

# Factors Influencing Job Satisfaction of the Workers: An Empirical Study on Readymade Garment (RMG) Sector in Bangladesh.

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## Abstract

This study aims to identify the factors of workers job satisfaction of readymade garment sectors in Bangladesh. To explore this objective, sixty five (65) male and female workers of different garments, located in Savar, Ashulia and Gazipur at Dhaka, Bangladesh, were selected by random sampling technique. Data has been collected through structured questionnaire. Actually, in this study, data has tested with 8 distinct variables collected from intensive literature review. The collected data were analyzed by using SPSS software (Version-20) by adopting the statistical techniques, regression analysis. Based on the basic findings, this study showed that out of the 8 factors, three factors i.e. attractive salary, good job security and better working environment have strong influence on workers job satisfaction of readymade garments sector in Bangladesh and rest of the factors i.e. recognition & reward, supervisor behavior, decision making opportunity, communication system and training facilities have moderate influence on workers job satisfaction in RMG sector in Bangladesh.

**Keywords:** Bangladesh, Job Satisfaction, Readymade Garments

## 1. Introduction

The economy of Bangladesh is largely dependent on agriculture; however the Ready-Made Garments (RMG) sector has emerged as the biggest earner of foreign currency. The ready-made garment industry acted as a backbone of our economy. The “**Made in Bangladesh**” tag has also brought glory for our country. The RMG sector has experienced an exponential growth since the 1980s. The sector contributes significantly to the GDP and provides employment to around 4.2 million people. (Wikipedia). After the independence in 1971, Bangladesh was considered as a third world country with severe poverty. No significant industries were developed before 1971, due to discriminatory attitude and policies of the government of West Pakistan. Rebuilding a war-ravaged country with limited resources was the biggest challenge for us. The industry which has contributed to rebuild our country and its economy is our ready-made garment industry, which is now a single biggest export earning industry of Bangladesh with 81% share of total export earnings. The gross domestic product (GDP) of Bangladesh was US\$ 6.29 billion in 1972, which have increased to US\$ 173.82 billion in 2014, grown by almost 27times in four decade. Bangladesh’s export industry was comprised of US\$ 31.2 billion in FY2014-15, 81.69% of which was made up by ready-made garments. (World Bank reports, 2015). RMG sector has exempt Bangladesh from over populous unemployment burden by providing large employment opportunities next to agriculture, transport, and trade and industry sector. It is one of the successful manufacturing sectors with greater contribution to the national GDP (Hossain, et. al, 2012; Chaowdhury, et. al, 2006).

This sector accounts for more or less 4 million of employment where 80 percent of the woman and will be around 20 million who are depending on this sector directly or indirectly for their immediate livelihoods (BGMEA, 2015, Ferdous, et. al, 2015). Approximately 81 percent of total export are being shared by this RMG sector, where average annual growth about 15 percent in 2009 to 2014 (Tasin Faaria, 2015, Ferdous et. al. 2015). In spite of having lot of contribution, this sector is not beyond criticism. The workers of this sector do not get proper judgment and reasonable wage based on their performance (Ahamed, F. 2012). A recent study on RMG sector of Bangladesh shows that its export is lower than that of Vietnam. The total earnings of this sectors was 24.5 billion US Dollar with an active workforce of 4 million ,where as total earnings of Vietnam was 17 billion US Dollar with only 1.3 million workers( BGMEA, 2014). The prime reasons behind it were the dissatisfaction of the workers and shortage of skilled workers. Most of the garments owners as well as Government pay very little attention to the implementation of effective labor laws and on satisfaction of the workers. RMG owners often say that they have no power to improve the wages and conditions of the workers. Delahanty (1998) mentioned that workers of garment factories in Bangladesh frequently suffer from hacking coughs, severe eye strain due to poor lighting and working hours, respiratory problems, low back and joint pain and urinary tract infections because they are denied access to toilet facilities. The authors also mentioned that travel to and from factories are dangerous and women are often sexually harassed. Workers often try to complement their low wages by overtime, which in effect is mandatory practice in RMG factories in Bangladesh ( Ahamed F; 2012). Whatever, this sector may play a vital role due to alleviate poverty, reduce unemployment. So it really

indispensable and urgent to satisfy the workers involved in RMG sector of Bangladesh in order to make Bangladesh as a brand in the world.

