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    STATEMENT OF THE PROBLEM

    OBJECTIVES

    HYPOTHESES

    RESEARCH METHODOLOGY

    RESULTS & DISCUSSION

    FINDINGS

    RECOMMENDATIONS/SUGGESTIONS

    CONCLUSIONS

    SCOPE FOR FURTHER RESEARCH

    ACKNOWLEDGMENTS

    REFERENCES

    APPENDIX/ANNEXURE

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CONTRIBUTIONS TO BOOKS
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INFLUENCES OF SOCIO-ECONOMIC FACTORS ON JOB SATISFACTION OF READY-MADE GARMENTS WORKERS

MUHAMMAD ZIAUL HOQUE
ASST. PROFESSOR
DEPARTMENT OF AGRICULTURAL EXTENSION & RURAL DEVELOPMENT
BANGABANDHU SHEIKH MUJIBUR RAHMAN AGRICULTURAL UNIVERSITY
GAZIPUR - 1706, BANGLADESH

DR. MD. SAFIUL ISLAM AFRAD
PROFESSOR
DEPARTMENT OF AGRICULTURAL EXTENSION & RURAL DEVELOPMENT
BANGABANDHU SHEIKH MUJIBUR RAHMAN AGRICULTURAL UNIVERSITY
GAZIPUR - 1706, BANGLADESH

ABSTRACT

Job satisfaction is one of the key determinants of employee satisfaction in all organizations. In rising countries like Bangladesh, it was tricky to strike ahead such studies on employee satisfaction bearing in mind intrinsic and extrinsic issues. This study was carried out to identify the determinants of job satisfaction among RMG employees. To achieve the objectives, data were collected through intensive survey by a pre-tested interview schedule from randomly selected 120 respondents in selected readymade garments factories of Gazipur sadar upazila. Co-efficient of correlation and multiple stepwise regressions were employed to find out the determinants of employee job satisfaction. Findings reveal that majority (56.67%) of the respondents fell in medium job satisfaction category. It also yielded that socioeconomic factors have a profound influence as these factors combinedly explained 52.4 percent variation in job satisfaction. Education, monthly family income, financial contribution to the family and infrastructural facilities showed significant positive relationship with employee job satisfaction where financial contribution to the family was a single most influential factors (26.2% contributor). Lack of functional training, low wage and job security were the major obstacles in employee job satisfaction. It is recommended that employer, employee and government should work together to manage the situation.

KEYWORDS
Bangladesh, Job Satisfaction, Ready Made Garments.

INTRODUCTION
BACKGROUND OF THE STUDY

Considering the previous history of industrialization, in almost all countries it starts with textile or readymade garments. This industry migrates from high-wage to low-wage countries like a "flying goose" (Siddiqi, 2005). Ready - made garments (RMG) are very potential sector than any others industrial sectors in Bangladesh. This sector plays major role to prevent poverty, create employment facilities, full-fill the domestic demands, earning the foreign exchange as well as contribute to highest gross domestic products (GDP). Readymade garment industries enjoyed a dramatic rise from 30 enterprises in 1980 to about 5800 in 2012-2013 fiscal years. Bangladesh export wears in more than 20 countries. US is the main buyer of Bangladeshi wears. Second largest buyer is EU (Anonymous, 2010). According to one statistics whereas in 1983-84 RMG sector employed 0.040 million workers, in 2012-2013 this figure increased to 4.0 million (BGMEA 2013). Gross foreign exchange earnings from RMG exports and their contribution to the total export earnings have increased significantly over time. The sector's earnings stood US$ 7.9 billion from US$ 3.36 million in fiscal year 1981 and in 2007, 77.4% of total export earnings of Bangladesh came from RMG sector. The share of RMG exports in total GDP became 13.1% in FY (fiscal year) 2006 compared with 0.16% in FY 1984.

