0.986	1.007	0.973	0.987	0.986
	N	1137	1137	1137	1346	1478	1525
Trade	Mean	0.097	0.092	-0.152	0.102	0.076	-0.009
	SD	1.095	1.039	1.008	1.072	1.037	1.032
	N	469	469	469	571	662	705
Construction	Mean	-0.056	-0.022	-0.009	-0.139	-0.154	-0.075
	SD	0.965	0.959	0.897	0.962	0.949	0.978
	N	191	191	191	226	259	259
Public administration	Mean	-0.012	0.25	0.282	0.037	0.154	0.315
	SD	1.012	1.103	1.025	0.944	0.918	0.896
	N	105	105	105	111	123	129
ANOVA test	F-statistic	2.197	3.506	4.102	3.954	4.34	3.986
	p-value	0.052*	0.004**	0.001***	0.001***	0.001***	0.001***

Author's calculated by SPSS IBM Version 20.

Table 08: Results of ANOVA test for the differences in job satisfaction on the basis of firm size

Selected Areas	Statistic	Workload	Conditions	Relations	Career	Supervision	Basic pay
Micro	Mean	-0.084	-0.025	-0.097	-0.077	-0.096	-0.053
	SD	0.951	0.996	0.924	0.924	0.990	0.956
	N	1634	1524	2175	1923	1530	2170
Small	Mean	0.136	0.045	0.126	1.079	0.123	1.040
	SD	1.070	1.022	1.044	0.086	0.989	0.095
	N	530	530	532	630	706	730
Medium	Mean	0.143	0.029	0.071	0.188	0.188	1.095
	SD	1.077	1.083	0.955	1.015	1.015	0.184
	N	290	292	381	292	351	395
Big	Mean	0.144	0.070	1.082	0.143	0.223	1.199
	SD	1.010	1.040	0.124	1.033	1.056	0.274
	N	116	116	145	116	140	163
ANOVA test	F-statistic	9.919	0.935	14.043	4.476	12.223	17.927
	p-value	0.000***	0.423	0.000***	0.004**	0.000***	0.000***

Author's calculated by SPSS IBM Version 20.

Notes: N=sample size; SD=standard deviation; Job satisfaction measures: smaller value refers to higher satisfaction level and vice versa; ***= differences in means are significant at 0.01 level; **= differences in means are significant at 0.05 level

Link between Corporate Social Responsibility and Job Satisfaction: A Study on Selected Sectors in Bangladesh

of job. Regarding the indicators of workload, social relations, supervision and basic pay microfirms demonstrate the highest satisfaction level, followed by small, medium and big firms. In terms of career opportunities, medium-sized firms seem to show somewhat better results compared to small firms, but this is a subtle difference.

FINDINGS

1. According to findings, employees in public administration are relatively the most unsatisfied with their pay, supervision, social relations at workplace and working conditions. Indeed, public sector wages are not competitive compared to private sector, but dissatisfaction with other aspects seems rather unexpected. However, low level of satisfaction in public sector could be explained by company size, because in our sample, the share of large firms is predominantly the biggest.
2. The study found that generally, employees working in smaller firms tend to be more satisfied with various aspects of their job.
3. The study found that regarding the indicators of workload, social relations, supervision and basic pay micro firms demonstrate the highest satisfaction level, followed by small, medium and big firms.
4. The study found that all aspects of job satisfaction except social relations turned out to have stronger relationships with internal CSR measure.
5. The study found that ANOVA tests have been applied to check for statistically significant differences according to company size, capital ownership, field of activity and occupation of the respondent. Except capital ownership, other classifications of the sample reflected statistically significant results.

