ABSTRACT

Job satisfaction of employees plays a crucial factor in determining job performance, it is a widely studied phenomenon. Highly satisfied individuals will be able to assist organization to achieve its strategic aims thus sustaining the organization competitive advantages. Previous studies had revealed strong linkage between job satisfaction and job performance. Further, these studies have been established that satisfied employees show higher performance than others. Consequently, employees’ satisfaction leads to delivering better products for their customers which contributes to achieving customers’ loyalty, and having a loyal base of satisfied customers within such a competitive environment, increases revenues, decreases costs and builds market share. It plays an important role to an employee in terms of health and well being, and to an organization in terms of its productivity, absenteeism, and turnover. Job satisfaction and dissatisfaction are a function of the perceived relationship between what one expects and obtains from one’s job and how much importance or values one attributes to it. But these expectation and values are different in different cultures, and in different occupational levels.

Bangladesh is a developing country, facing a lot of problems. Among them, low productivity in industrial sector is one of the major problems. Garment sector is not exception to that. Garment industry plays a vital role for the economic development of the country. The quality and performance of garment industry largely depends on the satisfaction and dissatisfaction of the garment employees.

The garments sector can provide employment for large numbers of workers and can raise social productivity by producing high-value goods on a mass scale. Besides, Bangladesh like as a developing country can also earn valuable foreign exchange by exporting garments products and the ensuing foreign exchange can be used to invest in new vintage of machines and technologies so that a rapid move up the technology ladder becomes possible.

During the post-independence period, Industrial development of Bangladesh has been directed by several Industrial policies: The Industrial Policy, 2010, announced recently, proposes an integrated strategy of economic growth through rapid industrialization. It envisages an increase in the industry sector’s share in GDP to 40 percent by 2021, with the proportion of the workforce
employed in the sector concurrently rising to 25 percent of the country’s total labor force. Accordingly, the top five industries contributed to sectoral growth excepting garments industry. The Garments industry of Bangladesh has been the key export industry and a main source of foreign exchange for the last 25 years. The sector rapidly became important in terms of employment, foreign exchange earnings and its contribution to the national economy. Currently the industry provides employment to about 4 million workers of whom 90% are women. Notwithstanding the impressive success of the garments sector, poor working conditions in the factories and the lack of Social compliance are serious concerns which have, labor unrest and damage to institutions and properties. Indeed, working conditions in the garments sector is substandard, and do not meet the Codes of Conducts. Recruitment policies are highly informal compared to western standards and there are no written formal contracts and appointment letter. Therefore they are vulnerable to losing their jobs at any time. Garments workers are embarrassed with long working hours or double consecutive shifts, personally unsafe work environment, poor working conditions, wage and gender discrimination. Long working hours without leave with breaks and compulsory overtime are common problems in this sector. Workers can be fired for refusing overtime. The level of wages is the most significant source of dissatisfaction for workers in the garments industry. Garments owner often deny that they have the power to improve the wages or conditions of workers. Without full payment or being paid on time, worker often worry and are anxious about the future. This results in low work productivity and job dissatisfaction. On the other hand, prospects of promotion in the Garments industry of Bangladesh are rare. The research suggests that there are many benefits from the introduction of modern HR and IR activities through the establishment of HRM or personnel management unit in the RMG sector. The government needs to pay much more attention to monitoring compliance. A modified Code of Conduct and an effective Compliance Monitoring Cell (CMC) are also required.
Bangladesh is a developing country, facing a lot of problems, and low productivity in industrial sector is a major one and also garment sector is not exception to that. Garment industry has not only emerged as the greatest export earning sector of Bangladesh, but also has opened up tremendous potential opportunities for employment. Presently, it contributes about 62% of total export earnings of the country. The quality and performance of garment industry largely depends on the satisfaction and dissatisfaction of the garment employees.

The present study was conducted with a view to examining the job satisfaction and its consequences on performance, absenteeism, accident, turnover, job stress, and to see different problems related to work, health and society of garment employees in Bangladesh. A total number of 350 garment employees (114 supervisors and 236 workers) were selected from 25 readymade garment factories of Dhaka, Narayangasnj, and Gazipur industrial areas of Bangladesh on a random sampling basis.