JUSTIFICATION OF THE STUDY
Bangladesh belongs to the group of developing countries of the world, which has been characterised by very low level of economic activities for the last few decades, high inflation, low growth, corruption, politicisation, increased population, economic instability, gender relations and growth of media, industrialisation and decentralisation. This is due to the fact that the vast population of Bangladesh cannot fully or even partially be employed in different sectors of the country. Moreover, employed workers are not fully satisfied with their provided facilities as sometimes they raised their voice peacefully and sometimes in devastating way. Research indicates that when workers are satisfied, productivity increase and staff turnover may decline (Clark, 1997; Islam and Shazali, 2011). These two aspects (productivity and staff turnover) are important for the garments industries in Bangladesh. In addition, if the workers are not satisfied with their work, they cannot increase their performance and that would lead to an overall decline in organisational productivity (Ahmed, 2005; Islam and Shazali, 2011). MacDonald (2005) revealed that poor job satisfaction has a great impact in the organisation success. Bangladesh provides the example of successful use of low cost labor in export industries (Islam and Shazali, 2011). This study was conducted in private sector industries of Bangladesh where the government of Bangladesh has recently announced wage reforms for the industrial workers. Thus, these factors require employee attitudes and performances in the context of Bangladesh to be examined, where the job satisfaction predicators may be influenced by different socio-economic, political, religious and cultural factors. Empirical evidence from previous studies (Locke, 1976) suggests that job satisfaction tends to correlate positively with labor productivity and negatively with labor turnover, both of which influence industry performance.

STATEMENT OF THE PROBLEM
Bangladesh had a good reputation worldwide in a RMG sector. Despite of most successful sector in Bangladesh, it is being encountering numerous problems. Like as poor working environment inside the industry, job security, social security, absence of maternity leave, irregular payment, low wages, provident found, gender discrimination. So to get the better feed back or maximum profit from this industry, we need to make happy with the related stakeholder of this industry, as well as improved the job satisfaction and infrastructure change is the first step of this industry. Keeping all these in view, the present study was designed to answer the following questions.
1.   What is the level of job dissatisfaction among the RMG workers?
2.   Is there any influence of socio-economic factors on job satisfaction of the RMG workers?
3.   What are the major problems hindering job satisfaction and way to overcome these?

OBJECTIVES OF THE STUDY
The study attempted to achieve the following specific objectives:

1. To determine the level of job dissatisfaction among the RMG workers
2. To identify the factors significantly influences job satisfaction of the RMG workers
3. To find out the major problems hindering job satisfaction and suggestions to overcome these problems

HYPOTHESIS OF THE STUDY

The null hypothesis is framed as follows:

▪ H_0: "There is no significant relationship between selected socio-economic characteristics of RMG garments workers with their job satisfaction".

METHODOLOGY

The descriptive and diagnostic research design was applied in the present study. Descriptive research design was used for describing socioeconomic characteristics of the respondents, job satisfaction and problem faced by the respondents. On the other hand, diagnostic and analytical research design used in this study for specifying and interpreting relationship of variables. The survey was conducted among four factories of Gazipur sadar upazila under Gazipur district. The sampled factory were purposively selected because of co-operation of the administration and management authority of these selected garments for conducting the study, easy accessibility of the researcher to the area and familiarity of the researcher with the dialect and culture of the people of the selected area. All garments workers of the selected eight garments were the population of the study. From the eligible population 120 workers of the four garments consisting of 30 workers from each were selected as sample of the study following simple random sampling technique. Another 16 workers (4 from each factory) were selected following same procedure as reserved list. A pre-tested interview schedule was used to collect data from the respondents during July to August 2013 by the researcher himself .The independent variables of the study were the selected socio-economic characteristics of the readymade garments workers whereas level of job satisfaction was considered as dependent variable of this study. The independent variable was measured following standard procedure. Five aspects of job satisfaction viz. job security, benefits, compensation, opportunities to use skills and abilities and feeling safe in the work environment were used to measure job satisfaction of the respondents. Job satisfaction of the respondent was computed by using a 4-point Likert type rating scale. In case of item, scores of 04, 03, 02 and 01 were assigned for the corresponding responses of 'highly satisfied', 'satisfied', 'moderately satisfied' and 'not satisfied respectively. Thus, job satisfaction score of a respondent was obtained by summing up the scores for each of five different aspects. The job satisfaction of a respondent could range from 5-20; where '5' indicates low job satisfaction and '20' indicate high job satisfaction. The respondents were classified into three categories on the basis of job satisfaction score according to Islam (2011). After collection of data, all the information contained in the interview was edited. All the collected data were then checked and cross checked, compiled, coded and entered into the computer for analysis and interpretation using SPSS program. Qualitative data were converted into quantitative form by means of suitable scoring techniques. In order to realize the objectives of ascertaining factors influencing job satisfaction of the RMG workers, means, percentages, standard deviation and frequencies were used to describe selected characteristics of the respondents. Coefficients of correlation (r), multiple regression and stepwise regression were computed to find out the determinants of job satisfaction of readymade garments workers.

