CHAPTER ONE

Preamble

1.1 Introduction

In Bangladesh the new trade and industry as well as economics policies have pressed into the frame of globalization. Day by day the industrial world is becoming more and more competitive and globalized. In order to remain in business and industry, organizations are trying to compete in the globalized and in formalized world. Besides interventions like restructuring, diversification, technology, acquisition and innovations, it has been observed that eventually much of the results depend upon the human inputs. No matter how sophisticated an organization's plan, strategy and technology, the human factor inevitably is the key to success (Randhawa, 2005).\(^1\)

The Bangladesh passing through a phase of restructuring, downsizing, mergers and take over in industrial sector is currently, specifically garment industry. Countries which have brought about structural adjustments accompanied by right investments and guidelines in developing their human resource have emerged as winners. The same menology may be true to a great extent at the organizational level. The success of any organization in the long run depends very much on the quality of human resource in sgarmentr industry (Sridevi, 2006).\(^2\)


If proper care is taken of employees, then the other resources including machines, material and money will be utilized efficiently. The provision of labour welfare facilities thus assumes importance.

The present industrial culture is characterized by a work system that does not significantly stimulate workers to peak performance. It has led to a state where many individuals have been alienated and consequently have lost zest for work (Ackoff, 1974). It has not helped individuals in gratifying their social and psychological needs and has therefore generated feelings of subordination, dependence and submissiveness (Singh, 1979).

It has also affected self-actualization, growth process, creativity and innovativeness. Many persons work today not because work offers any pleasure, but there is no other way of earning a living, as indicated by research studies (Ganguli, 1954). Increased employee alienation from the system of work is one of the important facets of work-life these days. Under the circumstance, jobs seem to arouse neither interest nor satisfaction among employees.

In large-scale organizations, jobs are structured and standardized. Most of the jobs are graded and employees are compartmentalized right from recruitment to retirement.

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Elaborate rules and regulations are enforced rigorously to bring order and discipline in work life. Innovative enterprises know better ways to manage, motivate and reward people (Gupta and Singhal, 1993). Researcher have found evidence that rewards influence employee motivation and satisfaction, and plays an important role in attracting the right employees, encouraging these employees to develop the critical skills and knowledge and finally retaining those employees for the future success of the organization by conforming job satisfaction and reducing job stress (Whyte, 1955 and Rai S. 2004). In a competitive, consumerist globalized environment, the number of firms competing for excellent employees especially in knowledge-based industries is constantly increasing, and it is imperative to retain high performers by rewarding them. Incentive schemes are established with the objective of improving performance through fulfilling the needs of the employees (Rai, 2004).

For building a stable and efficient labor force, it is essential to bring about a marked improvement in the conditions of workers' life and work. This is the basis of labour job satisfaction measures.

A person spends more than two third of his/her life in the organization in its work environment with possible carry over effects (Kumar and Yadav, S.S. 2002).

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Therefore the work environment should be conducive to enable him/her to achieve his/her goals of life and to fulfill his/her expectations. Thus different labor job satisfaction approaches like monetary/non-monetary rewards are employed to improve the work environment and to enrich the quality of working life.

The excellence of our industrial civilization is to be gauged not simply in terms of the material benefits, but also in terms of opportunities it provides for various kinds of satisfaction and the amount of satisfaction an individual derives from the work situation (Vitheles, 1954)\(^{10}\).

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.

Everywhere, the industrial sector has been the driver of growth as countries have moved from low- to middle-income status. Bangladesh as a country with a poor land-person ratio is unlikely to prosper through agricultural growth alone. The average productivity of industry is higher than in agriculture. As people move out of agriculture into industry, the sector can provide high-wage employment for large numbers of workers and can raise social productivity by producing high-value goods on a mass

scale. Besides, poor countries can also earn valuable foreign exchange by exporting manufactured 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. The importance of industrial development as an engine of Bangladesh's economic growth is also reinforced by a growing realization that the development of agriculture sector, one of the mainstays of the country's economy, critically hinges on its backward and forward linkage with the industrial sector.