In this study we have tried to find out the reasons of job dissatisfaction of garments workers of Bangladesh. We have found several factors that directly influence job satisfaction. So the findings of this article will be helpful to the stakeholders, policy makers and business leaders to take necessary action to develop this sector and capture the foreign market. As a result, the workers of this sector will be satisfied, socio-economic condition and export earning of Bangladesh will be increased.

## 2. Literature review

**Job Satisfaction:** Satisfaction is a person's feelings of pleasure or disappointment that result from comparing their perceived performance (outcome) to their expectation. Hoppok & Spielgler (1938) defines job satisfaction as the integrated set of psychological, physiological and environmental conditions that encourage employees to admit that they are satisfied or happy with their jobs. Hossan, et. al. 2012 stated that employee's job satisfaction is the overall effective state of mind resulting from an approval of all aspects of his work. Marchington and Wilkinson, 2008; Wright, et. al. 2003 also defines job satisfaction as a combination of cognitive and affective reactions. According to Vroom (1964) Job satisfaction is an orientation of emotions that employees possess towards role they are performing at the work place. Locke (1976) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Work satisfaction is an expression that is used to describe the attitude an worker has towards the work and associated role and responsibilities, where a highly satisfied worker will have a perfect positive attitude towards the work and vice versa (Pushpakumari, 2008). Maanen and Katz, 1976 states that, the job satisfaction of the workers has obtained a well recognized position in the literature of industrial and organizational psychology. Harter, Schmidt and Hayes (2002) mentioned that about 7,855 articles had been published between 1976-2000 on job satisfaction. Cole and Cole (www.teammax) stated in their study that most of the researches examining the employee satisfaction - performance relationship those are conducted on the micro level of analysis and a handful of studies have explored the relationship between aggregated employee job satisfaction attitudes and organizational performance (Ostroff, 1992; Ryan, Schmitt and Jonson, 1996; Harter, et. al. 2002; Schnieder, Hanges, Smith and Salvaggio, 2003; Bowen and Ostroff, 2004; Wright, Dunfold, and Snell, 2001; Wright, Gardner, Moynihan and Allen, 2005). Cole and Cole mentioned that employee satisfaction is related to meaningful business outcomes and these relationships generalize across companies and industries. In their study they have also stated that there is potential for longitudinal research in area of aggregated employee satisfaction. Job satisfaction reduces complaints and grievances, absenteeism, turnover and termination. Job satisfaction and professional advancement influences workers personal satisfaction, self-respect, self-esteem and self-development (Brown, 1996).

**Working Environment:** Two broader dimensions such as work and context consist of the working environment. Different features of job are included in work like the method of job is carried out and completed, involving the task like task activities training, control on one's job related activities, a sense of achievement from a work, variety in tasks and intrinsic value for a task. Employees working environment is consisted of numerous factors that have direct positive or negative impacts on employee morale, performance and engagement (K.C.Seker, 2011). Intrinsic aspect of the job satisfaction has been focused by many research papers. Results have shown that there is a perfect positive relationship between working environment and intrinsic aspect of the job satisfaction. Another dimension of working environment is context that is comprised of the physical working conditions and the social working conditions (Sousa-Poza & Sousa-Poza, 2000; Gazioglu & Tanselb, 2006; Skalli, Theodossiou & Vasileiou, 2008). In this competitive business world, employers should know how the performance of the employees greatly affected by its working environment (Tetteh et al, 2012). A good workplace environment greatly helps in maximizing the level of employee performance by minimizing the rate of absenteeism (Boles et al., 2004). Spector (1997), in his study, observed that most of the organizations typically ignore the working environment of the organization that is affecting negatively on the performance of their employees. Naharuddin and Sadegi, 2013 mentioned that workplace environmental factors like job aid, supervisor support or relationship, opportunity to get promoted, performance feedback, goal setting, workplace incentives, mentoring, coaching and also the physical work environment have great impact on employee performance. Sell and Cleal (2011) showed in their studies that different psychosocial and work environment variables like work place, social support has direct impact on job satisfaction and that increase in rewards does not improve the dissatisfaction level among employees. Ahamed Ferdous (2011) revealed that, standard working condition, better wages, minimum working hours, incentives and respect for equality can result better and more satisfied workers and lower turnover. Chandrasekar (2011) argue that an organization needs to pay attention to create a work environment that enhances the ability of employees to become more productive in order to increase profits for organization.

