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LEVEL OF JOB SATISFACTION OF GARMENTS WORKER: A CASE STUDY ON SAVAR AREA IN DHAKA DISTRICT

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ABSTRACT

The term job satisfaction refers to an individual's general attitude toward his or her job. A person with high level of job satisfaction holds positive attitude toward his job while a person who is dissatisfied with his job holds negative attitude towards his job. Job satisfaction also occurs when a job meets the expectations, values and standards of an individual and will influence their commitment and performance. So from here, it is how an organization gets satisfaction from their workers in order to get their commitment to perform well. The study revealed that significantly lower percentage of the workers was satisfied with their present job. The study further suggested that working hours, overtime benefits, recognition for good work, management policy, promotional opportunity & good relation with colleagues were more important than working environment, job status, autonomy in work, participation in management, and open communication for their overall job satisfaction. There was not significant influence of personal factors such as age, experience, marital status, income, education, & skill on overall job satisfaction among the workers of garment industries at Savar area in Dhaka districts. The data are collected by face to face interview with a schedule of questionnaire and the core value of workers satisfaction and dissatisfaction that they feel from working in the garments industries situated at Dhaka district are placed here.

KEYWORDS

Autonomy, career development, job security, participation, task identity.

1. PRELUDE

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely you will experience high job satisfaction. If you dislike your job intensely, you will experience job-dissatisfaction. Job satisfaction is an individual's emotional reaction to the job itself. It is his attitude towards his job. Bangladesh, as we know, being a third world country is trying to expand its industrialization programs. As a result of this effort, various types of industries, such as, jute mills, textiles, garments factories, tobacco companies, tea factories, cement factories, steel industries, iron industries and metal industries etc. have been set up. This study analyzed the job satisfaction of the workers of garments industries situated at Savar area in Dhaka District.

2. LITERATURE REVIEW

The most frequently used definition of job satisfaction has been given by Locke (1976), who defined it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". There seems general consensus that job satisfaction has obtained a recognized position in the literature of industrial and organizational psychology (Maanen and Katz 1976). Harter, Schmidt and Hayes (2002) mentioned that 7,855 articles having been published between 1976 and 2000, on job satisfaction. Cole and Cole (www.teammax.) in their study mentioned that majority of the examining the employee satisfaction-performance relationship has been conducted on the micro level of analysis and a handful of studies have explored the relationship between aggregated employee job satisfaction attitudes and organizational (unit level) performance (Ostroff 1992; Ryan, Schmitt and Jonson 1996; Harter, et.al 2002; Schnieder, Hanges, Smith and Salvaggio 2003; Bowen and Ostroff 2004; Wright, Dunfold, and Snell 2001; Wright, Gardner, Moynihan and Allen 2005). Cole and Cole mentioned that the current understanding of how aggregated employee attitudes influence and are influenced by important business outcomes is limited and they based on the evidence to date) concluded that employee satisfaction is related to meaningful business outcomes and these relationships generalize across companies (and industries). They have also mentioned at their study that there is potential for longitudinal research in the area of aggregated employee satisfaction and this longitudinal study would suggest not only some directionality from employee attitudes to business outcomes (as well as the reverse) but a

reciprocal relationship in some cases Khan (2001) in his study mentioned that there is deliberate feminization of the workforce of the garment industry in Bangladesh and there are three reasons behind this deliberate feminization. These are: (1) Garment factory owners perceived that like the poor women workers of other Asian NICs who had been socially and economically oppressed for so long and who have low aspirations wages, teen age girls and young women from rural areas of Bangladesh have low aspiration wages. so, they appointed mainly unskilled teen age girls or young women mainly from the rural areas; (2) Since they are already in a susceptible socio-economic condition, as compared to their male counter parts, will agree to work for extra hours and if situation demands it will be easier to dismiss them; (3) most garment factory owners perceived them as docile, trustworthy and manageable. The author also mentioned in his study that most Bangladeshi garment factory owners have failed to see any causal relationship between labor standards and productivity outcomes. Therefore, many of them have become cost effective mainly by lowering labor standards and taking opportunities for low-wage employment due to the profusion of a young female labour force. Delahanty (1998) mentioned that workers of garment factories in Bangladesh frequently suffer from hacking coughs, severe eye strain due to poor lighting and working hours, respiratory problems, low back and joint pain and urinary tract infections because they are denied access to toilet facilities. The authors also mentioned that travel to and from factories are dangerous and women are often sexually harassed

