



Laborer satisfaction in Bay of Bengal

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ABSTRACT

RMG is a golden goose of Bangladesh where about 4 million employees have been working around 3600 number of factories. Among enter workforce, 80 percent are mostly illiterate women from different undeveloped remote rural area. Due to their illiteracy labor law either not executable to them or they are not aware of their rights. At this circumstance labor dissatisfaction and unrest is a concerning issues in this sectors. In order to keep quiet this sector the studies measures the level of work satisfaction and reality of RMG sectors. To explore this study data has been collected from 208 respondents who are working in different factories of three selected areas of Bangladesh i.e. *Savar, Ashulia and Gazipur*. The simple random sampling technique has been used for collecting data. Finally the data has tested with 23 dismaying variable collected from literature review and focus group discussion, where 6 factors are found that influencing workers mind for their commitment of work. So the study suggests for ensuring satisfactory salary and timely payment, admissible benefits, supervisor behaves, acceptable working environment, hygienic canteen and medical facility to keep the labor satisfied into their work.

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1. Introduction

The manufacturing sector such as garment, jute and jute related goods, leather and leather related products, home textile, foot wear are contributes the utmost percent of Bangladesh Economy. Within the various segment of the manufacturing sector, the Readymade Garment (RMG) is one of the successful manufacturing sectors with greater contribution to the national GDP (Hussain 2014). It also has been playing a vital role by providing apparel, livelihood, earning foreign currency and creating employment. The RMG sector accounts for more or less 4 million of employment where 80 percent of the woman and will be around 20 million who are directly and indirectly depending on this sector for their immediate livelihoods (BEGMA, 2015; Ferdous et al., 2015). According to the same source the RMG sector has created a platform for 2.8 million women to engage in new productive role in the society and empowerment them. This sector sharing 81.2 percent of total export, where average annual growth about 15 percent from the fiscal year 2009 to 2014 (Ferdous et al., 2015). None the less, this sector is not beyond criticism as worker does not get feedback based on their performance and wage rate is not proportionate with living cost. A study

demonstrates that the performance of Bangladesh RMG export is lower than that of Vietnam. The readymade garment of Bangladesh earns US\$ 24.5 billion (2014) with an active workforce of 4.00 million. On the other hand, the Vietnam earns US\$ 17 billion with only 1.3 workers (BEGMA, 2014). The main grounds are for the dissatisfaction of workers and shortage of skilled manpower. On the other hand, most of the employers as well as Government pay little attention to the implementation of labor law and does not satisfied workers. However, due to poverty exuviations, reducing unemployment this sector may play a vital role. So therefore, satisfaction of RMG worker is indispensable for making Bangladesh branded in the world as second highest position after China.

This article visualized some factors that which may play an important role and satisfied the readymade garment worker. So the findings of this article will be an appropriate guild line to the stakeholders, policy maker and will help business leaders to take necessary action to develop this sector and kick off foreign market. As a result, livelihood of pertinent worker will be upheld, satisfaction level of worker will be upswing, socio-economic condition will be developed and export earnings will be elevated.

1.2 Objective of the study

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The study will be conducted keeping the following short and immediate objectives in mind:

1. To identify the main causes of worker dismay in readymade garment sector,
2. To categorize and analyze the individual impact factors that affect worker satisfaction in readymade garment sector,
3. To establish the causal relationship between worker commitment and factors affecting it,
4. To find out how to mitigate the dissatisfaction of readymade garment worker.

The study will also be conducted keeping the following broad and remote objectives in mind:

1. To find out how to encourage foreign investor and improve the growth of socio-economy in readymade garment sector,
2. To locate that how to improve the law and order situation in this field,
3. To fine out the way of decrease perpetuate depression of worker and even hammering of human life.

2. Literature

There is a little research has been done to justify the worker's work satisfaction in the RMG sector in developing countries like Bangladesh. However, a work satisfaction in RMG sector can play an important role to keep working condition well.

Satisfaction of worker determined worker's sense of achievement and success that is directly linked to productivity and personal well-being. It is also reflect the worker's interest and liking towards the work.

