

Measuring Job Satisfaction Level of Garment Industrial Workers in Bangladesh; A Case Study on Dhaka District.

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Abstract

Job satisfaction occurs when a job meets the expectations, values and standards of an individual and will influence their commitment and performance. So from here, it is how an organization gets satisfied their workers in order to get their commitment to performed well. The study revealed that significantly higher percentage of the workers was satisfied with their present job. The study further suggested that working hours, overtime benefits, recognition for good work, management policy, promotional opportunity & good relation with colleagues were more important than working environment, job status, autonomy in work, participation in management, and open communication for their overall job satisfaction. There was not significant influence of personal factors such as age, experience, marital status, income, education, & skill on overall job satisfaction among the workers of garments industry in Dhaka districts. Various methodological issues relating to the study like profile of the sample unit, sample size of the respondents, sources of data and analysis of data used in the study and 100 workers are selected randomly in reveled study. The data are collected by face to face interview with a schedule of questionnaire and the core value of workers satisfaction and dissatisfaction that they feel from working in the garments industry situated at Dhaka district are placed here.

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1. Introduction

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. In spite of it at present era of modern technology and growing transformation in organizational culture, job satisfaction has emerged to be very significant component of management strategies. Especially it is important in Bangladesh Garment industry.

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 4000 ready-made-garment factories are running in Bangladesh. Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely you will experience high job satisfaction. If you dislike your job intensely, you will experience job-dissatisfaction. Job satisfaction is an individual's emotional reaction to the job itself. It is his attitude towards his job. Bangladesh, as we know, being a third world country is trying to expand its industrialization programs. As a result of this effort, various types of industries, such as, jute mills, textiles, garments factories, tobacco companies, tea factories, cement factories, steel industries, iron industries and metal industries etc. have been set up. This study analyzed the job satisfaction of the workers garment industry in Dhaka District.

2. Statement of the Problem

The consequences of job satisfaction are very much important to an organization in terms of its efficiency, productivity, employee relations, absenteeism and turnover and to an employee in terms of his health and wellbeing. Job satisfaction is the function of the perceived relationship between what one expects and obtains from one's job and how much importance or value he attributes to it. The indicators of job satisfaction such as, health, job safety, sustain facilities provided by respective authority, working environment, relationship with co-workers, salary structure, participation in factory management etc. With the end of the view, the present study has been designed to conduct a research work on the workers of various garment industry in Dhaka District; the socio economic background of employees, job satisfaction, job dissatisfaction and their consequence as the related issue.

3. Objective of the Study

The main objectives of the study are as follows:

1. To identify the determinants of job satisfaction of garment industrial workers;

2. To measure the behavioral level of top management of garment industry ;
3. To evaluate the social background of the workers of garment industry; and
4. Finally, to recommend for policy formulation in improving job satisfaction at garment industry;

4. Literature Review

Hoppok (1935)² 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)³ defined job satisfaction as an employee’s judgement of how well his job has satisfied his various needs. But **Locke (1970)**⁴ 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)⁵ 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)**⁶ stated “It seems to be impossible to arrive at any better definition because of the very nature of the subject.”

Hoque and Hossain (1992), in their study on “Perceived Importance of Different Job Facet and Overall Job Satisfaction of Industrial Workers in Bangladesh- An Empirical Study” found that numbers of satisfied subjects with their present job are significantly higher than those of the dissatisfying subjects.

2 Hoppock R., (1935), *Job Satisfaction*, New York, Harper and Brothers.

3 Smith, P. C., (1955), The Prediction of Individual Differences in Susceptibility to Individual Monotony, *Journal of Applied Psychology*, 39, 322-329.

4 Locke, E. A., (1970), Job Satisfaction and Performance: A Theoretical Analysis, *Organisational Behaviour and Human Performance*, 5, 484-500.

5 Mobley, W. H., and Locke, E. A., (1970), The Relationship of Value Importance to Satisfaction, *Organisational Behaviour and Human Performance*, 5, 463-483.

6 Verhaegen, P., (1979), Work Satisfaction in Present-day Working Life: Ergonomics and Work Satisfaction. In R. G. Sell and P. Shipley (Eds.) *Satisfaction in Work Design: Ergonomics and Others Approaches*, London, Taulor and Francis.

Mathew (1992) reported that areas of activities such as, decision making, supervising, control, training, specific academic, sales promotion and selection-recruitment are significantly related with work satisfaction.