Paul- Majumder and Begum (2000) found (most of the data of this study have been collected from the survey of 1990; 1993 and 1997) that male and female workers of garment industry work about 12 hours a day, there is absence of leave facilities and weekly holiday. They found that although the workers were paid for overtime work on weekly holiday, no alternative holidays were given to these workers whereas workers in other export and non export industries enjoy almost all weekly holidays. Prospects of promotion for the workers in the garment industry are slandered. Most of the garment factories are overcrowded, congested and poorly ventilated. The consequences of these sub-standard working conditions garment workers in Bangladesh are exposed to toxic substances and dust. The workers, particularly the operation and sewing helpers, who are mostly female, continuously breathe in these substances. Most of the garment factories do not have adequate fire protection measures and toilet facilities are very poor. The study found that garment workers in Bangladesh suffer from the absence of lunchroom, lack of pure drinking water and lack of canteen facilities. and they are not entitled to any fringe benefits including accommodation allowance, health care, emergency funds and transportation.

Absar (2001) in her study mentioned that Bangladesh has the cheapest unit of labor cost in South Asia. It costs only 11 cents to manufacture a shirt in Bangladesh whereas it costs 79 cents in Sri Lanka and 26 in India.

Clearly, the comparative advantage of Bangladesh in this case lies in having the cheapest unit labor cost.

The author also mentioned that workers of garment factories in Bangladesh are asked to work whole months at a time without a single day off.

Rogers (2010) in his writing mentioned that Bangladeshi garment workers are the lowest paid garment workers in the world. Although their minimum wage was supposed to have risen to about \$40 a month in

November 2010, many garment factory owners are still paying the old minimum wage of \$24 a month.

He also mentioned that most Bangladeshi garment workers do not belong to unions and most of the union leaders are working for the interest of the garment factory owners and those who are actually trying to help them are being harassed by the employers Islam and Swierczek (2003) analyzed the impact of technological change on job satisfaction of women garment workers in Bangladesh. The specific relationship between job satisfaction and the overall impact defined in socio economic terms shows that fair pay; task significance, bureaucracy, conflicts and information sharing are significantly related. Task significance and information sharing are positively related

to the overall impact. Unfairness in pay, high bureaucracy and higher level of conflicts cause a limited positive overall impact on women workers. The positive relationships to technological change include improvement of task significance, salary increase improvement of the quality of supervision, improved quality of relation and increase benefits. The negative consequences are unfair pay, work dissatisfaction, bureaucracy, conflicts between management and workers, decreased promotion for workers.

The controlled trade regime on textile and clothing, which was based on the Multi-fiber Agreement (MFA) made in 1979, was abolished on January 01, 2005. Yamagata (2007) reviewed the impacts of the changes on the main markets and examined the prospects for the markets for the markets and the source of countries. The author mentioned that the most critics before the MFA Phase-out declared that the garment industry in the low-income exporters will fall down because of the low level of technology incorporate into the shallow accumulation of physical capital, poor physical and institutional infrastructure and distance from the main markets. Among the lowest low-income countries Bangladesh and Cambodia were considered to be the most susceptible because they rely on clothing for as much as three quarters of the composition of all export commodities. Even inside the countries, exporters widely publicized their distressed situation and asked their government and international society for assistance. However, Bangladesh and Cambodia knocked over this forecast and have come out as tough exporters of garments and maintained rapid growth even during the high time for China. The author has mentioned that Bangladesh and some other low-income countries may penetrate more into the markets of developed countries if there would be the absence of labor disputes, wage increases, skilled labor shortages or insufficient physical and insufficient. If they handle those issues cleverly, they would become really competitive.

