CHAPTER SIX

SUMMARY AND CONCLUSION

6.1 Summary and Conclusions

The purpose of this research was to investigate the effects of the socio-economic background of the workers and supervisors of the garment factory on their satisfaction and compare the overall job satisfaction of the workers and supervisors of the garment factories. The influence of personal factors (e.g. age, experience, education, income, sex, and marital status) and job related factors on the overall job satisfaction of the respondents and find out the influence of job satisfaction on performance, absenteeism, rate of accident, job stress, and turnover (propensity to quit the job). To assess and compare the need-deficiency of job related factors as perceived by the respondents (supervisors and workers). To identify the major problems (job related, social, and health related) faced and causes of dissatisfaction as perceived by the respondents (supervisors and workers). And to identify the major causes of turnover, job stress, and dissatisfaction among the garment employees; and

Social support had a negative effect on stress and job dissatisfaction, such that as social support increased, stress and dissatisfaction decreased. Social support from coworkers also had a negative effect on garments workers’ intentions to leave the job. Self-efficacy was included within the model as the theme of low confidence in abilities was recurrent within the literature describing garments workers experiences when beginning work. Self-efficacy was found to have a negative effect on job stress, job dissatisfaction and intentions to leave the job.
This study contributes to the literature on young and newly appointed garments workers experiences of dissatisfaction in order to unfavorable work environment. Therefore, an understanding the factors within the work environment which can affect the job stress, job satisfaction and intentions to leave the job. This study provides a first-step toward gaining an understanding of these factors.

On the basis of the findings of the present study, the following conclusions have been drawn:

1. The average age, education, and experience of the garment employees were lower as compared to those of any other industrial employees of Bangladesh.

2. The level of education and occupation of the respondents’ parents and husbands/wives were very low.

3. The majority (Supervisors 55.3% and workers 62.3%) of the garment employees had joint families, with a large number of dependents having very poor family income.

4. The socio-economic background of the supervisors was better than that of the workers.

5. The majority (Supervisors 71.9% and workers 68.6%) of the respondents had rural background having no direct linkage with agriculture (Supervisors 40.4% and workers 63.6%).
6. The majority of the respondents were either unemployed or low paid employed before joining garment factories.

7. The mean job satisfaction score of the supervisors was significantly higher than that of the workers.

8. A good number of the respondents were deserted 26.78%, divorced 8.93%, and widowed 5.36% among the selected married women garment employees.

9. Out of seven personal factors, only two (age and basis of payment) had significant influence on the overall job satisfaction and the rest five (education, income, experience, sex, and marital status) had no significant influence on the overall job satisfaction of the respondents.

10. Specific job related factors (pay, job security, behaviour of boss, job status, autonomy in work, recognition for good work, participation in decision making, communication with boss, and working environment) had a significant influence on the overall job satisfaction of the respondents.

11. Between the personal and job related factors, the latter plays a decisive role in producing job satisfaction of the respondents.

12. Job satisfaction had a significant positive influence on performance and significant negative influences on absenteeism, accident, propensity to quit the job, and job stress.
13. Both the male and female employees perceived garment job highly stressful, but female respondents perceived significantly higher job stress than that of their counterparts.

14. Among the independent variables such as age, education, experience, income, and job satisfaction, the contribution of job satisfaction to performance (dependent variable) was the highest.

15. Employees in garment industry had higher need deficiencies with regard to their lower order needs (pay, job security, and duration of work) than those with regard to their higher order needs (participation in management, promotional opportunity, job status, and autonomy in work). In addition, they had no need deficiencies in some job related factors such as close supervision, open communication, recognition for good work, working condition, and good relation with colleagues.

16. Supervisors had significantly higher need deficiencies regarding their promotional opportunity, job status, and duration of work than those of the workers. On the other hand, need deficiencies of the workers were significantly higher with regard to autonomy in work and participation in management than those of the supervisors.

17. The respondents of time rate basis had significantly higher need deficiencies regarding pay, job security, duration of work, participation in management, promotional opportunity, and job status. On the other hand, respondents of piece rate basis had significantly higher need deficiencies regarding pay, job security,
duration of work, participation in management, and autonomy in work. The respondents of piece rate basis do not want to get promotion.

18. The respondents of time rate basis had significantly higher need deficiencies regarding pay, promotional opportunity, job status, and duration of work than those of the piece rate basis respondents. On the other hand, respondents of piece rate basis had higher need deficiencies with regard to their autonomy in work and participation in management than those of their counterparts.