2.1 Defining work satisfaction

Worker satisfaction is defined as workers overall affective state of mind resulting from an approval of all aspects of his work (Hossain and Moon, 2014). It is also defined as a combination of cognitive and affective reactions (Wexler, 2014). Work satisfaction is the comparison between what an employee wants and what he actually receives. Satisfaction of the worker can also be justified as a worker's overall evolution of his or her work as favorable or unfavorable (Leahey, 2015). According to Nargis, (2013), work satisfaction is an expression used to describe the attitude an worker has towards the work and associated roles and responsibilities, where a highly satisfied worker will have a positive attitude towards the work and vice versa.

There are two approaches to conceptualizing work satisfaction in the following:

- i) the global approach and
- ii) The facet approach.

The global approach considered over all work satisfaction and facet approach considered each of the facets individually, assuming that a particular worker might be satisfied with some facet but unsatisfied with others (Rock, 2003).

2.2 Satisfaction with supervisor

Supervision has a correlation between work and its satisfactions. There are five factors that have direct impact to satisfaction of workers i.e. supervision, relationship with co-workers, present pay, nature of work and opportunity for promotion. Supervisors guide the new workers, if the supervisor can guide the workers in proper way; they remain pleased but poor supervision lead to the disappointment of the worker, which results high turnover. It is also reveal that work satisfaction might increase when an employee participates in decision making, he can trust his supervisors, recognize his job as challenging and intrinsically rewarding. Haider, (2007) suggested that there is a positive relationship between the reward behavior of supervision and worker's satisfaction and performance. Bhuiyan (2012) also indicated that, a subordinate's pleasure with the supervisor may depend on the supervisor's style and the power of the supervisor swayed the subordinate's satisfaction.

2.3 Satisfaction with use of supervisor power

Yardley, (2013) also found that referent, expert and reward powers used by supervisors or managers have positive relationship with satisfaction with supervision. Nargis, (2013) also indicate that referent power is an accurate predictor for both work performance and satisfaction. The flip side, coercive power negatively influences work satisfaction and it generates slightest worker's satisfaction. Haider, (2007) found that employees are less committed and satisfied with their work when their managers or supervisor use coercive power increasingly. Frequent usage of this power would yield negative feelings such as fear, discouragement, dissatisfaction, resentment and turnover among employees. Sarkar (2014) suggested that reward power used by managers has positive effect and contributed to subordinate performance and work satisfaction. Study has discovered interesting relationships between manager's bases of power and labor's satisfaction on supervision. Coercive power and legitimate power were found to be negatively related to satisfaction with supervision. However the reward power, referent power, and expert power were found to be positively related to satisfaction with supervision, where reward power has the greatest correlation, followed by expert power and referent power.

2.4 Satisfaction with pecuniary values

Many studies have established that workers satisfaction is one of the key factors of individual and organizational performance. A worker's level of pleasure toward his work varies with specific aspect of the work. These depend on mainly payment (Sarker, 2014). According to the same study the maternity benefit with full payment and health care

facility of the worker also can ensure the labor satisfaction of the RMG workers. Bangladesh is a developing country with low per capita income; salary plays an immense role here to determine the worker satisfaction and industry's productivity. So when workers are greatly dissatisfied with the salary, they must not be happy with the benefit packages they get. Workers quality of work life depends on festival bonus, attendance bonus and wage increment of a worker (Zaman et al., 2007). When someone work is interesting, pay is fair then a situational approach leads one to predict worker is pleased with their work. This study also include that satisfaction of worker is also depend on adequate provident benefits and supportive financial benefit. Sarker, (2014) found that workers of garment sector in Bangladesh are not satisfied with wage and promotion policy but they are satisfied with their overtime benefits. Alam and Natsuda (2013) dissatisfaction of RMG sector is occurring for low compensation, irregularities in payment, low wage. In this regard Sarkar (2014) says, from the total net profit, only 30 per cent is being spent on the workers whereas around 50 per cent is spent on workers' wages in other countries. Zaman et al., (2013) suggest a number of factors need to be considered while fixing the minimum wage of industrial workers. These are: i) workers' minimum requirement for decent living; ii) enterprise's capacity to adjust with the additional cost originating from the rise in wage; iii) consideration of the wage structure of similar types of industrial sectors; and iv) adjustment of the wage with country's economic development. Sarkar (2014) notes that low wage and sub-standard living condition are major causes of labor dissatisfaction in the readymade garment industry of Bangladesh. In respect of wage and living standard, the garment workers of Bangladesh lag far behind of those of China, Sri Lanka and Vietnam. Yet production is high in Bangladesh.