Hossain (2000) suggested that job satisfaction had a significant positive correlation with performance, but significant negative correlations with job stress and propensity to quit the job. Job satisfaction had the highest positive contribution to performance. He found bank employees perceived their job as highly stressful irrespective of their rank and status in the organization. He also indicated that banking employees of Bangladesh were highly dissatisfied with their salary, lack of fair promotional opportunity, low job status, and absence of recognition for good work.⁷

Khoda and Banu (2000) found no significant difference in mean job satisfaction score of lower and higher educated employees but, mean job satisfaction score of the longer experienced employees was significantly higher than that of the shorter experienced employees.⁸

5. Methodology of the Study

The present study conducted on the workers of garment industry in Bangladesh at Dhaka District. Various methodological issues relating to the study like profile of the sample unit, sample size of the respondents, sources of data and analysis of data used in the study. The researchers have scrupulously reviewed the relevant credentials and literatures. Both primary and secondary data are used for the purpose of the study. The study is mainly based on primary data. The primary data have been collected through personal interview of the workers of garment industry. They have also studied the secondary data like as different articles in the national and international journals and Bangladesh Economic Review; Government documents, text books, annual report of BGMEA, websites and other research papers.

6. Analysis of the Study

6.1 Chi-Square (χ^2) Test

The chi-square test is one of the simplest and most widely used non-parametric tests in statistical work. It makes no assumptions about the population being sampled. The quantity chi-square describes the magnitude of discrepancy between theory and observation. Satisfaction and dissatisfaction of workers recorded in the following table:

7 Hossain, M. M., (2000), Job Satisfaction of Commercial Bank Employees in Bangladesh: A Comparative Study of Private and Public Sectors, *Indian Journal on Industrial Relations*, 35, 3, 347.

8 Khoda Fozle and Banu Akhtar, (2000), Job Satisfaction of Employees of Private and Nationalise Banks of Rajshahi City, *Social Science Review*, 17, 1, 180-185.

6.1(a) Promotional opportunities of the respondents

Chi-Square statistics of promotional opportunities is shown in the following table:-

Table-6.1(a) Chi-Square statistics of promotional opportunities

Category	No. of Respondents	Expected Value	Residual Value	Chi-Square Value	Degree of Freedom (df)	Significance
Yes	47	50.0	-3	0.36	1	0.548
No	53	50.0	3			
Total	100					

Source: Field Survey

Table- 6.1(a) shows that computed chi-square value is .36 is smaller than the table value of 2.71 at 10% level of significance, therefore, the study accept the null hypothesis. Workers are not satisfied on promotional opportunities of factory.

6.1(b) Recognition for better performance of the respondents

Chi-square statistics of recognition for better performance is shown in the following table:-

Table-6.1(b) Chi-Square statistics of recognition for better performance

Category	No. of Respondents	Expected Value	Residual Value	Chi-Square Value	Degree of Freedom (df)	Significance
Yes	2	50.0	-48	92.16	1	.0000
No	98	50.0	48			
Total	100					

Source: Field Survey

Table- 6.1(b) shows that calculated chi-square value is 92.16 is greater than the table value of 6.63 at 1% level of significance, therefore, the study reject the null hypothesis. Workers are satisfied on recognition of better performance.

6.1(c) Good relationship with co-workers

Chi-Square statistics of good relationship with co-workers is shown in the following table:-

Table-6.1(c) Chi-Square statistics of good relationship with co-workers

Category	No. of Respondents	Expected Value	Residual Value	Chi-Square Value	Degree of Freedom (df)	Significance
Yes	90	50.0	40	64	1	.000
No	10	50.0	-40			
Total	100					

Source: Field Survey

Table- 6.1(c) shows that calculated chi-square value is 64 is greater than the table value of 6.63 at 1% level of significance, therefore, The study reject the null hypothesis. Workers are satisfied on good relationship with co-workers.

6.1(d) Management policy of the respondents

Chi-Square statistics of management policy of the respondents is shown in the following table:-

Table-6.1(d) Chi-Square statistics of management policy

Category	No. of Respondents	Expected Value	Residual Value	Chi-Square Value	Degree of Freedom (df)	Significance
Yes	70	50.0	21	17.64	1	.000
No	30	50.0	-21			
Total	100					

Source: Field Survey

Table- 6.1(d) shows that calculated chi-square value is 17.64 is greater than the table value of 6.63 at 1% level of significance, therefore, the study reject the null hypothesis. Workers are satisfied on salary management policy.

6.2 T-Test (One-Sample Test)

T-test table gives over a range of values of degree of freedom at different levels of significance. By selecting a particular degree of freedom and level of significance, the study determine the tabular value of *t*. The study establishes a null hypothesis, and if our computed *t* is greater than tabular *t*, we reject the null hypothesis; if our computed *t* is smaller than the tabular *t*, we accept the null hypothesis. The satisfaction and dissatisfaction of the workers recorded in the following table:

6.2(a) Promotional opportunities of the respondents

T-Test statistics of promotional opportunities of the respondents is shown in the following table:-

Table-6.2(a) T-Test statistics of promotional opportunities

Factor of Job Satisfaction	No. of Respondents	Mean	Std. Deviation	Std. Error	T -Value	df	Sig.
Promotional Opportunities	100	.47	.502	0.050	9.369	99	.00

Source: Field Survey

Table-6.2(a) reveals that the calculated value of *t* is 9.396 is greater than the table value of 2.576 at 1% level of significance and the degree of freedom is 99. The study will reject the null hypothesis. It is accept the alternative hypothesis. Workers are satisfied their promotional systems.