**Job Security:** A well job security or job certainty can motivate the workers to work spontaneously and hence their satisfaction level is also increased. Sarker.A.R. Md. & Afroze.R.(2014) mentioned that job satisfaction is

not only dependent on some financial benefits but also some no financial benefit like work description, unbiased evolution of work performance, job security, flexibility, training, good work environment, supportive line manager etc. Taylor,(2008) stated that satisfaction of the workers depends on job security and safety, supportive supervisor, considerations of worker's voice to top management and availability of supportive tools and technology. Job securities provided by the employers have many other consequences; it can reduce job related stress and increase the belongingness. Human Resource Management theory has showed the correlation of job security and job satisfaction which is significantly negative. Milkovich et. al., 2010; Henderson, 2012; Akkas and Bodiruzzaman, 2014 observed that regardless the nationality, many of the employees are very much worried about the security of their job rather than substantial amount of monthly or yearly salary.

**Salary:** Bangladeshi garments workers are lowest the lowest paid garment workers in the world. Although their minimum wage was supposed to have raised to about \$40 a month November 2010, many garment factory owners are still paying the old minimum wages of \$24 a month (Roger, 2010). S. Huda, N. Akhtar and A. Akhtar (2011) found that, 'workers of garment sector of Bangladesh are not satisfied with wage, safety facilities, leave policy, promotional policy and behavior of the owner. Ahamed Ferdous(2011) revealed that, standard working condition, better wages, minimum working hours, incentives and respect for equality can result better and more satisfied workers and lower turnover. He also pointed that, in RMG sector in Bangladesh workers are deprived of the right and benefits of existing labor law related to issue of appointment letter, job security, provident fund, and gratuity and working hours. Absar (2001) in her study mentioned that ' Bangladesh has the cheapest unit of labor cost in South Asia. It costs only 11 cents to manufacture a shirt in Bangladesh whereas it costs 79 cents in Srilanka and 26 in India. Clearly, the comparative advantage of Bangladesh in this case lies in having the cheapest unit laborcost. The author also mentioned that workers of garment factories in Bangladesh are asked to work whole months at a time without a single day off. Herzberg et al. (1959) mentioned that ,in the absence of hygiene factors (that are working conditions, supervision quality and level, the company policy and administration, interpersonal relations, job security, and salary) the employees chances of getting dissatisfied increase.