CONCLUSION

The growing awareness of the issue of corporate social responsibility has raised the questions about how responsible behavior of firms would impact employees' well-being. This paper investigates the link between corporate social responsibility and job satisfaction, which, as pointed out by Clark and his co-authors (1997), is a more widely recognized measure to assess well-being at work. While analyzing the relationships between CSR and different aspects of job satisfaction such as workload, working conditions, social relations, career opportunities, supervision and basic pay the findings clearly showed that employees working for low CSR companies obviously felt less satisfied with any aspects of job. The largest gap between assessments of employees in low and high CSR companies derives from the estimates given to supervision, basic pay and working conditions. Hence, these can be interpreted as the most essential factors indicating to positive relationships between CSR and job satisfaction. The confirmed positive link between corporate social responsibility and job satisfaction has important implications. As employees feel better off in firms that commit themselves more to socially responsible activities, it indicates that developing socially responsible practices can be seen as a means to enhance job satisfaction among the employees in the workplace. As indicated by Brammer et al (2007), greater job satisfaction is expected to augment organizational commitment.

REFERENCES

- Arcan. (2014). The Impact of Corporate Social Responsibility Perception on The Job Satisfaction and Organizational Commitment. *Journal of The Faculty of Economics and Administrative Sciences*, Volume 4, Issue 1, pp.185-202.
- A, S. (1997). Approaches to organization culture and ethics. *Journal of Business Ethics*, Vol.12: 63-67.
- Albinger, H., & Freeman, S. (2000). Corporate social performance and attractiveness as an employer to different job seeking performance. an employer to different job seeking performance. *Journal of Business Ethics*, 28(3).

Link between Corporate Social Responsibility and Job Satisfaction: A Study on Selected Sectors in Bangladesh

- Brammer, S., Millington, A., & Rayton, B. (2007). The contribution of corporate social responsibility to organisational commitment. *International Journal of Human Resource Management*, 18(1), 1701-1719.
- Brammer, S., Millington, A., & Rayton, B. (2007). The contribution of corporate social responsibility to organisational commitment. *International Journal of Human Resource Management*, 18(1), 1701-1719.
- Carroll, A. (1979). A three dimensional conceptual model of corporate social performance. *Academy of Management Review*, Vol. 4, 497-505.
- Carroll, A. (1979). A three dimensional conceptual model of corporate social performance. *Academy of Management Review*, Vol. 4, 497-505.
- Carroll, A., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research, and practise. *International Journal of Management Reviews*, 12(1), 85-105.
- Chong, M. (2009). Employee participation in CSR corporate identity: Insights from a disaster-response program in the Asia-Pacific. *Corporate Reputation Review*, Vol.12, Pp 106-120.
- Clark, A., Georgellis, Y., & Sanfey, P. (1997). Job satisfaction, wage changes and quits. Evidence from Germany. Discussion Paper No. 97/11, University of Kent at Canterbury. University of Kent at Canterbury.
- Deshpande, S. (1996). The impact of ethical climate types on facets of job satisfaction. *Journal of Business Ethics*, Vol.16, 655-660.
- DM, I., & MG, E. (1995). Job satisfaction and turnover among nurses: Integrating research across studies. *Nursing Research*, 44(4): 246-253.
- Dobers, P. (2009). Corporate social responsibility: Management and methods. *Corporate Social Responsibility and Environmental Management*, Vol. 16, 185-191.
- Jie, C. T., & Hasan, N. A. (2015). The Influence Of Corporate Social Responsibility Practises on Job Satisfaction and Corporate Reputation Based on Employees' Perspective. *Global Media Journal – Malaysian Edition*, Volume 5, Issue 2.
- Johnston, P. (2001). Corporate responsibility in employment standards in a global knowledge economy. In S. Zadek, Hojensgard, & R. P., *Perspectives on the New Economy of Corporate Citizenship*. Copenhagen.: The Copenhagen Centre.
- Johnson, J., & McIntyre, C. (1998). Organizational culture and climate correlates of job satisfaction. *Psychological Research*, Vol.82: 843-850.
- Koslowsky, M., Caspy, T., & Lazar M, M. (1991). Cause and effect explanations of job satisfaction and commitment: The case of exchange commitment. *Journal of Psychology*, 125(2): 153-162.
- Lee, Y. D., & Chang, H. M. (2008). A canonical correlation study of relations between external recognition and administration approach of innovation ability in organizations. *The Business Review*, Vol.10, Pp.206-211.
- Luo, X., & CB, B. (2006). Corporate social responsibility, customer satisfaction, and market value. *Journal of Marketing*, 70(4): 1-18.
- LW, P., R, S., & PV, B. (1974). Organizational commitment, job satisfaction and turnover among psychiatric technicians. *Journal of Applied Psychology*, Vol.59: 603-609.
- MP, O., & DM, R. (1999). Perceived organizational support, satisfaction with rewards and employee job involvement and organizational commitment. *Applied Psychology*, Vol.48: 197-209.
- M-T, T., & C-C, H. (2008). The relationship between ethical climate types and facets of job satisfaction, and the three components of organizational commitment: A study of nurses in Taiwan. *Journal of Business Ethics*, Vol.80: 565-581.
- Nambudiri, R. (2010). Corporate Social Responsibility and Organizational Commitment: The Mediation of Job Satisfaction. *ANZAM*, Pp 1-19.
- Tamm, K., Eamets, R., & Mötsmees, P. (2010). Relationship Between Corporate Social Responsibility And Job Satisfaction: The Case Of Baltic Countries. The University of Tartu FEBA. Tartu. Retrieved from www.mtk.ut.ee/research/workingpapers
- Turker, D. (2009). How corporate social responsibility influences organisational commitment. *Journal of Business Ethics*, 89(2), 189-204.
- Tziner, A., & Oren, L. (2011). Corporate Social Responsibility, Organizational Justice and Job Satisfaction: How do They Interrelate, If at All? *Revista de Psicología del Trabajo y de las Organizaciones*, Vol. 27, No. 1, Págs. 67-72.
- Viswesaran, C., & SP, D. (1996). Ethics, success and job satisfaction: A test of dissonance theory in India. *Journal of Business Ethics* 15: 1065-1069., Vol.15: 1065-1069.
- You, C. S., & Huang, C. C. (2013). The relationship between corporate social responsibility, job satisfaction, and organisational commitment. *International Journal of Organisational Innovation*, 5 (4), Pp 64-77.