19. Job satisfaction, absence, and job stress were significantly higher among the respondents of time rate basis than those of the respondents of piece rate basis. On the other hand, propensity to quit the job was significantly higher among the respondents of piece rate basis than that of the respondents of time rate basis.

20. On an average overtime duties performed by the respondents were 3.25 hours per day and among them only 47.23% of the respondents get overtime benefits according to the rules (twice of basic pay) and rest of the 41.33% get overtime benefits equivalent to basic pay. On the other hand, 11.44% of the respondents had no opportunity to perform overtime duties.

21. The common causes of satisfaction as perceived by both the group of respondents (supervisors and workers) were working condition, behaviour of boss, open communication, and recognition for good work.
22. The major causes of dissatisfaction as perceived by both the group of respondents (supervisors and workers) were poor pay, job insecurity, and lack of promotional opportunity (except workers of piece rate basis).

23. The common sources of job stress as perceived by both the group of respondents (supervisors and workers) were excessive workload, shortage of shipment time, risky work, and long working hours.

24. The reasons for changing the previous job were poor salary, lack of promotional opportunity, irregularity in payment of salary/wages, and long distance from residence.

25. The causes of desiring to change the present job were desire to get higher pay, job security, and promotional opportunity. It is important to note that majority (53.5%) of the respondents (piece rate) desired to change their present job to get regular work for the whole year.

26. The causes of not having desire to change the job as perceived by both the groups (supervisors and workers) were good payment system, good boss/employer, and work place is near to the residence.

27. Tendency to change the job among the garment employees was very high in Bangladesh. They only change their job within the garment factories.

28. The work-related problems as faced by both the group of respondents (supervisors and workers) were shortage of raw-materials; excessive noise, dust & sound;
shortage of toilets; lack of pure drinking water; desire for regular work (in case of piece rate); and inadequate light & ventilation.

29. The major illnesses as faced by both the group of respondents (supervisors and workers) were almost same (headache, weakness, body pain, eye trouble, fever, and cold & cough).

30. The major diseases from which both the group of respondents (supervisors and workers) suffered were almost same (diarrhea, pox, jaundice, typhoid and female diseases).

31. The major social problems as faced by both the group of respondents were almost same, which were like lack of social status, no opportunity to maintain relationships with relatives, misunderstanding in family life, and feeling uneasy for children.

32. The major social problems as faced by the female respondents were somewhat different from those of their male counterparts. The major social problems as especially faced by the female respondents were poor wedding opportunity, and sexual harassment.

33. Violation of Labour Laws identified in garment industries, especially, in relation to working hours and overtime rate; employees health, hygiene, and safety; and welfare of the employees.
6.2 Recommendations

To improve the socio-economic conditions, job satisfaction, and performance of the garment employees, the following recommendations have been made in the light of the findings of the present study:

1. As the employees of garment industries had very poor education and no training, Government should take special program to improve the level of their education, and Bangladesh Garment Manufacturers and Exporters Association (BGMEA) & Bangladesh Knit Manufacturers and Exporters Association (BKMEA) should undertake training program for the garment employees, especially, in Dhaka, Chittagong, Narayanganj, Gazipur, Khulna, Comilla, and Barisal districts, so that garment industries (which contribute 62% of the total export earnings) can get better educated and trained employees.

2. As it has been seen that organizational factors (pay, job security, behaviour of boss, job status, autonomy in work, recognition for good work, participation in decision making, communication with boss, and working environment) play more decisive role in producing job satisfaction of the employees than personal factors (education, income, experience, sex, and marital status), so, it is suggested that more emphasis should be given to the organizational factors for improving job satisfaction of the garment employees.
3. Since, garment employees perceived their job as highly stressful and long working hours; it is suggested to reduce working hours and job stress by introducing shift work system.

4. Since, garment employees had higher need deficiencies with regard to their lower order needs such as pay, job security, working conditions, promotion, and these were also the major causes of job dissatisfaction. So, concerned authorities should give more emphasis on the above mentioned job related factors for reducing need deficiencies and job dissatisfaction of the garment employees of Bangladesh.

5. As job satisfaction was significantly and positively correlated with performance, and negatively correlated with absence, accident, and propensity to quit the job, special measures should be taken in the light of the findings of the present study to improve the job satisfaction of the employees of garment industries.

6. As the garment employees frequently change their job (within the garment industry) for higher pay and better promotional opportunity (more applicable for the employees of time rate basis), and for getting regular work (which is more applicable for the employees of piece rate basis). To reduce the tendency of frequent job changing, higher pay and promotional opportunity should be given (more important for the employees of time rate basis) and regular work for the whole year should be ensured (which is more important for the employees of piece rate basis) for the garment employees.
7. As it was found that workers of piece rate basis were more sincere, and their absence, accident, and job stress were comparatively low than that of the employees of time rate basis, it is suggested that proper strategy should be developed to bring workers (as much as possible) under piece rate basis.