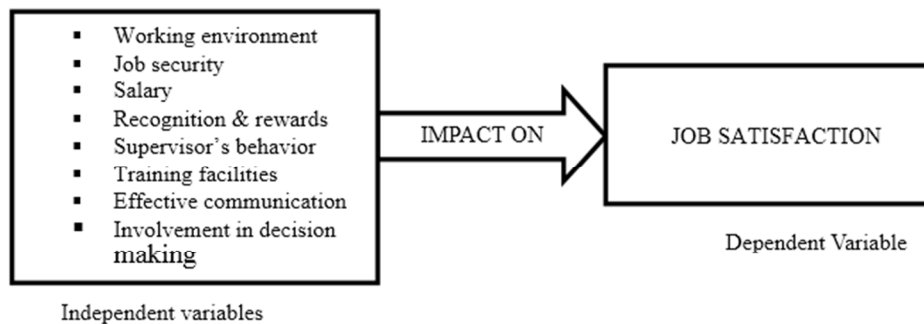
**Reward and Recognition:** The Cambridge dictionary defined reward as "something given in exchange for good behavior or good work".Malhotra et. al.(2007) defined reward as 'all forms of financial return, tangible services and benefits an employee receives as part of an employment relationship'.Employee always expect that employers will assure them to sufficient wages or reward after performing their assigned duties that is expected by their employers(Eshun and Duah,2011). Reward is something which is given or received in return of service, merit, hardship, etc(dictionary.reference.com-accessed 15/08/14). The capability to attain the company's goals is the chosen criteria imposed by majority of the organizations to reward their employees. Rewards and recognition play a vital role in motivating the employees and increasing their performance (Lawler, 2003). Rewards serve as a ways of motivating expected behaviors (Eshun and Duah, 2011; Danish and Usman, 2010). Mayo (1999) argue that, if there are inadequate reward is being promised by the organization, employees are not interested to do their job spontaneously. On the other hand if the rewards are given adequately to the employees then they are committed to their assigned tasks (Evans and Lindsay, 2003). For this reason, all businesses use pay, promotion, bonuses or other types of rewards to increase the level of performance (Cameron and Pierce, 1977). Now, most of the organizations understand the huge gains derived by linking rewards and recognition to their business strategy (Flynn, 1998). Reward and recognition programmes come within the discussion on extrinsically inspired behavior which occurs when an activity is rewarded by incentives but not inherent in the task (Deci, 1971). Employees do not only expect lucrative pay and benefits, but also wants that their efforts are valued, recognized, appreciated and treated fairly and properly. According to Harrison (2011- retrieved from recognitionreward.blogspot.com on 19/09/2011), recognition is the timely, informal or formal acknowledgement of a person's or team's behaviour, effort or business result which supports the organization's goals and values, and that usually is beyond normal expectations. Deeprose (1994) stated that by providing effective recognition organizations can increase the the motivation of employees and their productivity because recognition programs show respect for employees. Long and Shields (2010), mentioned that recognition can be categorised into formal or informal, cash or noncash, and individual or collective.

**Training:** Training is a systematic and planned activity, which increase the skill level of employee and it will assist them to do their tasks in right way. Training is generally imparted in two ways: On the job training, on the job training methods are those which are given to the employees within the everyday working of a concern. On the job training acts as a means in the increment of salary (Lillard, 1992). Another is off the job training, off the job training methods are those in which training is provided away from the actual working condition. There is a positive relationship exist between training and employee satisfaction that leads to increase their performance. When employees realize that organization is showing a positive approach in his/her training then performance of employees of that organization is increased (Gordon,1992). Training must be linked to money, job promotion and recognition etc that the trainee acquired. If the trainee is strongly motivated, the more quickly and efficiently a new skill or knowledge is acquired (Flipppo, 2012).

**Communication:** Communication means to convey. If there was no data or intellectual connection, communications would not exist. Workplaces are of great importance in establishing and maintaining social interaction with others in employees' satisfaction. Communication is very important for organization managers and for their job. Kanter (1977) states that managers spend a huge amount of their time on communications. Parsaeeyan and Araabi, 1997 said that managers' main job is communication. Information, in today's organizations, should be transferred swiftly than any other time (Moshabaki, 2001). Communication is needed to attain the goals of the institution, because this task, relates other management tasks together. Effective communication exists when thought or idea is received exactly with the same objective that has been submitted (Aarabi et al., 2000). It is only through communication that every organization becomes an open system that has reciprocity with its surrounding (Kuntz et al., 1980). Achieving organizational goals and to be successful, totally depends on the effective interaction that can also increase the level of satisfaction (Farhangi, 2001). Power flows in the organization through communication and applies through opportunities given by the flow of communication, then develops and ultimately joins in organizational context and is preserved (Fakhimi, 2000).

**Supervisor behavior:** Supervisory behavior has become the influential success factor of organizations, both public and private, (Young, 2009). Supervision includes technical knowledge, human relation, skill and coordination of work activities. The style of supervisory behavior possessed by a supervisor is known to be a vital factor leading to the success or failure of an organization (Adebayo 2007; Eseka, 2009). Supervisory behavior starts from extremely autocratic, with all decision made at the tops to the extremely democratic with decision made by employee or subordinate at the lowest level (Dubrin and Maier 1993).