This study is unique in that although many studies have been conducted on the garment workers in Bangladesh, not a single study has been conducted to explore the job satisfaction of the workers of garment industry. The hypotheses for this study were developed based on the various studies conducted on the workers of garment sector in Bangladesh.

3. RATIONALE OF THE STUDY

There are many employees' are engaged in the private sectors organization in Bangladesh. They are involving with a huge number of problems. But they don't get scope to express their opinion to the higher authority due to stress, fear, lack of knowledge etc. On the other hand they have a limited power to find out the actual problem involving with their job. The private sector organizations of our country are involving with strike, bribe, slowdowns, non-cooperation, lock out etc. Only by the help of job satisfaction it is possible to overcome. The knowledge of job satisfaction is very much important to understand their problems at the workplace. But no substantial work has so far been conducted on socio economic background, job satisfaction and job security of the non-government organizations; especially on garments industries at Savar area in Dhaka District. So it is very essential to conduct a research study on levels of job satisfaction in workers of garments industries.

4. STATEMENT OF THE PROBLEM

The consequences of job satisfaction are very much important to an organization in terms of its efficiency, productivity, employee relations, absenteeism and turnover and to an employee in terms of his health and well being. Job satisfaction is the function of the perceived relationship between what one expects and obtains from one's job and how much importance or value he attributes to it. The indicators of job satisfaction such as, health, job safety, sustain facilities provided by respective authority, working environment, relationship with co-workers, salary structure, participation in factory management etc. With the end of the view, the present study has been designed to conduct a research work on the workers of various garments industries at Savar in Dhaka District; the socio economic background of employees, job satisfaction, job dissatisfaction and their consequence as the related issue.

5. OBJECTIVE OF THE STUDY

The main objectives of the study are as follows:

1. To identify the determinants of job satisfaction of Garments Industries.
2. To evaluate the social background of the workers of Garments Industries.
3. To find out the constraints of achieving job satisfaction.

6. RESEARCH HYPOTHESIS

1. H₁: Task identity affects on job satisfaction of employee.
2. H₂: Job security affects on job satisfaction of employee.
3. H₃: Work environment affects on job satisfaction of employee.
4. H₄: Relationship with Co-workers affects on job satisfaction of employee
5. H₅: Compensation benefits affects on job satisfaction of employee.
6. H₆: Overtime benefits affects on job satisfaction of employee.

7. LIMITATIONS OF THE STUDY

On the way of this study researcher has faced the following problems, which in terms may be considered as the limitations of the study. These are as follows:

1. The researcher could not spend sufficient time, which was required for the in-depth study.
2. The study mostly limited to only the 100 workers out of the 500000 workers of garments industries at Savar area in Dhaka District; which may be more in number for getting more accurate result.
3. Corrective measures for identified problems are not covered in it due to lack of experience.
4. All the respondents do not give answer correctly.

8. METHODOLOGY OF THE STUDY

In the present study, methodology is taken to indicate the underlying principles and methods or organizing and the systems or inquiry procedure leading to completion of the study. This chapter deals with various methodological issues relating to the study like profile of the sample unit, sample size of the respondents, sources of data and analysis of data used in the study. There are many garments industries at Savar area in Dhaka District but among them we have collected data from 10 garments industries such as Skyline Group, Renoka Garments Ltd, Sahariar Garments Ltd, Oli Knitting Febrics Ltd, Ector Febrics Ltd, IDS Group, Young One Hightech Sportswear Ltd, Beximco Ltd, Fountain Ltd, ONUKA Ltd. have been selected for the purpose of my study.

SAMPLE SIZE OF THE RESPONDENTS

The present study conducted on the workers of ten garments industries at Savar area in Dhaka, Bangladesh. Total 10000 workers are working in these industries Limited. Out of the total 10000 workers, only 100 workers have been selected randomly for the study purpose. The 100 sample respondents have been selected from the five different departments.

SOURCES OF DATA

Both primary and secondary data are used for the purpose of the study. The study is mainly based on primary data. The primary data have been collected through personal interview of the workers of garments industries. However, the data could not be collected from primary sources, would be collected through secondary sources. Different types of data and their sources are discussed under the following heads.