2.5 Satisfaction with Non pecuniary Values

Workers satisfaction in RMG sector is not only depend on financial factor like salary, bonus & incentives' and other financial benefit like health care sick leaves etc., but also depend on some non-financial factor as well like work description and orientation, unbiased evolution of work performance, flexibility, training, job security, efficient and supportive line manager, good work environment etc. The report also suggested for balancing work and family life, employers must ensure friends and family related benefits like day care facilities, subsidized meal at staff canteen, transportation facility and so on. (Ferdous et al., 2014) has visited to 213 workers in 62 garments situated in Dhaka, Gazipur, Ashulia and Savar and found some dissatisfaction of safety issue, security issue, job issue, working condition, awareness issue, training issue and so on. The proposed practices of (Sarker, 2014), which were participation,

empowerment, work rotation, self-directed work teams, and contingent compensation, were positively correlated with worker's work satisfaction. Hierarchical regression analysis reveals that except contingent compensation, the all other practices (participation, empowerment, work rotation, and self-directed work teams) account for unique variances in work satisfaction. Sarker, (2014) found that workers of garment sector in Bangladesh are not satisfied with safety facilities; leave policy and behavior of the owner. These findings show the true picture because these are in line with the various previous findings of study conducted on the garment workers' wages and working conditions. The study also found that the workers in garment sector of Bangladesh are satisfied with working environment and present health care facility. It is known that work satisfaction is a matter of perception and that perception may or may not be accurate. This satisfaction is due to the workers' lack of awareness regarding the standards of working environment. Workers quality of work life depend on canteen facilities, transport facilities along with social welfare, security and leave provisions. Workers work pleasure depends on the nature of the work, promotion, co-workers and organizational context. When someone work is interesting, promotional opportunities are good, his or her supervisor is helpful, and co-workers are affable, then a situational approach leads one to predict worker is pleased with their work. This study also include that satisfaction of worker is also depend on job security and safety, supportive supervisor, consideration of worker's voice to top management and availability of supportive tools and technology. Berg et al., (2011) has found that giving employees responsibility improve employee satisfaction and that leadership that is task oriented and committed to relational behaviors would improve employee work satisfaction. Worker satisfaction is often associated with human need and condition. According to Berg et al., (2011) there are different classes of needs. These include: physical, social and egoistic needs. A leadership style is able to identify and provide the need of its employees has the tendency of improving the satisfaction level of its employees.

2.6 Satisfaction with compliance issues

Workers satisfaction has many significant benefits for organizations in order to manage the challenges coming from rivals and other external parties. According to Berg et al., (2011) labor standards and rights are commonly ignored in the RMG factories in Bangladesh: poor practices include the absence of trade unions, informal recruitment, and irregular payment, sudden termination, wage discrimination, excessive work, and abusing child labor. According to Berg et al., (2011) recruitment policies are highly informal compared to western standards and there are no written formal contracts and appointment letters. They are therefore