RESULTS AND DISCUSSION

SOCIO-ECONOMIC PROFILE OF THE RESPONDENTS

Data presented in Table 1 revealed that the highest proportion of the respondents were young aged (85.8%), having primary level of education (45 %), small family size (57.5%), moderate service experience (62.5%), low working load (58.3%), low wage (52.5%), low family income (38.3%), avail low financial contribution to family (47.5%) and perceived moderate infrastructural facilities (50%).

TABLE 1: DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR SOCIO-ECONOMIC CHARACTERISTICS

Character	Unit	Categories	%	Mean	SD
Age	Actual year	Young aged (18 to 35 year)	85.8	27.28	5.02
		Middle aged (36 to 45year)	14.2		
Education	Year of schooling	Primary (1-5)	45.0	6.63	2.58
		Secondary (6-10)	43.3		
		Higher secondary (11 to 12)	11.7		
Family size	Number	Small (up to 4)	57.5	3.97	1.71
		Medium (5 to 6)	36.7		
		Large (7 and above)	5.8		
Service experience	No. of years	Low experience (up to 2.00 years)	26.7	4.32	1.62
		Medium experience (2.1 to 5.00 years)	62.5		
		High experience (above 5.00 years)	11.7		
Working load	Hours/ day	Low (up to 8)	58.3	8.75	1.18
		Medium (above 8 to 10)	35.0		
		High (above10)	6.7		
Wage	'000 Tk/month	Low (up to 6)	52.5	6.48	3.23
		Medium (above 6 to 10)	41.7		
		High (above10)	5.0		
Monthly family income	'000 Tk/month	Low (up to 10.00)	38.3	12.97	7.32
		Medium (10.1 to 15.00)	30.8		
		High (above15.00)	31.7		
Financial Contribution to family	'000 Tk/month	Low (up to 2)	47.5	2.78	3.57
		Medium (above 2 to 5)	44.2		
		High (above 5)	8.3		
Infrastructural facilities	Actual Score	Poorly developed (up to 15)	17.5	18.64	3.52
		Moderately developed (16 to 20)	50.0		
		Well developed (above 20)	32.5		

JOB SATISFACTION OF GARMENTS' WORKER

Some factors were considered for measuring the level of job satisfaction, these factors includes job security, benefits, compensation, opportunities to use skills and abilities and feeling safe in the work environment. Observed job satisfaction scores of the respondents ranged from 7 to 18, with an average being 13.86. The respondents based on their job satisfaction scores were classified into three categories such as low, medium and high job satisfaction categories (Table 2). Information furnished in Table 2 show that majority (56.67%) of the respondents fell in medium job satisfaction category compared to 34.17 percent in high job satisfaction category. It is surprising that only 9.16 percent of them showed low satisfaction about their job. It may be concluded that, the respondents get

medium to high level of satisfaction about their jobs in garments. This might be due to that if they did not get job in the garments the respondents having very scanty education would have to work as domestic help receiving very poor wages. Huda et al. (2007) reported that the overall status of satisfaction in HRM practices of RMG sector is moderately low.

TABLE 2: DISTRIBUTION OF THE RESPONDENTS ACCORDING TO THEIR JOB SATISFACTION

Categories	Respondents		Mean
	Number	Percent	
Low satisfaction (up to 10)	11	9.16	
Medium satisfaction (11-15)	68	56.67	13.86
High satisfaction (above 15)	41	34.17	
Total	120	100.0	

RELATIONSHIP BETWEEN SELECTED CHARACTERISTICS OF THE RESPONDENTS AND THEIR LEVEL OF JOB SATISFACTION AFTER JOINING IN THE GARMENTS

To find out the relationship between selected characteristics of the respondents and their level of job satisfaction, co-efficient of correlation was employed. Here, the null hypothesis developed by the researcher was, "There is no significant relationship between the selected characteristics of the respondents and their job satisfaction after joining in the garments". Findings contained in Table 3 shows that level of education, monthly family income, financial contribution to the family and infrastructural facilities had positive significant relationship with their job satisfaction where the coefficient of correlations (r value) were 0.171*, 0.225*, 0.272** and 0.258** respectively. It indicates that if there is any increase in their education, monthly family income, financial contribution to the family and infrastructural facilities there would be an increase in their job satisfaction. Other variables viz. age, family size, service experience and wage shows no significant relationship though service experience and wage showed positive non-significant relationship and age, family size and work load showed negative non-significant relationship.

