Job Satisfaction of RMG Sectors in Bangladesh: A Study on Female Workers of AKH Group

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Abstract

The Ready-made Garments (RMG) is a golden goose of Bangladesh where about 4 million employees have been working around 3600 number of factories. Among enter workforce, 80 percent are mostly illiterate women from different undeveloped remote rural area. Due to their illiteracy labour law either not executable to them or they are not aware of their rights. At this circumstance labour dissatisfaction and unrest is a concerning issues in this sectors. In order to keep quiet this sector the this paper focuses on the job satisfaction of female workers of the ready-made garment industry in Bangladesh. Employee satisfaction is a measure of how happy workers are with their job and working environment. Job satisfaction means a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Others have defined it as simply how content an individual is with his or her job, whether he or she likes the job or not. It is assessed at both the global level, whether or not the individual is satisfied with the job overall, or at the facet level, whether or not the individual is satisfied with different aspects of the job. Job satisfaction includes multidimensional psychological responses to an individual's job, and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioral components. The paper is organized as follows: section one examines the introduction, section two focuses on objectives of the study, section three analyzes the methodology of the study, section four explore the hypothesis of the study, section five discusses the literature review, section six explains the result and discussion and final section explore conclusion.

Keywords: Job satisfaction, global level, facet level, Ready-made Garments (RMG), female workers.

I. Introduction: The manufacturing sector such as garment, jute and jute related goods, leather and leather related products, home textile, foot wear are contributing towards the utmost percent of Bangladesh Economy. Within the various segment of the manufacturing sector, the Readymade Garment (RMG) is one of the successful manufacturing sectors with greater contribution to the national GDP (Hossan, et. al, 2012a; Chaowdhury, et. al. 2006). It also has been playing a vital role by providing apparel, livelihood, earning foreign currency and creating employment. The RMG sector accounts for more or less 4 million of employment where 80 percent of the woman and will be around 20 million who are directly and indirectly depending on this sector for their immediate livelihoods (BGMEA, 2015, Ferdous, et. al. 2015). According to the same source the RMG sector has created a platform for 2.8 million women to engage in new productive role in the society and for the purpose of empowering them. This sector sharing 81.2 percent of total export, where average annual growth about 15 percent from the fiscal year 2009 to 2014 (Tasin Faaria, March 10, 2015, Ferdous, et. al. 2015). The readymade garment of Bangladesh earns US$ 24.5 billion (2014) with an active workforce of 4.00 million. The main grounds are for the dissatisfaction of workers and shortage of skilled manpower. On the other hand, most of the employers as well as Government pay little attention to the implementation of labour law and does not satisfy the needs of the workers. The satisfaction of RMG worker is indispensable for making Bangladesh branded in the world as the second highest position after Chine.

Job satisfaction is one of the important factors which have drown attention of the organization as well as academicians. Various studies have been conducted to find out the factors which determine job satisfactions and the way it influences productivity in the organization. Though there is no conclusive evidence that job satisfaction affects productivity directly because productivity depends on so many variables, it is still a prime concern for managers. Job satisfaction is the mental feeling of favorableness which an individual has about his or job. Du Brains has defined job satisfaction in terms to pleasure and contentment when he or she says that, "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 dislike your intensely, you will experience job satisfaction". To measure employee satisfaction, many companies will have mandatory surveys or face to face meetings with employees to gain information. Both these tactics have pores and cons, and should be chosen carefully, surveys are often and anonymous, allowing workers more freedom to be honest without fear and impact interviews with company management can fill intimidating but if done correctly can let the worker know that there voice has been hard and their concerns addressed by those in charge.

A large number of related research have been conducted in different countries including Bangladesh. Job satisfaction is one of the most frequently studied work attitudes by Organizational Behavior researchers. For example, more than 12,000 job satisfaction studies were published by the early 1990s (Naughton, 2001). However, an important foundational theory of work motivation which identified the factors contributing to job satisfaction is the Dual-Structure Theory of Frederick *Herzberg et al* in the late 1950s and