vulnerable to losing their jobs at any time. However, fear of losing their jobs and lack of alternative job opportunities compel workers to continue in unsatisfactory employment. Kumar, (2006) focuses; Garments workers are concerned with long working hours or double consecutive shifts, personally unsafe work environment, poor working conditions, wage and gender discrimination. To avoid unrest and bring back satisfaction in the RMG sector, Berg et al., (2011) argued for strengthening Social compliance issues and labor standards to improve wages, working hours, overtime, job security, the right to form trade unions, social security and also occupational health and safety. He also suggested that NGOs, civil society, trade unions and other stakeholders should work together to adopt the Code of Conduct for a viable and competitive RMG industry. Rahman and Hossain (2010) provided an overview of the present compliance situation in the garment factories in Dhaka city. Both descriptive and inferential research were conducted to identify different dimensions of compliance of garment industry, such as housekeeping storage, working environment, production layout and controlling system, and management policies and practices in Bangladesh. They found out a close relationship between compliance and productivity. According to Ferdouse et al., (2014) labor standards and rights are commonly ignored in the RMG factories in Bangladesh. Work areas are often over crowded with limited workspaces, injuries, fatalities, disablement and death from fire and building collapses are frequent in the RMG sector. The absence of labor standards monitoring system and ineffective building codes, poor enforcement and outdated labor laws, and a lack of awareness of labor rights among workers are the major dissatisfaction in this sector. It is also revealed in the survey that, low enforcement of existing labor law at workplaces, weak labor inspections, and lack of decent wage workers rights violations causing labor dissatisfaction in the country. A CPD research entitled "Bangladesh Apparel Sector in Post-MFA Era: A Study on the Ongoing Restructuring Process" notes, there is a need for a continuing dialogue between workers and management, particularly in view of changing employment composition and new types of demands for satisfaction of RMG worker.

This literature review indicates that most garments factories in Bangladesh pay little attention to the labor satisfaction, application of labor law, benefit of workers. This has led to the worker dissatisfaction in the RMG sector. Consequently, labor agitation, unrest and strike is random, placing international buyers order is shrink, socio-economic condition is going to level off.

Therefore, a useful scheme by the Government can be taken by monitoring and proper practice of labor resource for the satisfaction of workers to the RMG sector in Bangladesh. Therefore, research question is set as:

i) What are the factors for dissatisfaction of RMG workers?

ii) To find out the way to overcome from dissatisfaction of RMG worker.

The above research questions are generated from the literature review. These questions are interrelated with labor satisfaction, working conditions, fair labor practices, labor disputes, and execution of law and human resource management which also links to Social compliance.

3. Research design

The research design adopted for this study is inferential in nature. By analyzing literature review and conducting two focus group discussions (FGD) with RMG workers, 23 variables have been identified that are the root causes of labor dissatisfaction of RMG workers in Bangladesh. Among them 22 were **independent** variables in the following:

X_1 = Amount of salary, X_2 = Timely payment of salary and admissible benefit, X_3 = Timely payment of bonus, X_4 = Sharing profit, X_5 = Increment policy, X_6 = Promotion policy, X_7 = Leave facility, X_8 = Child care facility, X_9 = Adequate compensation for accident, X_{10} = Supervisor behavior, X_{11} = Working hours, X_{12} = No force work, X_{13} = Working place / environment, X_{14} = Canteen facility, X_{15} = Toilet facility, X_{16} = Job security, X_{17} = Appointment policy, X_{18} = Medical facility, X_{19} = Recreation facility, X_{20} = Standard of living, X_{21} = Social acceptance, X_{22} = Safe working place.

Dependent Variable:

Y = Worker Satisfaction

3.1 Target population & sample distribution

Population of this study is included full time readymade garment workers from different A & B categories garment. Data has been collected in between March, 2015 - May, 2015. The target population is the permanent workers in the RMG industry of *Savar*, *Ashulia* and *Gazipur*. This area is located 20 to 30 kilometers North and North West from capital city Dhaka, Bangladesh who are working in different garment industry. These areas of Bangladesh (*Savar*, *Ashulia* and *Gazipur*) are operating eighty percent of the country's Garment Industry (Ferdous et. al., 2014). According to an opinion survey, 30 percent of the garment workers are working in *Savar*, 40 percent of the garment workers are working in *Ashulia* and remaining 30 percent of the garment workers are working in the *Gazipur* among the 80 percent garment of this locality. These localities are the most promising area for readymade garment industry. Both male and female permanent worker's opinion has been analyzed. Workers who have work experience in between 1 to 12 years have been considered.