A structured questionnaire was used to collect the relevant data from the respondents which were: Brayfield-Rothe Scale for measuring job satisfaction; Questionnaire for measuring satisfaction with job facets; Scale for measuring need satisfaction deficiencies; Questionnaire for measuring propensity to quit the job; and Open ended questionnaire for measuring major causes of job satisfaction and dissatisfaction, major problems related to work, society and health, working hours and overtime payment system, and the reasons for changing the job by the garment employees. Information regarding performance, absence, accident, and turnover of the sample respondents were also taken from the official records of the selected garment factories.

All data were processed through micro-computer by using Statistical Package for Social Sciences (SPSS). For analysing data, suitable statistical tools such as two-way ANOVA, z-test, chi-square test, Pearson’s product-moment correlation, stepwise multiple regression, and descriptive statistics were used. The results of the present study reveal that the majority of respondents were younger in age, shorter in experience, and low in education. Majority of them had rural background, having no direct relation with agriculture and were either unemployed or under employed before joining garment job. Their fathers and husbands were also lower
educated and engaged in poorly paid profession. Almost all the mothers and wives of the respondents were simply housewives. The job satisfaction of the supervisors was higher than that of the workers. Between the personal and the organizational factors, the latter plays a decisive role in producing job satisfaction among the employees of the garment factories. Job satisfaction had a significant positive influence on performance, and negative influences on absence, accident, propensity to quit the job and job stress. Among the independent variables such as age, experience, education, income, and job satisfaction, the contribution of job satisfaction to performance was found to be the highest. Both the male and female employees perceived garment job highly stressful, but it was higher among the female employees than their counterparts. Employees of garment industries had higher need deficiencies with regard to lower order needs such as pay, job security, and duration of work. 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 employees of piece rate basis than that of the employees of time rate basis. The major causes of dissatisfaction as perceived by both the groups (supervisors and worker) were poor pay, job insecurity, and lack of promotional opportunity. The major sources of job stress as perceived by both the groups were excessive workload, shortage of shipment time, risky work, and long working hours. Propensity to quit the job was higher among the employees of garment industry. The major reasons for quitting the job were: desire for getting higher pay, higher job security, and promotional opportunity. It is important to note that garment employees do not change their profession, only they change their job within the industry. The major work related problems as faced by the respondents were: shortage of raw materials; excessive noise, dust, and sound; shortage of toilets; lack of pure drinking water; lack of regular work (especially, for the employees of piece rate basis); and inadequate light and ventilation. Physical problem as perceived by the respondents were: headache, weakness, body pain, eye trouble, and fever. They also suffered from a lot of diseases like diarrhea, jaundice, female diseases, cold, and cough. Garment employees faced various social problems such as lack of social status, lack of opportunity to maintain relationships with relatives, misunderstanding in family life, and feeling
uneasy for children. The problems as faced by the female employees were: somewhat different from those of their male counterparts. The major problems as perceived by the female garment employees were: misunderstanding in family life, sexual harassment, and lack of wedding opportunity. It is also observed that Labour laws are seriously violated in garment factories, especially, with regard to working hour and over time rate; health, hygiene, and safety; and welfare of the employees.

Government should take special programme to improve the level of education and Bangladesh Garment Manufacturers and Exporters Association (BGMEA) & Bangladesh Knit Manufacturers and Exporters Association (BKMEA) should undertake training programme for the garment employees especially, in Dhaka, Chittagong, Narayanganj, Gazipur, Khulna, Comilla, and Barisal districts. More emphasis should be given to the organisational factors for improving job satisfaction of the garment employees. Measures should be taken to introduced shift work system for reducing working hour and job stress, to reduce the need deficiencies and job dissatisfaction for improving the job satisfaction, to ensure increased regular pay, to create promotional opportunity, and to bring workers (as much as possible) under piece rate basis.

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 violated.