PRIMARY DATA

The primary data have been collected through personal interview with the workers used by structured questionnaire. To collect the primary data researcher used three sets of interview schedules, specially prepared in the light of the objectives of the study. The collected data have been subsequently processed, tabulated and analyzed for the purpose of the study. The collected data have been processed, tabulated and analyzed in the logical manner.

SECONDARY DATA

The data could not be collected from primary sources have been obtained through secondary sources. The secondary sources include books, journals, annual report and unpublished research works. The collected data have been analyzed through the following statistical instruments: **Frequency Table:**

TASK IDENTITY

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	18	17.8	18.0	18.0
	Agree	76	75.2	76.0	94.0
	neither agree/disagree	1	1.0	1.0	95.0
	Disagree	5	5.0	5.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Field survey.

From the above data we may say that workers (94%) are satisfied with the task identity. Because in garments sector works are classified into various categories. So, hypothesis 1 is accepted. That means task identity significantly affects on job satisfaction.

JOB SECURITY

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	9	8.9	9.0	9.0
	Agree	42	41.6	42.0	51.0
	neither agree/disagree	5	5.0	5.0	56.0
	Disagree	33	32.7	33.0	89.0
	strongly disagree	11	10.9	11.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Field survey.

From the above table it would be said that workers (51%) are moderately satisfied with their job security. So, hypothesis 2 is accepted. job security significantly affects on job satisfaction.

AUTONOMY

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	11	10.9	11.0	11.0
	Agree	39	38.6	39.0	50.0
	neither agree/disagree	3	3.0	3.0	53.0
	Disagree	37	36.6	37.0	90.0
	strongly disagree	10	9.9	10.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Field survey.

From the above table it may be said that workers 50%) are moderately satisfied in autonomy at work place. Because only skilled laborers enjoy independence.

TASK SIGNIFICANCE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	31	30.7	31.0	31.0
	Agree	36	35.6	36.0	67.0
	neither agree/disagree	3	3.0	3.0	70.0
	Disagree	25	24.8	25.0	95.0
	strongly disagree	5	5.0	5.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Field survey.

From the above table we may say that garments owner shows task significance to their workers. Workers are happy with their task significance.

CAREER DEVELOPMENT

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	4	4.0	4.0	4.0
	Agree	25	24.8	25.0	29.0
	neither agree/disagree	29	28.7	29.0	58.0
	disagree	32	31.7	32.0	90.0
	strongly disagree	10	9.9	10.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Field survey.

From the above table we may say that workers are not satisfied in career development opportunities.

PARTICIPATION IN MANAGEMENT

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	3	3.0	3.0	3.0
	Agree	16	15.8	16.0	19.0
	neither agree/disagree	12	11.9	12.0	31.0
	Disagree	33	32.7	33.0	64.0
	strongly disagree	36	35.6	36.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Field survey.

From the above table we may say that workers do not have any opportunities to participate in managerial decision.

RELATIONSHIP WITH CO-WORKER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	71	70.3	71.0	71.0
	Agree	21	20.8	21.0	92.0
	Disagree	5	5.0	5.0	97.0
	strongly disagree	3	3.0	3.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Field survey.

Above table shows that there is prevailing a good relationship among the coworkers.

So Hypothesis 4 is accepted. Good relationship with co workers (92%) influences on job satisfaction.

WORK ENVIRONMENT

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	10	9.9	10.0	10.0
	Agree	74	73.3	74.0	84.0
	neither agree/disagree	3	3.0	3.0	87.0
	disagree	6	5.9	6.0	93.0
	strongly disagree	7	6.9	7.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Field survey.

Maximum workers (84%) agree that they are satisfied with the work environment of the garments.

So, hypothesis 3 is accepted. work environment affects on job satisfaction.

BONUS PACKAGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	7	6.9	7.0	7.0
	Agree	25	24.8	25.0	32.0
	neither agree/disagree	19	18.8	19.0	51.0
	disagree	32	31.7	32.0	83.0
	strongly disagree	17	16.8	17.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Field survey.

Table shows that, bonus package are not sufficient to satisfy the workers expectation.