During the post-independence period, Industrial development of Bangladesh has been directed by several Industrial policies: Industrial Policy of 1973, the New Industrial Policy of 1982, the Revised Industrial Policy of 1986, Industrial Policy of 1999 followed by a number of other policies, with the latest being the Industrial Policy of 2010. All these policies have attempted to revamp the sector with a view to creating a strong manufacturing base in the economy. As a result, according to the latest BBS data (FY09-10), the contribution of the manufacturing sector to GDP is 17.86 percent, which was recorded 17.9 percent in FY08-09. The BBS recorded the growth rate of the manufacturing sector at 5.73 percent in FY 09-10. 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. Data available from Bangladesh Bureau of Statistics (BBS) show that the quantum of industrial production, representing medium to large-scale industries, rose to 413.40 in FY08-09 from 254.45 in FY02-03. In FY 2009-10 averages QIP stood at 431.51. This implies that the large industry has come to play an increasingly important role within the industrial sector in recent years. The rise in the share of large industry in the industrial GDP, however, conceals the fact that the industrial base has continued to remain rather narrow. Accordingly, the top five industries contributed to sectoral growth

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11 Since independence in 1971, a total of seven industrial policies have been formulated and adopted for industrial development of Bangladesh.
excepting ready-made garment (RMG), the other four such industries belong to import-substituting category: pharmaceuticals, bidi (a sort of tobacco), publication and printing and re-rolling mills. However, excepting cement industry, which was supported by large FDI infusion, dominant import-substituting industries such as pharmaceuticals, soap and detergent, fertilizer, re-rolling, silk and synthetics have failed to post robust growth in recent years. On the contrary, driven by robust export sector performance, export-oriented industries such as RMG (both woven, and most notably knit), leather and frozen food have performed relatively well.

At the inception of Bangladesh (early 1970’s), the manufacturing output accounted for 44 percent of total manufacturing output and was concentrated heavily on the processing of jute, the then major cash crop. With dampen demand for jute in overseas markets this industry exhibited downward trends. As a result of trade reforms, its concomitant impact on the production capacities within the country, enhanced access to production and non-production related imports and accelerated growth of exports, the degree of openness of the Bangladesh economy has gone up significantly over the recent past: from 13.5 percent in FY80-81 to 43.4 percent in FY06-07. Exports expanded at 3.65 percent to 17.83 percent, whilst the corresponding figures for imports were 9.86 percent to 45.18 percent during the period. Consequently, there has been a steady rise in the capacity of export sector to pay for the rising imports: from 31 percent in FY80-81 to 67 percent in FY99-00. Over the last two decades there has been significant shift from resource-based to process-based exports and, from a significant dependence on primary commodities to manufactured ones within the export basket.

However, the flip side of this is that there has been a parallel shift from jute-centric export structure to RMG-centric one with the result that the degree of concentration in exports has gone up significantly in the 1990s. Woven and knit RMGs now contribute about three-fifths of total exports from the country. This growing product concentration was also accompanied by a growing market

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13 Degree of openness of the economy shows share of export and import as a percentage of the corresponding GDP.
concentration, where EU and USA account for more than four-fifths of the total export. Below is a succinct delineation of this transformation.

Usually governments in less developed countries are weak and always lack proper timing and coordination with regard to creating supportive policy regime for conducive growth of emerging industry. From that perspective the role of successive governments to promote the RMG industry in Bangladesh is quite remarkable. It is worthy to note that the first export consignment of shirts from Bangladesh made by the state-trading agency, the Trading Corporation of Bangladesh, in the mid-1970s was destined to some East European countries under counter trade arrangements.