TABLE 3: RELATIONSHIP BETWEEN SELECTED CHARACTERISTICS AND THEIR LEVEL OF JOB SATISFACTION AFTER JOINING IN GARMENTS

Dependent variable	Socio-economic factors	Correlation Co-efficient (r value)
Job satisfaction	Age	-0.83[NS]
	Education	0.171*
	Family size	-0.053[NS]
	Service experience	0.054[NS]
	Working load	-0.006[NS]
	Wage	0.091[NS]
	Monthly family income	0.225*
	Financial contribution to the family	0.272**
	Infrastructural facilities	0.258**

*=Significant at 0.05 level of probability, ** = Significant at 0.01 level of probability NS=Non Significant

Data presented in the Table 4 indicated that multiple R and R^2 values in full model regression were 0.617 and 0.524 respectively. The corresponding F- value (5.713[*]) was found significant. The above mentioned facts indicated that all the selected socio-economic factors have a joint contribution to the job satisfaction i.e. R = 0.617 and corresponding R^2 value is 0.524, which means that all socio-economic factors have jointly explained 52.4% of the total variation of job satisfaction.

TABLE 4: MULTIPLE REGRESSION ANALYSIS SHOWING INFLUENCE OF SOCIO-ECONOMIC FACTORS ON THE JOB SATISFACTION

Sl. No	Independent variables	Regression coefficients (b values)	t values	Level of Significance (p values)
1.	Age	-.156	-1.393	.166
2.	Education	.140	1.431	.155
3.	Family size	.060	.604	.547
4.	Service experience	-.002	-.014	.989
5.	workload	.095	.732	.466
6.	Wage	-.062	-.671	.504
7.	Monthly family income	.227	2.039	.029
8.	Financial contribution to the family	.298	4.102	.003
9.	Infrastructural facilities	.281	3.078	.003

R=0.617, F = 5.713*, R^2 = 0.524

* = significant at 5% level

Step-wise regression analysis of all the independent variables (Table 5) revealed that the variable financial contribution to the family (26.20 %) emerged as the single-most outstanding contributor to job satisfaction followed by infrastructural facilities (14.7%) and monthly family income (5.4%). All the above three independent variables jointly explained 46.3 percent of the total variance of job satisfaction. Out of this 46.3 percent explained variance, the two independent variables like financial contribution to the family and infrastructural facilities jointly explained 40.9 percent signifying that these two are the most dominant variables contributing to job satisfaction of the RMG workers.

TABLE 5: STEPWISE REGRESSION ANALYSIS ISOLATING THE MOST IMPORTANT INDEPENDENT VARIABLES CONTRIBUTING IN JOB SATISFACTION OF THE RMG WORKERS (DEPENDENT VARIABLE)

Steps	Independent variables	R^2	R^2 Change	Contribution (R^2 Change X 100
I	Financial contribution to the family	.262	-	26.2%
II	Infrastructural facilities + financial contribution to the family	.409	.147	14.7%
III	Infrastructural facilities + financial contribution to the family + monthly family income	.463	.054	5.4%

PROBLEMS IN EMPLOYEE JOB SATISFACTION

The purpose of this section is to find out the problems faced by the respondents while working in the garments. After compiling their responses, ten major problems were identified. Rank order of the problems has been furnished in Table 6.

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TABLE 6: RANK ORDER OF THE PROBLEMS CITED BY THE RESPONDENTS IN PERFORMING THEIR JOB (ACCORDING TO THEIR NUMBER OF THE RESPONSES)

Sl. No.	Problems	Respondents (N=120)		Rank Order
		Number	Percent	
1.	Lack of functional training	74	61.67	1st
2.	Disparity between wage and workload	61	50.83	2nd
3.	Low job security	55	45.83	3rd
4.	Insufficient medical facility	46	38.33	4th
5.	Lack of enough toilet and washroom facilities.	44	36.67	5th
6.	Health issue including pure water for drinking and washing.	37	30.83	6th
7.	Force for overtime	32	26.67	7th
8.	Discrimination in wage fixation and other facilities between male and female worker.	29	24.17	8th
9.	Misbehave by superior	28	23.33	9th
10.	Gender division of labor.	24	20.00	10th