COMPENSATION/SALARY

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	3	3.0	3.0	3.0
	Agree	22	21.8	22.0	25.0
	neither agree/disagree	11	10.9	11.0	36.0
	Disagree	36	35.6	36.0	72.0
	strongly disagree	28	27.7	28.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Field survey.

The table shows that compensation package cannot satisfy the workers(64%) because of the increasing cost of living.

So, hypothesis 5 is not accepted. Compensation/salary does not affect on job satisfaction.

OVERTIME BENEFITS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	25	24.8	25.0	25.0
	Agree	66	65.3	66.0	91.0
	neither agree/disagree	3	3.0	3.0	94.0
	Disagree	3	3.0	3.0	97.0
	strongly disagree	3	3.0	3.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Field survey.

From the above table it may be said that workers are highly satisfied with overtime benefits. In export oriented readymade garments sector workers have opportunity to get involve in overtime work schedule.

So, hypothesis 6 is accepted. Over time benefits affects on job satisfaction.

OVERALL SATISFACTION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	29	28.7	29.0	29.0
	Agree	45	44.6	45.0	74.0
	neither agree/disagree	13	12.9	13.0	87.0
	Disagree	6	5.9	6.0	93.0
	strongly disagree	7	6.9	7.0	100.0
	Total	100	99.0	100.0	
Missing	System	1	1.0		
Total		101	100.0		

Source: Field survey.

From the above table, we can say 74% workers are satisfied with their job.

CORRELATION

	Task identity	Job Security	Autonomy	Task significance	Career development	Participation in Management	Bonus	Compensation	Overtime benefits	Overall Satisfaction
Task identity	1	0.164	0.098	0.296 ⁸⁸	-0.164	0.066	-0.028	0.034	0.168	0.003
Pearson Correlation	-	0.103	0.330	0.003	0.102	0.511	0.781	0.740	0.094	0.979
Sig.(2-tailed)										
N	100	100	100	100	100	100	100	100	100	100
Job Security	0.164	1	0.240*	-0.032	0.199*	0.125	-0.104	0.184	0.075	0.185
Pearson Correlation	0.103	-	0.016	0.750	0.047	0.251	0.302	0.067	0.456	0.065
Sig.(2-tailed)										
N	100	100	100	100	100	100	100	100	100	100
Autonomy	0.098	0.240*	1	0.304**	0.278**	0.307**	0.112	0.323**	0.240*	-0.037
Pearson Correlation	0.330	0.016	-	0.002	0.005	0.002	0.268	0.001	0.016	0.711
Sig.(2-tailed)										
N	100	100	100	100	100	100	100	100	100	100
Task significance	0.296	-0.032	0.304	1	-0.186	0.282**	0.206*	0.081	0.177	-0.106
Pearson Correlation	0.003	0.750	0.002	-	0.064	0.004	0.040	0.425	0.078	0.294
Sig.(2-tailed)										
N	100	100	100	100	100	100	100	100	100	100
Career development	-0.164	0.199*	0.278**	-0.186	1	-0.170	0.126	0.095	0.121	0.117
Pearson Correlation	0.102	0.047	0.005	0.064	-	0.090	0.213	0.345	0.230	0.245
Sig.(2-tailed)										
N	100	100	100	100	100	100	100	100	100	100
Participation in Management	0.066	0.125	0.307**	0.282**	-0.170	1	0.146	0.382**	0.082	0.022
Pearson Correlation	0.511	0.215	0.002	0.004	0.090	-	0.147	0.00	0.417	0.828
Sig.(2-tailed)										
N	100	100	100	100	100	100	100	100	100	100
Bonus	-0.028	-0.104	0.112	0.206*	0.126	0.146	1	0.061	0.040	-0.100
Pearson Correlation	0.781	0.302	0.268	0.040	0.213	0.147	-	0.548	0.696	0.321
Sig.(2-tailed)										
N	100	100	100	100	100	100	100	100	100	100
Compensation	0.034	0.184	0.323**	0.081	0.095	0.382**	0.061	1	0.088	0.016
Pearson Correlation	0.740	0.067	0.001	0.425	0.345	0.000	0.548	-	0.386	0.875
Sig.(2-tailed)										
N	100	100	100	100	100	100	100	100	100	100
Overtime benefits	0.168	0.075	0.240*	0.177	0.121	0.082	0.040	0.088	1	0.220*
Pearson Correlation	0.094	0.456	0.016	0.078	0.230	0.417	0.696	0.386	-	0.028
Sig.(2-tailed)										
N	100	100	100	100	100	100	100	100	100	100
Overalls	0.003	0.185	-0.037	-0.106	0.117	0.022	-0.100	0.016	0.220*	1
Pearson Correlation	0.979	0.065	0.711	0.294	0.245	0.828	0.321	0.875	0.28	-
Sig.(2-tailed)										
N	100	100	100	100	100	100	100	100	100	100