BRIEF PROFILE OF THE AUTHOR

S. M. Mahbub Rahman, PhD., is working as an Assistant Professor, Department of Management, Govt. Azizul Haque College, Bogra, Bangladesh. He has completed his PhD degree at Department of Commerce, Tripura University (A Central University), India. Mahbub has joined many National and International seminar and presented paper. He has also joined workshop on Research Methodology and Data Analyses for Business Research. His research papers have been published in reputed journal of different countries like India, Canada, Bangladesh and Malaysia. He has published 18 articles in world class journals. His research interests are in the area of Corporate Social Responsibility, Human Resource Management, Cross border Trade etc.

**Link between Corporate Social Responsibility and Job Satisfaction:
A Study on Selected Sectors in Bangladesh**

APPENDIX-I

To what extent are you satisfied with following aspects of your workplace? **TS=FullySatisfied, RS=Rather Satisfied, RNS=Rather not Satisfied and NS=Not Satisfied at all.**

	FS	RS	RNS	NS
	1	2	3	4
1. Job facilities i.e. chances for promotion in your job				
2. General social impression (relations with co-workers such as from amicable to more hostile)				
3. Relationship with your working team				
4. Relationship with your direct supervisor				
5. Time of work (total hours per day and total number per week that you are obliged to work)				
6. Work suppleness (whether you can vary your routine tasks, vary your hours to fit in with other domestic needs)				
7. Work understanding in terms of how much you have to do compared with Co-workers				
8. Acknowledgment and comment on your work presentation from your superiors				
9. Stress level related to the demands of your job				
10. Basic pay of salary (rate per hour or salary per week/ month)				
11. Social defense afforded by your employer such as medical insurance, accident insurance, pension contribution etc.				
12. Workload (the amount you are expected to do)				
13. Workplace furnishing and interior design (your office or workshop environment)				
14. Outside of work rooms (clothing, toilet, washing, rest and eating rooms)				
15. Workplace health and safety conditions.				