early 1960s Herzberg et al,1959, Herzberg, 1968). Job satisfaction had up until then been viewed as a single-structure construct, ranging from satisfaction to dissatisfaction. Herzberg et al concluded that the traditional model of job satisfaction and motivation was incorrect. They reasoned, a single set of factors should influence movement back and forth along the continuum. But the research of *Herzberg et al*, had identified differential influences from two different sets of factors, they argued that two different dimensions must be involved. Thus, job satisfaction and work motivation were seen as dual-structure phenomena. There is one dimension ranging from satisfaction to no satisfaction and another ranging from dissatisfaction to no dissatisfaction. Presumably the two dimensions must be associated with the two sets of factors identified by *Herzberg et al*. Thus, this theory proposed that employees might be either satisfied or not satisfied and, at the same time, dissatisfied or not dissatisfied. According to this theory, there are two sets of factors — motivation factors (or intrinsic factors) and hygiene factors (or extrinsic factors). Motivation factors are achievement, recognition, the work itself, responsibility, and advancement and growth. When present in a job, these motivation factors apparently can cause satisfaction and motivation; when they are absent, the result is feelings of no satisfaction (as opposed to dissatisfaction). On the other hand, Hygiene factors are supervision, working conditions, interpersonal relationships, pay, job security, and company policy and administration. When the hygiene factors are seen as inadequate, feelings of dissatisfaction may arise. When these factors are considered acceptable, an employee is not dissatisfied (but not necessarily satisfied).

II. Objective of the Study:

   a) to measure the overall level of job satisfaction of female workers in AKH group.
   b) to identify factors contributing to job satisfaction and factors contributing to job dissatisfaction

III. Sources of Data and Methodology of the Study: About 400 female workers have been selected for this study, between18 to 36 years of age, irrespective of marital and religious status, employed in AKH garment factories situated in Dhaka City area were randomly chosen for the present study. Out of 400 respondents, 187 were married, the 104 were unmarried and 9 were divorcee. A structured questionnaire was employed to collect all necessary primary data. The respondents were personally questioned and the questionnaires were filled in by the interviewer based on the responses of the respondents. Exploratory research was conducted to industry different dimension job satisfaction level through a structured questionnaire. Hypothesis were formulated based on core variables and conclusive research was applied to prove the hypothesis. Using the judgmental sampling technique. Initially this research was designed on the basis of primary data collection tools. While reviewing the literature and background history of the RMG growth, it was found that the key focus group (the garments workers themselves) was grossly illiterate and limited knowledge on human rights, working conditions and labour standards. On the other hand, most of the garment factories owners maintain good links with political parties maintain a regimented environment in the factory through an alliance between the police

force and their own security personal. As a result of researchers were prevented from visiting the factory. For this reason, we have tried to contract the worker personally for collecting data. We also collect information through literature review, case studies in other countries, journals, research articles, thesis papers, newspapers, online news and survey reports, garments manufacturing industries annual reports, BGMEA yearly report and files. We use Bivariate analysis, Mean and Standard Deviation analysis with SPSS.

IV. Hypothesis of the Study: In order to know the satisfaction level of the worker regarding the services provided by the RMG sector of Bangladesh, the following hypotheses are formulated.

Hypothesis 1: The employees of RMG sector are satisfied with the sex;
Hypothesis 2: The employees of RMG sector are satisfied with the marital status;
Hypothesis 3: The employees of RMG sector are satisfied with the education qualification;
Hypothesis 4: The employees of RMG sector are satisfied with the present salary;
Hypothesis 5: The employees of RMG sector are satisfied with the expected salary;
Hypothesis 6: The employees of RMG sector are satisfied with the environment of present residence;
Hypothesis 7: The employees of RMG sector are satisfied with the behavior of immediate boss;

V. Literature Review: Ahamed F. (2014) explained the working conditions, better wages, minimum working hours, incentives and respect for equality can change into better and more satisfied workers and a lower turnover of staff. In the RMG sector workers constantly feel that that they have been largely deprived of the rights and benefits in the existing labour laws, especially the rights and benefits related to issue of appointment letters, job security, provident fund, gratuity and working hours.

Chaudhury (*et al*) (1977) attempted to examine the state of job satisfaction among the non-agricultural working women of Bangladesh and to find the reasons for dissatisfaction in their jobs. Alam (1986) conducted a research on the job satisfaction of female workers in different garment factories in Dhaka City. He measured a minor percentage of female workers in different garment factories are satisfied with their jobs. There is a positive relationship between their level of job satisfaction and the level of wages/salaries.