**correlation is significant at 0.05 level (2-tailed)

* Correlation is significant at 0.01 level (2-tailed)

1. Task identity has significant positive correlation with task significance. If individual worker finds specific task identity in his workplace, it will help to perform his/her duties properly and increases overall job satisfaction.
2. Autonomy has significant positive correlation with Job security. When a worker feels independence in his/her workplace, it positively affects job security.
3. Career development facilities have significant correlation with Job security. When a worker gets career development opportunities to enrich his/her career, that helps a worker to increase job security.
4. Autonomy has significant positive correlation with task significance. When a worker enjoys autonomy in his/her workplace, it will positively affect task significance.
5. Autonomy has significant positive correlation with Career development. When a worker enjoys autonomy in his/her workplace, he/she gets career development opportunities that help increasing job security.
6. Participation in management has significant positive correlation with Autonomy. When a worker can participate in management, he/she feels autonomy at workplace that increases job satisfaction.
7. Autonomy has significant positive correlation with Compensation/Salary. Autonomy and Compensation/Salary affect job satisfaction positively.
8. Overall job satisfaction has significant positive correlation with Overtime benefits. Due to minimum Compensation/Salary workers are happy to get overtime benefits to earn more maintaining minimum standard of living.
9. Task significance has negative correlation with Career development. When task significance does not influence on career development, it means there is lack of proper human resource management practices.

MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.390(a)	.152	.012	1.12183

a Predictors: (Constant), OVERTIME, SKILLVARIETY, JOBSECURITY, BONUSPACKAGE, FEEDBACK, WORKSCHEDULE, CAREERDEVELOPMENT, COMPENSATION, TASKSIGNIFICANCE, WORKENVIRONMENT, TASKIDENTITY, AUTONOMY, PARTICIPATION, COWORKERS RELATIONSHIP.

ANOVA (b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.138	14	1.367	1.086	.382(a)
	Residual	106.972	85	1.258		
	Total	126.110	99			

a Predictors: (Constant) OVERTIME, SKILLVARIETY, JOBSECURITY, BONUSPACKAGE, FEEDBACK, WORKSCHEDULE, CAREERDEVELOPMENT, COMPENSATION, TASKSIGNIFICANCE, WORKENVIRONMENT, TASKIDENTITY, AUTONOMY, PARTICIPATION, COWORKERS RELATIONSHIP.

b Dependent Variable: OVERALLSATISFACTION.

COEFFICIENTS (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.114	.921		1.210	.230
	TASKIDENTITY	-.030	.210	-.017	-.145	.885
	FEEDBACK	.031	.116	.030	.267	.790
	JOBSECURITY	.174	.101	.193	1.728	.088
	AUTONOMY	-.159	.111	-.179	-1.433	.155
	TASKSIGNIFICANCE	-.076	.118	-.087	-.647	.519
	SKILLVARIETY	.106	.102	.124	1.031	.305
	COWORKERRELATIONSHIP	.157	.181	.134	.871	.386
	WORKSCHEDULE	-.064	.118	-.063	-.537	.593
	CAREERDEVELOPMENT	.125	.132	.116	.945	.348
	WORK ENVIRONMENT	-.212	.150	-.182	-1.410	.162
	PARTICIPATION	.141	.130	.146	1.083	.282
	BONUSPACKAGE	-.074	.103	-.079	-.719	.474
	COMPENSATION	-.044	.109	-.047	-.409	.683
OVERTIMEBENEFITS	.380	.152	.276	2.498	.014	

a Dependent Variable: OVERALL SATISFACTION.