Bangladesh inherited its industrial policy framework from Pakistan which focused on bureaucratic control of a largely private industrial sector with emphasis on import substitution and near exclusion of foreign investment. Immediately after independence the government regime due to its socialist orientation chose to maintain tight control over the economy and started to nationalize all large-scale industries, in particular, jute and cotton textiles, sugar, and most banks. At that time limits were imposed on private investment and on foreign direct investment. After the coup d’état of 1975 a number of socialist policies of the previous regime were reversed to more pro-market and laissez-faire leaning even through the new regime intervened frequently in the economic development process. As a consequence, investment approval and loan disbursement procedures were simplified to liberalize the investment climate of the country.

Like other 3rd world countries Bangladesh is a developing country. Her economic development depends firstly on agriculture and secondly on industry. Although Bangladesh is not developed in industry, it has been enriched in Garment industries in the recent past years. In the field of Industrialization garment industry is a promising step. It has given the opportunity of employment to millions of unemployed, especially innumerable uneducated

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14 Eventually 115 of Desh’s 130 initial workers left to set up their own firms or to join newly set-up local garment firms (UNCTAD-1999).
women of the country. It is making significant contribution in the field of our export income.

Historical background of the Garment Industry:

Once the cloth of Bangladesh achieved worldwide fame specially muslim and jamdani cloth or our country was used as the luxurious garments of the royal figures in Europe and other countries. The British rulers in India didn’t develop our cloth industries at all. Rather they destroyed them and imported cloths from England. Garment Industry Large-scale production of readymade garments (RMG) in organized factories is a relatively new phenomenon in Bangladesh. Until early sixties, individual tailors made garments as per specifications provided by individual customers who supplied the fabrics. The domestic market for readymade garment, excepting children wears and men's knit underwear (genji) was virtually non-existent in Bangladesh until the sixties.

Since the late 1970s, the RMG industry started developing in Bangladesh primarily as an export-oriented industry although; the domestic market for RMG has been increasing fast due to increase in personal disposable income and change in life style. The sector rapidly attained high importance in terms of employment, foreign exchange earnings and its contribution to GDP.

Most importantly, the growth of RMG sector produced a group of entrepreneurs who have created a strong private sector. Of these entrepreneurs, a sizeable number is female. A woman entrepreneur established one of the oldest export-oriented garment factories, the Baishakhi Garment in 1977. Many women hold top executive positions in RMG industry. The hundred percent export-oriented RMG industry experienced phenomenal growth during the last 15 or so years. In 1978, there were only 9 export-oriented garment manufacturing units, which generated export earnings of hardly one million dollar. Some of these units were very small and produced garments for both domestic and export markets. Four such small and old units were Reaz Garments, Paris Garments, Jewel Garments and Baishakhi Garments.
Reaz Garments, the pioneer, was established in 1960 as a small tailoring outfit, named Reaz Store in DHAKA. It served only domestic markets for about 15 years. In 1973 it changed its name to M/s Reaz Garments Ltd. and expanded its operations into export market by selling 10,000 pieces of men's shirts worth French Franc 13 million to a Paris-based firm in 1978. It was the first direct exporter of garments from Bangladesh. Desh Garments Ltd, the first non-equity joint-venture in the garment industry was established in 1979. Desh had technical and marketing collaboration with Daewoo Corporation of South Korea. It was also the first hundred percent export-oriented company. It had about 120 operators including 3 women trained in South Korea, and with these trained workers it started its production in early 1980. Another South Korean Firm, Youngones Corporation formed the first equity joint-venture garment factory with a Bangladeshi firm, Trexim Ltd. in 1980. Bangladeshi partners contributed 51% of the equity of the new firm, named Youngones Bangladesh. It exported its first consignment of padded and non-padded jackets to Sweden in December 1980.

Till the end of 1982, there were only 47 garment manufacturing units. The breakthrough occurred in 1984-85, when the number of garment factories increased to 587. The number of RMG factories shot up to around 2,900 in 1999. Bangladesh is now one of the 12 largest apparel exporters of the world, the sixth largest supplier in the US market and the fifth largest supplier of T-shirts in the EU market. The industry has grown during the 1990s roughly at the rate of 22%.