Islam (*et al*) (2014) identified the socio-economic factors of the garment workers of Bangladesh. They suggested that these factor were improved in Bangladesh. Nahar (*et al*) (2010) found the factors such as, health care and disease, hygiene, and working hours that are important factors for the development of socio-economic status of the garment workers of Bangladesh.

VI. Factors Affecting the Job Satisfaction:

There are a lot of factors besides money that contribute to job satisfaction. Such as;

6.1 Benefits: A good salary may not look so great once you factor in the cost of insurance, health care and retirement savings. A good benefits package can more than make up for a lower salary.

6.2 Ability to Influence Decisions: Having a real say in the decision-making process can be personally satisfying and contribute to your sense of involvement and identification with the company. When you contribute, people notice. When you contribute, opportunities open up.

6.3 Job Security: Job security is rapidly becoming a thing of the past. Most people will have many jobs over the course of their working lives. What job security means today is that you have strong transferable skills and knowledge that you can bring with you to each new job. Plan to build solid reading, math, technical and thinking skills.

6.4 Workload: A heavy workload can lead to stress and burnout. A light workload can be totally boring and unsatisfying. Of course there will be more and less intense periods with every job but over the long haul you want balance! A good job will give you enough work to keep you productive and challenged and yet not so much that you feel you're being taken advantage of.

6.5 Flexibility: The office environment is expanding beyond the building walls. Workers belonging to the same work team may be in different states or even different countries. Approximately 20% of the US workforce telecommutes and this number grows at the rate of 12% per year. Currently 53% of federal workers are on flexible or compressed work schedules. The standard 9-5 work day isn't suited to everyone or to every situation. Check out the possibilities.

6.6 Physical Work Environment: Few workplaces are exactly as we want them to be but a poor work environment can make us hate getting up in the morning. Is the workplace comfortable? How is the ventilation? Lighting? Temperature? Is there adequate privacy? Is it attractive and welcoming? Is it conducive to work? Are you OK with the dress code?

6.7 Advancement and New Opportunities: Does management reward achievements with increased responsibility? Are there opportunities for growth or promotion? Can you work towards different responsibilities? Lack of opportunity can be frustrating and demoralizing.

6.8 New Technologies: Companies that use cutting edge technology provide you with new challenges, new skills and new experiences that you take with you along your career path. Having to bumble along with insufficient resources and aging technology can be difficult and draining.

6.9 Training and Education: Training and upgrading keep you on top of your game and can greatly increase chances for advancement. Does the company offer training? Does the company support continuing education by giving time off as needed? Remember that the majority of new jobs will require some postsecondary education.

6.10 Interpersonal Relations: Good relationships in the workplace are essential ingredients of a good job. The workplace is a social environment. Employees are happier and do better when there is a sense of teamwork and camaraderie. When employees get along and work well together, there is lower turnover, less friction and better performance.

6.11 Recognition: A good company will take the time to acknowledge and appreciate employee efforts, especially when an employee goes above and beyond the job description. Maybe this means making a suggestion that saves the company money, streamlining a procedure or helping the company exceed production or sales quotas. It can also mean doing what you were hired to do—taking pride in your work, being friendly and doing your job consistently well.

VII. Result and Discussion:

Variable(s): Dependent : Job satisfaction of female worker.
     Independent :Sex of the respondent, Marital status, Educational qualification, Salary, Expected salary, Environment of present residence, Behavior of the immediate boss.

Table 1 : Distribution of Mean and Standard Deviation:

Background Characteristics	Mean	Number of Respondent	Standard Deviation
Sex of the respondent			
Male	0.83	86	0.382
Female	0.90	314	.303
Marital Status of the respondent Unmarried	0.85	204	0.360
Married	0.91	187	0.280
Divorced	1.00	9	0.000
Education Qualification of the respondent Literate	1.00	153	0.000
Under S.S.C	0.95	143	0.217
S.S.C	0.64	98	0.482
H.S.C	0.17	6	0.508
Salary of the respondent			
Below 6000	1.00	68	0.349
6001-10000	0.86	332	0.100
Expected salary of the Respondent			
Lowest through 10000	0.96	287	0.201
10001-12000	0.84	85	0.373
Highest Through 12001	0.25	28	0.441
Environment of Present Residence			
Healthy	0.75	115	0.124
Unhealthy	1.00	68	0.438
Wetted	0.90	29	0.310
As usual	0.92	188	0.272

Behavior of the Immediate Boss			
Good	0.94	56	0.131
Bad	1.00	202	0.365
As usual	0.84	142	0.234