From the above table we may say that, overtime benefits has no significant relation with overall job satisfaction.

RMG workers consider to other factors regarding job satisfaction like compensation benefits, task identity, task significance.

On the other hand the task identity is the greatest value which means workers are very satisfied with their responsibility. Moreover, other factors like compensation benefits, work schedule, task significance moderately satisfy the workers.

9. FINDING OF THE STUDY

Job satisfaction plays an important role to the workers of any organization in terms of its productivity, efficiency, employee relationship, absenteeism and turnover. From the analysis of the present study we find the following findings:

1. There was no significant influence of personal factors on the overall job satisfaction.
2. There was a significant positive correlation between job satisfaction and performance and a significant negative correlation between job satisfaction and absenteeism and accident.
3. The workers of the organization always expect good behavior from their higher authority.
4. There is very good relation with co-workers in the work place

10. LIST OF PROBLEMS

1. Low salary according to the cost of living.
2. Delay in payment
3. Lack of recreational facilities.
4. Lack of job training facilities.
5. Lack of safety in work place in emergency period(fire,earthquakew)
6. Lack of canteen facilities.
7. Lack of childcare facilities.
8. Lack of transport facilities.
9. Lack of medical facilities.
- 10.No pension management at the end of service life.

11. RECOMMENDATIONS

The present study was an attempt to obtain a better understanding about the causes of job satisfaction of garments industries at Savar in Dhaka District, Bangladesh. The following recommendations may be made in light of the present study:

- 1.Compensation / Salary &bonus package should be increased according to cost of living and to be paid regularly at just time.
- 2.Work place safety net program to ensured for increasing job satisfaction level.
3. Participation in management to be ensured.
4. Job security & training facilities to be ensured.
5. The promotional opportunities should be increased then present stage of promotional opportunities.
6. Workers are to be rewarded for their better performance.

12. CONCLUSIONS

It has been mentioned elsewhere in this paper that Bangladesh has overturned the prediction of the critics regarding the MFA Phase-out and this country has emerged as tough exporters of garments and maintained rapid growth during the high time for China. It has also been mentioned elsewhere in this study that many of the garment factory owners in Bangladesh have become cost effective mainly by lowering labor standards. The study found that workers of garment sector in Bangladesh are not satisfied with wage; safety facilities; leave policy; promotion policy and behavior of the owner. These findings show the true picture because these are in line with the various previous findings of study conducted on the garment workers' wages and working conditions. Besides, the two resource persons of this study also passed the same comment. The study also found that the workers in garment sector of Bangladesh are satisfied with working environment; present health care facility and overtime benefits. It is known that job satisfaction is a matter of perception and that perception may or may not be accurate. The various previous studies show that workers in garment sector of Bangladesh do not get proper health care facility and overtime benefits. The two resource persons of this study passed the same comment. The researchers can tell in this regard that the garment workers' satisfaction regarding health care facility and overtime benefits is due to their lack of awareness regarding their legal rights for health care facility and overtime benefits. The workers satisfaction regarding working environment and also does not reflect the true picture because in the organizations where trade unions are discouraged by the employers (although forming trade union is a legal right of the workers) and where employers have become cost effective mainly by lowering labor standards at this situations workers cannot get satisfactory work environment. This satisfaction is due to the workers' lack of awareness regarding the standards of working environment Minimum wages have been revised but workers demanded for Tk. 5000 as their minimum wage but have Tk 3000 as their minimum wage and still the garment factory owners are the lowest paid garment workers in the world. Many garment factories have introduced fire exit and fire extinguishers at the factories but there is tendency to lock the main gate deliberately. Therefore, the mere existence of fire exits and fire extinguishers cannot ensure the safe work

environment. Therefore, it can be mentioned that there may be some positive changes regarding some labor standards, which are not satisfactory at all and the overall quality of work life of the garment factory workers in Bangladesh has remained as dissatisfactory.

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