The growth of the industry in terms of number of units and employment generation is shown in table - 1 below:

**Table 1: Growth of the industry and Employment:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Garment Industries</th>
<th>Employment in Million Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1983-84</td>
<td>134</td>
<td>0.040</td>
</tr>
<tr>
<td>1988-89</td>
<td>759</td>
<td>0.317</td>
</tr>
</tbody>
</table>
At present there are about 5000 garment industries in the country and 75 percent of them are in Dhaka. The rest are in Chittagong and Khulna. These Industries have employed fifty lacks of people and 85 percent of them are illiterate rural women. About 76 percent of our export earning comes from this sector.

The country's RMG sector, to a creditable level has relieved Bangladesh from over populous unemployment burden through providing the largest employment next to agriculture, transport, and trade and industry sector. This sector has uplifted the neglected section of the population, thus radically transforming the socio-economic condition of the country. Such empowerment and employment raised awareness regarding children education, health safety, population control disaster management only so for. It is an epoch making event in the history of Bangladesh.

At present, garment factories are facing a lot of problems. There must have genuine reasons behind it. Economic reason is undoubtedly one of the major factors but human factor, such as job satisfaction and dissatisfaction of garment employees is equally important, if not more. Though various studies have been conducted in the developed countries on job satisfaction, and its consequences on job behaviour; but very few studies have been conducted in Bangladesh and on garment industries in particular. The studies conducted in the developed countries can not be generalized in Bangladesh due to dissimilarity of socio-economic conditions. Thus, there is a need to conduct a research on garment employees.

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about their job satisfaction, and its consequences on job behaviour. With this end in view, the present study has been designed to conduct a research work on the garment employees’ socio-economic background, job satisfaction, and their consequences on the related issues.

1.2 Importance of the Study

Garment industry has not only emerged as the greatest export earning sector of Bangladesh, but has also opened up tremendous potential opportunities for employment. This sector contributes about 62% of total export earnings of the country. At present about 3113 ready-made-garment factories are running in Bangladesh. They employed over 12,82,465 workers (BGMEA, 2000). There are many labor-related problems in the garment factories of our country. The problems of employees’ adjustment to their work situation are reflected through their job satisfaction. Job dissatisfaction may lead to increase absenteeism, turnover, and other undesirable behaviors. There are many labor related problems in the garment industry of our country. The problems of workers adjustment to their work situation are reflected through their work situation are reflected through their job satisfaction. Job satisfaction and job stress may lead to increase absenteeism, turnover, and other undesirable behaviors.

The knowledge of socio-economic background, job satisfaction and job behavior is vital towards understanding their problems at their work place. But no substantial work has so far been conducted on socio-economic background, job satisfaction and dissatisfaction, and their consequences on job behavior of the garment employees in Bangladesh. So, there is a need to conduct an in depth research on garment employees regarding their socio-economic background, job satisfaction and job behavior which will help improve satisfaction by reducing dissatisfaction, resulting better industrial relations in garment factories of Bangladesh.

1.3 Objectives of the study

The present studies are designed with a view to achieving the following objectives:
1. To observe the socio-economic background of the workers and supervisors of the garment factories;

2. To measure and compare the overall job satisfaction of the workers and supervisors of the garment factories;

3. To examine 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;

4. To investigate the influence of job satisfaction on performance, absenteeism, rate of accident, job stress, and turnover (propensity to quit the job);

5. To assess and compare the need-deficiency of job related factors as perceived by the respondents (supervisors and workers);

6. To identify the major problems (job related, social, and health related) faced and causes of dissatisfaction as perceived by the respondents (supervisors and workers);

7. To identify the major causes of turnover, job stress, and dissatisfaction among the garment employees; and

8. To find out policy formulation in improving job satisfaction, industrial relations, efficiency, and performance of the garment employees in the country.