Data contained in Table 6 indicated that among 10 major problems, lack of functional training ranked first. Garments workers do not get proper training facilities due to inadequate time for training and lack of other working sources. The authority can't realize the benefit of proper, improved and functional training. Insecurity of job was another major problem. Sometimes workers had to lose their job without any legal causes. That's why they have not performed their level best to improve themselves. Other problems were respondents were unable to get pure water, which is not available for drinking and washing for female worker. As a result they cannot do their daily work in a proper way. Insufficient toilet and washroom facilities results a very unhealthy working condition. The owner of garments thinks that men can do more work than women so that discrimination in wage fixation and other facilities between male and female worker can be seen. But women worker are more passionate about their work so they do all their works in a proper way. It is very common in garments factory to herrage the subordinate workers. Gender division of labor was the last one ranking in position. Women garments worker are unable to change the thinking of the owner of the industry though the women worker put good effort to do their work well. Other researchers found poor labour management such as lower wage rate (Abdullah 2005b; & Clark and Kanter 2010), late payment of wage, inadequate overtime allowance, low house rent allowance (Khan 2010), gender discrimination and low literacy rate (Haider 2007), availability of semiskilled workers, lack of awareness about labour rights and labour laws and wrong practice of various NGOs and legal agencies are also found liable for poor working condition in the RMG sector (Clark and Kanter 2010). Miller and Rosse (2002) also note that organisation must consider employee's work life balance in order to retain skilled workers and increase job satisfaction. At present, garment workers are aware about their employment rights, wages, working hours, incentives and other benefits related with their employment (Rahman, Bhattacharya and Moazzem 2008). Hay (2002) notes that poor relationship between employers and employees is a source of conflict and encourages employees to leave the organisation.

SUGGESTIONS TO IMPROVE EMPLOYEE JOB SATISFACTION

To overcome the problems in RMG sectors of Bangladesh, some possible suggestions were collected from the respondents through Focus Group Discussion (FGD).

1. Need functional and technical training for further improvement in their work.
2. Ensure job security
3. Allocation of wages is needed according to the pay rule
4. Need to pay strict attention about various health issue related to their daily life like pure water and safe sanitation.
5. Gender specific labor is needed to maintain a good and healthy working environment.
6. Equating in wage distribution.
7. Smooth promotional facility
8. Authority should strictly control any kind of herragement at work place
9. Government should ensure punishment facility to the authority for force over duty
10. Government monitoring team should intensively monitor all the RMG.

Findings from other studies reveal that the unrest situation of RMG needs a solution to reduce cost of production and to attract and retain international buyers (Haider 2007). The RMG are requiring to compliance with labour law (Rahman, , Bhattacharya and Moazzem 2008), ensuring appropriate financial benefit plans (Rahman, Bhattacharya and Moazzem 2008), improving working environment (Abdullah 2009; & Robbani 2000), providing training (Abdullah 2005b; & Chowdhury et. al., 2005) to semiskilled workers, removing gender discrimination, improving mutual understanding among workers and supervisors (Rahman, Bhattacharya and Moazzem 2008), providing maternity leave, removing relocation among different floors, providing residence facility (Absar 2001), arranging recreational activities and introducing individual performance based reward (Chowdhury et al., 2005) and participative management system in the garment sector.

CONCLUSION AND RECOMMENDATIONS

Findings revealed that majority of the RMG workers have moderate job satisfaction. Hence there is an immense scope to further improvement of their level of job satisfaction. In this connection, employer, BGMEA, government as well as other relevant stakeholders should take immediate steps to improve the level of job satisfaction in RMG sector. Education, family income, financial contribution to the family and infrastructural facilities showed significant positive relations with the job satisfaction whereas financial contribution to the family emerged as single most significant factors influencing job satisfaction of the RMG workers. Lack of functional training, low wage in compare to work load and job security were the major problems of the RMG workers. So, increasing the level of education, training facilities, provision for higher financial contribution to the family by uplifting wage and infrastructural facilities should be the main strategy to improve job satisfaction of the RMG workers in Bangladesh.

LIMITATIONS OF THE STUDY

Though results of this research will reflect the country's overall condition of employee satisfaction in readymade garments factory, data were collected only from specific selected areas. Researcher takes this issue as a major drawback of this study. The researcher realizes that there are some limitations that must be considered in future investigation. Data was collected at a single point in time, which does not allow for changes in perceptions and attitudes over time. The data was collected on a cross sectional basis rather that longitudinal basis. This will give insight through a 'snap shot' view, but not an ongoing picture of the changing scenario. There were many chances that all the respondents will reluctant to fill up the questionnaire. Desirability biases from the respondents might also take place. Time constraint may lead to get narrower outcomes.

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