3.2 Sample size and sampling technique

According to BEGMA, the population size of the RMG industry is 4 million. However, according to an

opinion survey, about 21, 00, 000 workers are working in Savar, Ashulia and Gazipur. So the population size of the study is 21, 00,000 and required sample size is determined by using the following formula:

$$\text{Sample Size} = \frac{\chi^2 N P (1-P)}{\{C^2 (N-1) + \chi^2 P (1-P)\}}$$

Where χ^2 is the chi-square value for 1 degree freedom at some desired probability level; N is the population size (which gets more important as N gets smaller); P is the population parameter of a variable; and C is the confidence interval we choose.

$$\frac{(3.841) (N) (0.5) (0.5)}{\{(.05)^2 (N - 1) + (3.841)(0.5)(1-0.5)\}}$$

Here N= 21, 00, 000 RMG workers.
Hence the sample size is

$$\frac{(3.841) (21, 00, 000) (0.5) (0.5)}{\{(.05)^2 (21,00,000-1) + (3.841)(0.5)(1-0.5)\}}$$

= 384.

However, a total number of respondents in this study is 208 instead of 384. The sample size had to minimize due to political turmoil, time constrain and limited fund. So it is the limitation of the study. Data has been collected by trained LLM final semester students and NGO workers. Among respondents 30 percent from Savar, 40 percent from Ashulia and 30 percent from Gazipur have been considered according to ratio of existing garments industry in these localities.

Table 1: Questionnaire

Strongly Disagree	Disagree	Neutral / Uncertain	Agree	Strongly Agree
1	2	3	4	5

Pre-Testing of Questionnaire

Before finalizing the questionnaire it was pre-tested on 9 respondents. After getting feedback the questionnaire was corrected.

Secondary Data Collection

Secondary data have been used from different articles, publications, books, news published in the daily newspapers, speeches in conferences, other related literatures, website, etc.

3.5 Analytical tools

Descriptive statistics have been used to analyze data to get an overall situation. For inferential statistics, Multiple Regression Analysis has been used. Internal consistency and stability was measured with Cronbach's Alpha. It is considered to be reliable and adequate if the Cronbach's Alpha coefficient exceeds 0.50. Data have been analyzed with the help of SPSS (Version 16).

4. Input analysis

Data reliability

3.3 Sample

The sample system mainly used is in the following technique (Fig. 1):

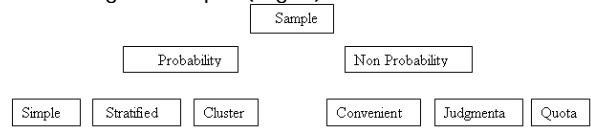


Fig. 1: The sample system mainly used

The probability i.e. simple random sampling technique has been used for this research. A list has been collected form BEGMA and simple random sampling technique has been followed.

3.4 Data and data collection technique

Both primary and secondary data have been collected for this study. Though both secondary and primary data are used, primary sources of data collection are given priority over the secondary sources. Analysis of secondary data helped to develop a framework for the study. Primary data have been collected through questionnaire and in-depth interview.

Questionnaire

Data have been collected by a structured questionnaire which comprises 23 statements and respondents had to give their level of agreement on 5-Point Likert Scale (Table 1). Length of the statements is small and the average interviewing time was approximately ten minutes.

Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. In this research, Cronbach's alpha is **0.826**, which indicates a very good level of internal consistency for the scale (Table 2 and 3).

Table 2: Case Processing Summary

		N	%
Cases	Valid	208	100.0
	Excluded ^a	0	.0
	Total	208	100.0

a. List wise deletion based on all variables in the procedure.