1.4 Scope and Limitation of Research Work

The scope of the present study was limited to measure the socio-economic background, job satisfaction and dissatisfaction, and its consequences on job performance, absenteeism, accident, and turnover of the employees of garment industries in Bangladesh. The study covered 350 garment employees, who were taken from 20 selected factories in Dhaka,
Narayanganj, and Gazipur industrial areas. Data were collected with structured questionnaire through field survey on a random sampling basis.

Performance, absenteeism, and accident records of the subjects were taken from the records of the respective selected factories.

The present study is not assumed to be free from limitations. Although, adequate precautionary measures have been taken in selecting samples and collecting data for the present study, yet the study suffers from the following limitations:

i) The samples of the study have been taken from Dhaka, Narayanganj, and Gazipur areas only. To get more dependable results the sample could be taken from all the garment factories in Dhaka, Narayanganj, Gazipur, Chittagong and EPZ areas in the country.

ii) The study covered the production employees only. It would have been better if non-production employees could have been included in the present study.

iii) It would have been better if all the production employees working in the selected garment factories operating in Dhaka, Narayanganj, and Gazipur could be interviewed. But only 350 garment employees have been sampled out as the subjects for the present study.

iv) Besides, there are other variables those could affect the socio-economic background, job satisfaction, and job behaviour of the garment employees, which could not be included.

The limitations discussed above are common in case of any field study. However, the limitations would not affect the findings of the present study, because of appropriate research methodology, proper research design, and appropriate statistical techniques have been applied to overcome the limitations.
1.4 Some Key Concepts used in the Present Study

a) Socio-economic Background

For the purpose of the present study the term ‘socio-economic background’ is used to mean socio-economic environments and conditions of the garments employees such as: age, sex, marital status, migratory status, rural-urban background, residential arrangements, religion, education, family income of the employees, and education and occupation of their parents and husband/wife (if any). All these factors are supposed to influence the garment employees’ job satisfaction and job behaviour.

b) Employees

In the context of this study, the term ‘employee’ is meant all types of employees who work in the production process of the garment industries such as: supervisor, inspector, operator, iron men, polly men, cutting assistant, button machine operator, helper etc.

c) Supervisors

Supervisors are those personnel who supervise the quality and quantity of the products, specific line of operation, and sometimes supervise the total floor operation.

d) Inspectors

Generally the term ‘inspector’ is used to refer to an employee engaged in inspecting the quality and quantity of the garment products only. But, for the purpose of the present study, inspectors are treated as supervisors.

e) Worker
The term ‘worker’ may have different meanings depending on the context in which it is used. Traditionally, this term denotes blue-collar employees i.e. industrial wage earners as contrasted with the white-collar employees i.e. salaried persons. (Mannan, 1987)

According to the Oxford English Dictionary (1961) the term worker is used to mean “one who is employed for a wage, especially in manual or industrial work.” It also used the term wage to mean the amount paid periodically especially by the day or week or month, for the labour or service of a workman or servant.

In the context of the present study, the term worker is used to refer to an employee engaged directly in the garment manufacturing process such as machine operator, iron men, polly men, cutting assistant, button machine operator etc. and were paid wage for the labour he/she renders.

f) Helpers

Helpers are those personnel who help the machine operator in the garment manufacturing process. But, helpers are always changing their factory for better chance or promotion. For unstable nature of the helpers we don’t considered them.

g) Garment Industry

The ready-made-garment (RMG) industry is one of the key export-earning sectors of Bangladesh. For the purpose of this study, garment industry is meant industry which is hundred per cent export oriented, which receives various garment production order from abroad, imports raw-materials, produces garment products, and exports to the actual buyer in

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a specific time scheduled. At present, three types of ready-made-garment industries are running in Bangladesh such as: Woven Garment, Knit Garment, and Sweater Garment.