**Employee participation in decision making:** Decision making can be defined as choosing between alternatives (Moorhead and Griffin, 2004). Employee participation has an important influence in decision making for organizational effectiveness. If they have participation in this fact, the employees will feel that they are valued in the enterprise. Wagner, 1994 stated that participation may have statistically significant effects on employee performance and satisfaction. Employees are more interested to take part in decision-making, goal setting or problem solving activities that subsequently increase the employee performance (Busck, Knudsen & Lind, 2015). James, Debra and Laurie (2006) described that participation in workplace decision making may affect positively on employees' attitudes toward their work but it has little impact on employee performance. Emran M.A (2001) showed that the scope of workers' participation in the public sector industries is still limited. Luthans, 2005, Moorhead and Griffin, 2004 mentioned that when employees are involved in decision making process then their absenteeism is reduced, organizational commitment is increased, performance is improved, turnover is reduced and greater job satisfaction. After analysis of the literature review, we can develop the conceptual framework of the study as follows:



**Figure:** Conceptual Framework

### 3. Objectives

The basic objective of this study is to identify the critical factors affecting employees' job satisfaction of Readymade Garment Industries in Bangladesh. The specific objectives are:

- To examine the extent of relationship of those factors with employees' job satisfaction in readymade garment sector.
- To categorize and analyze the individual factors that affect worker satisfaction of readymade garment sector.
- To find out how to minimize the job dissatisfaction of readymade garment worker of Bangladesh.

### 4. Hypotheses

Consistent with the literature review, following are hypotheses those are to be tested in this study in order to confirm the research objectives:

- $H_1$ : There is a strong association between working environment and job satisfaction.
- $H_2$ : There is a strong association between job security and job satisfaction.

- $H_3$ : There is a strong association between salary and job satisfaction.
- $H_4$ : There is a strong association between recognition & reward and job satisfaction.
- $H_5$ : There is a strong association between supervisor's behavior and job satisfaction.
- $H_6$ : There is a strong association between training facilities and job satisfaction.
- $H_7$ : There is a strong association between communication system and job satisfaction.
- $H_8$ : There is a strong association between decision making opportunities and job satisfaction

## 5. Methodology

### 5.1. Target Population and sample size

Population of this study is full time workers of the readymade garment from the different categories of garment. Data has been collected in between Jun, 2016 to July, 2016. The target population is the permanent workers in RMG industry located in Savar, Ashulia and Gazipur of Dhaka, Bangladesh. Near about 80% of country's garment industry are situated in these areas (Ferdous. et. al. 2014). Though the population size is 4 million (BGMEA, 2015 and Ferdous. et. al. 2015) of the RMG industry in Bangladesh, due to time constraints, authors have selected 65 male and female workers as respondents according to random sampling technique. So the sample size of this study is 65 workers of different garments in Dhaka.

### 5.2. Data and Data collection Technique

Both primary and secondary data have been collected for this study. In this study, more importance has been given on primary data rather than secondary data. Analysis of secondary data helped a lot to develop a framework for the study. Primary data have been collected by a structured questionnaire, where respondents had to give their opinion on the following 5-point Likert Scale.

Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

### 5.3. Analytical Tools

Descriptive statistics have been used to analyze data to get an overall situation. For the purpose of in-depth analysis, statistical tools, inter-correlation matrix and multiple regression techniques had been used. For data analysis, SPSS (Version: 20) has been used.

## 6. Analysis and interpretation of data

### 6.1 Reliability and Validity of data

Reliability refers to the consistency of set of items in measuring the study variables (Cooper & Schinder, 2001). Cronbach's alpha is commonly used method to measure the reliability or internal consistency that is, how closely related a set of items are as a group (Cooper & Schinder, 2001). It is considered to be a measure of scale reliability. The satisfactory value in Cronbach's alpha is required to be more than 0.60 to be reliable (Malhotra, 2002). In this study, Cronbach's alpha is .754 (Table-2), which indicates a satisfactory level of internal consistency for the scale.