The table 1 shows that the sex of the respondents the standard deviation of male and female are 0.382 and 0.303 respectively which indicates that job satisfaction is inversely related with sex. From the result we observed that female respondents are higher satisfied than male respondents; the marital status of the respondents the standard deviation of unmarried, married and divorced are 0.360, 0.280 and 0.000 respectively which indicates that job satisfaction is inversely related with marital status. From the result we observed that divorced respondents are higher satisfied than married and unmarried respondents; the education qualification of the respondents the standard deviation of literate, under SSC, SSC and HSC are 0.000, 0.217, 0.482 and 0.508 respectively which indicates that job satisfaction is inversely related with education qualification. From the result we observed that higher educated respondents are lower satisfied than the lower educated respondents; the salary of the respondents the standard deviation of below 6000 and 6001-10000 are 0.349 and 0.100 respectively which indicates that job satisfaction is inversely related with salary. From the result we observed that below 6000 respondents are lower satisfied than 6001-10000 respondents; the expected salary of the respondents the standard deviation of lowest through 10000, 10001-12000 and highest through 12001 are 0.201, 0.373 and 0.441 respectively which indicates that job satisfaction is inversely related with expected salary. From the result we observed that lowest through 1000 respondents are higher satisfied than 10001-12000 and highest through 12001 respondents; the environment of present residence of the respondents the standard deviation of unhealthy, healthy, wetted and as usual are 0.438, 0.124, 0.310 and 0.272 respectively which indicates that job satisfaction is inversely related with environment of present residence. From the result we observed that healthy respondents are higher satisfied than unhealthy, wetted and as usual respondents; the behavior of the immediate boss of the respondents the standard deviation of good, bad and as usual are 0.131, 0.365 and 0.234 respectively which indicates that job satisfaction is inversely related with behavior of immediate boss. From the result we observed that good respondents are higher satisfied than bad and as usual respondents.

Table no. 2 : Summarized result of the hypothesis

Dependent variable	Independent variable	P-Value	Significance level	Implication
Job satisfaction of female worker	Sex of the respondent	0.064	10%	Satisfied
	Marital status	0.068	10%	Satisfied
	Educational qualification	0.000	Highly significance	Dissatisfied
	Salary	0.040	1%	Dissatisfied
	Expected salary	0.000	Highly significance	Dissatisfied
	Environment of present	0.000	Highly significance	Dissatisfied

	residence			
	Behavior of the immediate boss	0.010	1%	Dissatisfied

The result shows that the hypothesis 3, 4, 5, 6 and 7 showed that in some of the cases, the P -value are less than the significance level i.e., 0.05. As a result, Ho is rejected and H1 is accepted, which means that the employees of the RMG sector of AKH group are dissatisfied in those cases of services. However, in some cases P value are greater than the significance level that means H_0 is accepted and H_1 is rejected, which indicated that in those cases the employees of the RMG sector of AKH group are satisfied with the services provided by the owners of the RMG sector.

VII. Conclusion: From the above discussion, regarding only two variables of female workers are satisfied and remaining five are dissatisfied. The respondents argued that there should be adequate number of primary health care centers through government initiative at the industrial areas of Bangladesh. The respondent mentioned that the wage has been revised, the workers of garment factories remained as the lowest paid workers in the world. The safety conditions of many garment factories in Bangladesh have become better. AKH is committed to venture out into the changing and challenging global market as a leading enterprise in the world apparel industry by satisfying its valued customers. AKH group maintain the wage rate. The group helps maintain a working environment in which the workers can feel their workplace as their second home. Personal safety and hygiene of the working people get top priority here. Wages and other financial benefits are offered invariably on time. Certified practitioners and qualified nurses medical care at all of its units. Maternity attention and benefits are provided accordingly. Safe and homely childcare facility maintained by trained babysitters is offered to workers and employees having minor children not going to schools. AKH grants special incentive, bonus and benefits that are not mandatory in the given legal requirements of the country. A worker's welfare committee helps develop awareness among the workers about their rights and responsibilities. Training are arranged regularly to keep them always prepared to handle deferent types of occupational hazards. Firefighting gets an extra emphasis here. At all of its premises, AKH exercises evacuation drill once every week to make sure all of its people on floors would escape any fire incident, if it happens at all, just within a couple of minutes.

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