**h) Job Satisfaction**

**Hoppok** (1935)\(^{18}\) defined job satisfaction as any combination of psychological, physiological, and environmental circumstances that cause a person truthfully to say, “I am satisfied with my job.” This is not really a perfect definition of job satisfaction, it merely points to various types of circumstances helpful for job satisfaction.

**Smith (1955)**\(^ {19}\) defined job satisfaction as an employee’s judgement of how well his job has satisfied his various needs. But **Locke (1970)**\(^ {20}\) gave a more acceptable definition of job satisfaction. He defined job satisfaction as “the pleasurable emotional state resulting from the perception of one’s job values as fulfilling one’s important job values, providing these values are compatible with one’s needs.”

**Mobley and Locke’s (1970)**\(^ {21}\) expressed “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 value one attributes to it.” Commenting on Locke’s definition of job satisfaction, **Verhaegen (1979)**\(^ {22}\) stated “It seems to be impossible to arrive at any better definition because of the very nature of the subject.”

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Newstrom and Davis (1997)\textsuperscript{23} stated “Job satisfaction is a set of favorable or unfavorable feelings and emotions with which employees view their work.”

Robbins, R Stephen (1999)\textsuperscript{24} stated the term job satisfaction refers to an individual’s general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. But this definition is not operational. So, job satisfaction will be defined operationally in terms of the measuring instrument (i.e. Brayfield-Rothe Scale, 1951\textsuperscript{25}) used in the present study. For the purpose of the present study, job satisfaction is the sum of scores obtained by the Brayfield-Rothe Scale.

\textbf{i) Performance}

Performance refers to goal-relevant action. Performance is not the outcome, consequence or result of behaviour or action. Performance is the action itself. However, different researchers have defined performance in different ways. A brief selection of representative definitions indicates how the term has been used:

Performance is defined as “observable things people do (i.e., behaviour) that are relevant for the goals of the organization”-Campbell et al., (1990)\textsuperscript{26}

Performance can be defined as the “total set of job related behaviour employees engage in” (Moorhead and Griffin, 1989).\textsuperscript{27}

\textsuperscript{24} Robbins, R Stephen (1999), Organizational Behavior (8\textsuperscript{th} edition), Prentice-Hall of India, New Delhi-110001, 142.
Nayyar (1994)\textsuperscript{28} expressed performance is the “degree to which an individual executes his or her roles with reference to certain standards set by the organization”.

Shanker, (1993)\textsuperscript{29} stated performance refers to “the execution of a specific duty, role or function within a given organization”.

The above definitions contain three features of performance such as:

i) It is the action or behaviour of the individual worker assigned to a job;

ii) The action must be relevant to the achievement of the organization goals; and

iii) It is measured against certain standards set by the organizations.

For the purpose of the present study, the term performance denote is used to the actual units produced by the individual workers expressed in terms of hundred of the standard set by the management of the concerned garment factory.

j) Accident

Vroom (1964)\textsuperscript{30} stated “Since accidents are often highly painful and otherwise costly to those who have them, the interpretation that accidents are a means of withdrawal from unpleasant work situation cannot be completely accepted.”

Accident is an event that occurs in the workplace of the worker without foresight or expectation and results in some type of personal injury and/or damage to the equipment or property of the organization.


\textsuperscript{29} Shanker, G., (1993), Managerial Motivation and Job Performance, New Delhi, Deep and Deep Publications.