**Table 1. Case Processing Summary**

		N	%
Cases	Valid	65	100.0
	Excluded <sup>a</sup>	0	.0
	Total	65	100.0

Source: SPSS Output

a. Listwise deletion based on all variables in the procedure.

**Table 2. Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.754	.745	9

Source: SPSS Output

### 6.2 Regression analysis

#### 6.2.1 Model Summary

The value of R Square (0.85) and R (0.922) shows that there is strong association between the set of independent variables and the dependent variable with the standard error of 0.403 (Table-3). In additions, the Table-3 implies

that the job satisfaction of the readymade garment workers is 85% depended on Training Facilities, present Salary, Job Security, Working Environment, Communication System, Recognition & Rewards, Behavior of Supervisor, Decision Making Opportunity. The rest only 15% is depended on some others factors that is not considered by the researcher in this study.

**Table 3. Regression Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922 <sup>a</sup>	.850	.829	.40320

Source: SPSS Output

a. Predictors: (Constant), Satisfied with Training Facilities, Satisfied with present Salary, Satisfied with Job Security, Satisfied with Working Environment, Satisfied with Communication System, Satisfied with Recognition & Rewards, Satisfied with Behavior of Supervisor, Satisfied with Decision Making Opportunity.

6.2.2 ANOVA test

The F value of the test for the data is 39.796. The p-value associated with this F value which is .000 which is lower than the alpha value 0.05 (Table-4). In additions, The Table-4 implies that there is significant influence of these independent variables on the dependent variable and the model applied is significantly good to predict the dependent variable.

**Table 4. ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.758	8	6.470	39.796	.000 <sup>b</sup>
	Residual	9.104	56	.163		
	Total	60.862	64			

Source: SPSS Output

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Satisfied with Training Facilities, Satisfied with present Salary, Satisfied with Job Security, Satisfied with Working Environment, Satisfied with Communication System, Satisfied with Recognition & Rewards, Satisfied with Behavior of Supervisor, Satisfied with Decision Making Opportunity

6.2.3 Regression Coefficients

**Table 5. Coefficients**

Model	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.194	.268		.725	.471
Satisfied with Working Environment	.397	.066	.299	8.529	.000
Satisfied with Job Security	.491	.122	.334	2.390	.020
Satisfied with present Salary	.875	.218	.542	11.009	.000
Satisfied with Recognition & Rewards	.229	.079	.210	2.894	.005
Satisfied with Behavior of Supervisor	.279	.100	.295	2.788	.007
Satisfied with training facilities	.135	.062	.140	2.188	.033
Satisfied with Communication System	.262	.074	.222	3.687	.000
Satisfied with Decision Making Opportunity	.185	.089	.169	2.202	.041

Source: SPSS Output

a. Dependent Variable: Job Satisfaction

The coefficient table (Table-5) shows that the values of unstandardized coefficient (B) of variable “Satisfied with Working Environment” is .397 that means hundred percent change in working environment leads to 40 percent change in employees’ job satisfaction.

Unstandardized coefficient (B) of variable “Satisfied with Job Security” is .491 that means hundred percent changes in job security leads to 49 percent change in employees’ job satisfaction.

Unstandardized coefficient (B) of variable “Satisfied with present salary” is .875 that means hundred percent changes in present salary leads to 88 percent change in employees’ job satisfaction.

Unstandardized coefficient (B) of variable “Satisfied with recognition & reward” is .229 that means hundred percent changes in recognition & reward leads to 23 percent change in employees’ job satisfaction.

Unstandardized coefficient (B) of variable “Satisfied with behavior of supervisor” is .279 that means hundred percent changes in behavior of supervisor leads to 28 percent change in employees’ job satisfaction.

Unstandardized coefficient (B) of variable “Satisfied with communication system” is .262 that means hundred percent changes in communication system leads to 26 percent change in employees’ job satisfaction.

Unstandardized coefficient (B) of variable “Satisfied with decision making opportunity” is .185 that means hundred percent changes in decision making opportunity leads to 19 percent change in employees’ job satisfaction.