8. It is also observed that various important provisions of Labour Laws with regard to working hours and over time payment, health, hygiene and safety measures, and welfare of the employees are seriously violated in garment factories. So, it is suggested to abide by the provisions of Labour Laws strictly for the protection of legal rights and safety of the garment employees in Bangladesh. Respective government authorities should pay due attention in this regard.

9. Five-party committee may be formed with the representatives from workers, entrepreneurs, BGMEA representatives, BKMEA representatives, and the Government to ensure the implementation of the provisions of labour laws, which were seriously violated in garment industry. As a result, labour-management relation will be improved, which will ensure better organizational environment and higher performance of the employees of garment industries.

10. Finally, it is suggested to conduct an in-depth study in this regard to get more clear picture and better ideas before generalization of the findings of the present study.
6.3 Scope and Limitation of the study

This research project investigated and analyzed the job satisfaction and job stress of workers’ of garments industry in Bangladesh. Data both primary and secondary has been collected through semi-structured interviews, questionnaire survey and document analysis etc. The researcher has made valid conclusions and recommendations base on the research findings where there are several issues and concepts that need further investigation and analysis that can lead future research initiatives. Thus, the researcher would like to opine that this research has created several research scopes in the field of job satisfaction and work performance of the employees within an organization. As discussed in the literature review, there have been a limited number of studies into job satisfaction among garments workers in Bangladesh. Some studies were conducted among primary garments workers. Results of the studies in this region showed that levels of job satisfaction and its relationships with other factors are different across worker groups and countries. Thus, levels of job satisfaction and relationships between job satisfaction and turnover intention and psychological well-being of the garments workers in Bangladesh cannot be inferred from the results of previously published studies.

This study contributes to knowledge in this area. First, to the researcher’s knowledge, this is the first study involving the development and validation of a questionnaire for assessing job satisfaction among garments workers in Bangladesh. Second, the current study highlights the current levels of job satisfaction among garments worker in Bangladesh which have not been previously investigated. The results of eight facets of job satisfaction and overall job satisfaction may give a more comprehensive picture of job satisfaction among the workforce than only one level of overall job satisfaction. It shows a number of personal factors affecting job satisfaction of the workers such as age, marital status, centre level, having a second job,
and tenure. These findings serve as a basis for further research in the garments industry in Bangladesh.

Third, this study provides evidence of the magnitude of the correlations between job satisfaction and turnover intention in the Bangladesh context. Although many studies were conducted to investigate the correlations between job satisfaction and turnover intention, there is no such study in Bangladesh, especially in garments sector. The results highlight the inverse associations between facets and overall job satisfaction and intention to quit.

Finally, although the current study made significant contributions to the literature of the research area, especially in the Bangladesh context. Thus, further study needs to be conducted to confirm its psychometric properties in other regional contexts of Bangladesh. Beside, as there was no pre-existing well validated job satisfaction scales in Bangladesh language.

Every research project has some limitations that can affect the overall research activities and research report. Throughout the research project, there were following limitations-

i. **Lack of available time:** The researcher has limited time to complete the research project. This lack of available time has affected the collection and gathering of relevant data and information from the different sources- primary, secondary and tertiary etc.

ii. **Lack of financial resources:** The researcher has limited financial resources that in some cases affected the overall completion of the research project. For example, due to lack of
available money, he carried out limited number of questionnaire surveys and interviews within the case studied organization, as he needs to travel more to carry out more surveys and interviews that cost more money. The researcher has overcome this limitation, because he has been working within the organization that helped him to make appointment in most convenient ways with the management personnel and general employees of the organization.

**iii. Lack of skills and competencies in relation to interview and survey completion:** The researcher has lack of skills and competencies in relation to conduct and complete survey and interview. This thus affected the collection of primary data from the surveys and interviews. But the researcher has carried out document review and analysis that helped her to support data and information that derived from the surveys and interviews as well as she had carried out pilot study that increased confidence and ability to complete survey and interview.

**iv. Small sample size and fewer amounts of data and information:** The researcher has to set small sample size because of limited time and financial resources and thus this affected the collection of data and information.

In this chapter some of the major issues and concepts such as research background, research aims, research objectives, research questions, theoretical framework, reasons for selecting research topic, overall limitations within the research project etc. have been covered in most convenient ways to highlight the research subject and research areas in relation to the effect job satisfaction garments workers in Bangladesh.