Since occurrence of accident and consequently claiming for injury or property damage has a legal aspect another way of defining: person involved in maintaining labour statistics has preferred accident. Accordingly, a mishap is identified as an accident only when a worker is injured and as a consequence loses time for his job (Ghiselli and Brown, 1955). (Brown, 1955). 31

But for the present study, accident was considered as the accident that occurred during the working hours in the factory (pricking of fingers by needle, hurting finger tips, cutting of thumb, burning of finger, wrapping of scarf with machine, wrapping of hair with machine) by an employee in a specific calendar year (1999).

k) Absenteeism

Absenteeism refers to a tendency on the part of the employees to remain away from work on flimsy grounds. It reflects a withdrawal tendency of the workers from participation in the organization. Absenteeism is generally conceptualized as an unauthorized absence of the worker from his or her job (Tribedi, et al., 1981).32 The leave for which the worker does not apply or the leave which the authority does not approve is regarded as unauthorized absence (Rahman, 1984).33 According to Macy and Mirvis (1976)34, each absence or illness over four hours should be considered for absenteeism.

But for the present study, absenteeism was considered as the absence of unauthorized absence of an employee in a specific calendar year (1999).

l) Labour Turnover

According to a committee of the American Management Association,\textsuperscript{35} labour turnover is the “extent of shift and replacement of labour occurring in the maintenance of the work force.” In general, it is expressed as a ratio of yearly or monthly separations to the average number of full time workers over the period of time (Viteles, 1962).\textsuperscript{36}

For the purpose of the present study, possibility for turnover is considered as the propensity/tendency of an individual to quit the job.

m) Job Behaviour

Job behaviour means to what extent an employee does respect his job. The measures of a supervisor’s/operator’s job behaviour are his records of quantitative and qualitative production, absenteeism, accidents, and turnover rates.

n) Job Stress

Selye, H. (1956)\textsuperscript{37} recognised as the father of modern stress research, has defined stress as “the nonspecific response of the body to any demand made upon it.” Different definitions have also been given. Cofer and Appley (1964)\textsuperscript{38} stated that stress is an organism where he perceived that his well being is endangered and that he must direct all his energies to its protection. Welford (1973)\textsuperscript{39} defined job stress as the reaction accompanying the perceived or assessed inability in dealing with the system input.

\textsuperscript{36} Viteles, M. S., (1962), \textit{Industrial Psychology}, London, Jonathon Cape, 115-117.
Dhar, U. (1991)\textsuperscript{40} stated that the term ‘stress’ is generally used either to label situations that tax a person’s physical or psychological resources or to refer to the emotional response of the person to such situations.

Froiland (1993)\textsuperscript{41} stated ‘Job stress is a consequence of two key ingredients: a high level of job demands and little control over one’s work.’

Lind and Otte (1994)\textsuperscript{42} stated ‘Stress is a costly business expense that affects both employee health and company profits.’

Latham, Frez and Locke (1998)\textsuperscript{43} Expressed ‘Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important.’

Stress may be viewed as underload or overload of work. The stress of an individual will be his or her total score obtained by the Job Stress Scale used in the present study.

1.5 Plan of the study

As it has been stated earlier that the major objectives of the present study are to know the socio-economic background, job satisfaction and job behaviour of garment employees in Bangladesh, and for achieving the objectives, the whole research work has been divided into the following chapters:

Chapter: 1 deals with the statement of the problem, importance, objectives, and key concepts of the present study.

\begin{enumerate}
\item \textsuperscript{40} Dhar, U., (1991), Oranisational Stress: Concept, Determinants and Management, \textit{Indian Journal of Industrial Relations}, 26, 3, 278.
\item \textsuperscript{42} Secondary Reference: Newstrom, W. John and Davis, Keith, (1997), ibid., 429
\end{enumerate}
Chapter: 11 deals with the review of literature of the present study.

Chapter: 111 deals with the methodology and procedures of the present study which includes sampling, brief description of the garment factories, variable covered, measuring instruments used, duration of the study, pilot study, procedure of the study, formulation of hypotheses, statistical analyses, and scope and limitations of the present study.

Chapter: IV deals with the results and analyses of the present study.

Chapter: V deals with the discussion of results of the present study in the light of the existing literature and previous studies.

Chapter: VI deals with the summary, conclusions, and recommendations for policy implication.