Table 3: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.826	.837	23

4.1 Regression analysis

Restricted model

Variables for Restricted Model are (Table 4, 5 and 6):

i) Dependent Variable

Y = Worker work Satisfaction

ii) Independent Variables

X1 = Satisfactory amount of salary

X2 = Timely pay salary and admissible benefit

X10 = Supervisor well behaves with worker

X13 = Satisfactory working environment

X14 = Hygienic canteen facility

X18 = Medical facility

Model summary (Table 5) shows that the value of Adjusted R Square is .513 i.e. 51% variation of

dependent variable is explained by the independent variables that are included in the model.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728 ^a	.529	.513	.59824

a. Predictors: (Constant), Satisfied with medical facility , Hygienic canteen facility, Supervisor behaves well with you, Satisfied with working environment , Timely pay salary and admissible benefits, Satisfied with the amount of salary, Timely pay bonus

Table 5: ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	80.500	7	11.500	32.133	.000 ^a
	Residual	71.577	200	.358		
	Total	152.077	207			
a. Predictors: (Constant), Satisfied with medical facility, Hygienic canteen facility, Supervisor behaves well with you, Satisfied with working environment, Timely pay salary and admissible benefits, Satisfied with the amount of salary.						
b. Dependent Variable: Satisfaction with the work						

Table 6: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	
	B	Std. Error				
1	(Constant)	-.154	.374		-.412	.681
	Satisfied with the amount of salary	.191	.046	.240	4.135	.000
	Timely pay salary and admissible benefits	.269	.071	.269	3.778	.000
	Supervisor behaves well with you	.288	.058	.287	4.968	.000
	Satisfied with working environment	.348	.068	.280	5.095	.000
	Hygienic canteen facility	.140	.062	.119	2.247	.026
	Satisfied with medical facility	.237	.052	.259	4.529	.000

a. Dependent Variable: Y=Satisfaction with the work

Finding Discussion:

- The regression coefficient table shows that the value of unstandardized coefficient (B) of variable "Satisfied with the amount of salary" is 0.191 i.e. hundred present change in amount of salary leads to 19 present change in labor or worker satisfaction.
- In case of the variable "Timely pay salary and admissible benefits", the unstandardized coefficient (B) is 0.269 that means hundred present change in Timely pay salary and admissible benefits may lead up to 27 present change in labor satisfaction.
- The unstandardized coefficient (B) of the variable "Supervisor behaves well with you" is 0.288 that means hundred present changes in Supervisor behaves well lead to 29 present changes in labor satisfaction.
- In case of the variable "Satisfied with working environment", the unstandardized coefficient (B) is 0.348 that means hundred present changes in working environment may lead to 35 present changes in labor satisfaction.

- In case of the variable "Hygienic canteen facility", the unstandardized coefficient (B) is 0.140 that means hundred present changes in Hygienic canteen facility may lead to 14 present changes in labor satisfaction.
- The unstandardized coefficient (B) of the variable "Satisfied with medical facility" is 0.237 that means hundred present changes in medical facility may lead to 24 present changes in labor satisfaction.

5. Limitations

This study has few limitations due to time availability of the participants. It was not possible to incorporate a huge survey and take a big sample size, as most of the readymade garment workers were reluctant to disclose 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 disregarded, 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 208 samples.

6. Concluding remark

Out of 22 individual variables there are six variables i.e. medical facility, hygienic canteen facility, supervisor well behaves with worker, acceptable working environment, timely pay salary and admissible benefits and satisfactory amount of salary are significantly influence for the satisfaction of readymade garment worker in Bangladesh.

The readymade garment as an emerging sector, all stakeholders should pay their kind concentration for the satisfaction of readymade garment worker. This sector remain less work efficiency because of workers work dissatisfaction and shortage of skilled manpower. In addition the mid-level management of Bangladesh RMG industries is also lack efficient in productivity. The infrastructural improvement, proper application of labor law, stable politics and application of compliance issue in this sector is essential for the development of RMG sector. Sharing profit to worker under the profit sharing scheme, the increment policy, promotional policy, leave policy for the worker, child care facility, adequate compensation facility, reasonable and lawful working hours, job security of workers, proper appointment policy, recreation facility of workers, to ensure minimum living standard, social acceptance of readymade garments workers and safety working place for worker are essential for the satisfaction of the readymade garment workers in Bangladesh. If the above requirement of the readymade garments workers can be fulfilled, this sector will make branding Bangladesh to the world. Work efficiency and commitment of RMG workers will be developed, dissatisfaction will be decreased, worker likelihood will be better, foreign currency earning will be improved and socio economic condition will be enhanced.

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