6.2(b) Recognition for better performance of the respondents

T-Test statistics of recognition for better performance of the respondents is shown in the following table:

Table-6.2(b) T-Test statistics of recognition for better performance

Factor of Job Satisfaction	No. of Respondents	Mean	Std. Deviation	Std. Error	T-Value	df	Sig.
Recognition for Better Performance	100	0.02	0.14	0.014	1.421	99	0.16

Source: Field Survey

Table-6.2(b) reveals that the calculated value of t is 1.421 is smaller than the table value of 1.645 at 5% level of significance and the degree of freedom is 99. The study will accept the null hypothesis. So workers are not satisfied to the recognition for better performance.

6.2(c) Good relationship with co-workers

T-Test statistics of good relationship with co-workers is shown in the following table:-

Table-6.2(c) T-Test statistics of good relationship with co-workers

Factor of Job Satisfaction	No. of Respondents	Mean	Std. Deviation	Std. Error	T-Value	df	Sig.
Relation with Co-Worker	100	0.9	0.30	0.030	29.84	99	.00

Source: Field Survey

Table-6.2(c) **reveals** that the calculated value of t is 29.84 is greater than the table value of 2.576 at 1% level of significance and the degree of freedom is 99. The study will reject the null hypothesis. So it is found that good relation exists among the co-workers.

6.2(d) Management policy of the respondents

T-Test statistics of management policy of the respondents is shown in the following table:

Table-6.2(c) T-Test statistics of management policy

Factor of Job Satisfaction	No. of Respondents	Mean	Std. Deviation	Std. Error	T-Value	df	Sig.
Management Policy	100	0.71	0.45	0.045	15.56	99	.00

Source: Field Survey

Table-6.2(c) **reveals** that the calculated value of *t* is 15.56 is greater than the table value of 2.576 at 1% level of significance and the degree of freedom is 99. The study will reject the null hypothesis. Here it can be said that workers are satisfied for participation in management policy.

7. Table of mean ranking

On the basis of t-test of different contents of interview schedule a mean ranking table is shown below

Table: Table of mean ranking

Factor of Job Satisfaction	No. of Respondents	Mean	Std. Deviation	Std. Error	T-Value	df	Sig.	Rank of Mean
Promotional Opportunities	100	0.47	.502	0.050	9.369	99	.00	03
Recognition for Better Performance	100	0.02	0.14	0.014	1.421	99	0.16	04
Relation with Co-Worker	100	0.9	0.30	0.030	29.84	99	.00	01
Job Freedom	100	0.57	0.50	0.050	11.45	99	.00	02

8. Finding of the Study

Job satisfaction plays an important role to the workers of any organization in terms of its productivity, efficiency, employee relationship, absenteeism and turnover. From the analysis of the present study we find the following findings:

1. There was no significant influence of personal factors on the overall job satisfaction.
2. There was a significant positive correlation between job satisfaction and performance and a significant negative correlation between job satisfaction and absenteeism and accident.
3. The workers of the organization always expect good behavior from their higher authority.

9. Concluding Remarks

A job is a part of one's life and such work not only physical needs are fulfilled through monetary gain but also giving psychological satisfaction. It is the work and through it the individual finds opportunities for the satisfaction of many of his social personal needs. The following recommendations may be made in light of the present study:

- The promotional opportunities should be increased then present stage of promotional opportunities.
- Workers are to be rewarded for their better performance.
- Workers should keep a friendly relation with their co-workers.
- Government should take special program to improve the level of their education, and skills.
- It is suggested that more emphasis should be given to the organizational factors for improving job satisfaction of the garment employees.
- Since, garment employees perceived their job as highly stressful and long working hours; it is suggested to reduce working hours and job stress by introducing shift work system.
- To reduce the tendency of frequent job changing, higher pay and promotional opportunity should be given (more important for the employees of time rate basis) and regular work for the whole year should be ensured (which is more important for the employees of piece rate basis) for the garment employees.

Here various determinants are used to find out the job satisfaction. The following determinants such as, promotional opportunity, good relation with co-workers, management policy and recognition for better performance represents the job satisfaction of the workers of garment industry in Bangladesh. As the workers are more satisfied they will be more productive, so the employers have to make the workers more satisfied.

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