Unstandardized coefficient (B) of variable “Satisfied with Training Facilities” is .135 that means hundred percent changes in Training Facilities leads to 14 percent change in employees’ job satisfaction.

#### 6.2.4 Test of hypothesis

The hypothesis of this research had been tested at  $\alpha = 0.05$  level of significance.

**Decision rule:** Hypothesis will be accepted, if P value is less than significance level i.e. 0.05; on the other hand if the P value is more than significance level then hypothesis will be rejected.

**Table 6. Summarized results of the hypothesis (1-8)**

Dependent Variable	Independent Variables	P Value	Significance Level	Implications
Job Satisfaction	Working environment	.000	0.05	Accepted
	Job security	.020	0.05	Accepted
	Salary	.000	0.05	Accepted
	Recognition & rewards	.005	0.05	Accepted
	Supervisor’s behavior	.007	0.05	Accepted
	Training facilities	.000	0.05	Accepted
	Effective communication	.041	0.05	Accepted
	Involvement in decision making	.033	0.05	Accepted

Source: SPSS Output

Dependent Variable: Job Satisfaction

Independent Variable: Training Facilities, present Salary, Job Security, Working Environment, Communication System, Recognition & Rewards, Behavior of Supervisor, Decision Making Opportunity.

### 7. Findings of the study

The result of the hypothesis (Table-6) showed that, the P values are less than the significance level i.e. 0.05. As a result, all the hypotheses (1-8) are accepted that indicates that job satisfaction of the workers of readymade garments sector of Bangladesh is influenced mostly by working environment, job security, salary, recognition & rewards, supervisor’s behavior, training facilities, effective communication, involvement in decision making. The coefficients table (Table-5) shows that job satisfaction of readymade garment workers depends more on salary (88%) and comparatively less on training facilities (14%).

### 8. Limitations

This study has few limitations because of time constraints of the participants. It was not possible to conduct a huge survey and take a large sample size, because most of the readymade garment workers were reluctant to leak out their internal policy and provide responses because of the confidentiality and busy work hours. Therefore, more intense research is required in this emerging sector. This study is only reviewed the independent and dependent variables, whereas the other variables were avoided, specially gender and age of the workers. Another significant factor that may have impact is the characteristic of the respondents as the different personalities of each respondent may give a different outcome of employee’s satisfaction. Researcher focused on garment industry situated in *Savar, Asholia* and *Gazipur* instead of covering whole country. However, most of the garment industries are situated in this area of Bangladesh. This study considered both male and female permanent workers. This study also limited to 65 samples.

### 9. Conclusion & Recommendations

Out of 8 individual variables there are three variables i.e. satisfactory salary, good job security, good working environment, strongly influence on the satisfaction of readymade garment worker in Bangladesh and rest of the variables have the moderate influence on workers job satisfaction. The readymade garment as a growing sector, all stakeholders should pay good attention for the satisfaction of readymade garment worker. This sector remain less work efficiency because of workers work dissatisfaction and shortage of skilled manpower. Training facilities, good salary, job security, working environment, communication system, recognition & rewards, behavior of supervisor, decision making opportunity of readymade garments workers are vital for the satisfaction of the readymade garment workers in Bangladesh. If the above requirements of the readymade garments workers can be fulfilled up, this sector will make the Bangladesh ‘a brand’ to the world. Work efficiency and commitment of RMG workers will be developed, dissatisfaction level will be decreased, worker likelihood will

be better, foreign currency earning will be improved and socio economic conditions will be improved.

In this study the independent variables considered in measuring the job satisfaction of readymade garment workers have been proved that all of those have a strong influence on workers job satisfaction. From this study, it can be said that by giving satisfactory salary, ensuring job security and designing a better working environment, readymade garments owners can ensure the job satisfaction of their workers mentionable. But other factors like recognition & rewards, supervisor's behavior, training facilities, effective communication, and involvement in decision making has also moderate effects on job satisfaction of readymade garment workers in Bangladesh that should also be considered by the owners of RMG. Finally, it can be concluded that, future studies should consider more other factors that can affect on job satisfaction of the readymade garment workers in Bangladesh.

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