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Job satisfaction of garments sector employees in Bangladesh

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Abstract

Employee job satisfaction is one of the main factors for the prosperity or success of an employee as well as an organization and a related issue in human resource management, organizational behavior, and personnel management. This study attempts to evaluate the various factors (pay and benefit, supervisor's behavior, work condition and environment, opportunity for career development, organization policy, and communication with co-worker) that affect the employee's job satisfaction. The study result indicate that pay and benefits, supervisor's behavior and organization policy have a significant impact on employee's job satisfaction. This study will provide the new message to the employer's regarding the way for better employee satisfaction that are ultimately affect the organizational success.

Keywords: pay, work condition, career, employee, job satisfaction

Introduction

Around the globe it is an established fact that a person with a high level of job satisfaction has a positive thought, feelings regarding his or her job, while a person who is dissatisfied with the job has a negative feelings and attitude. When people speak of employee attitude, they usually are referring to job satisfaction (Stephen P. Robbins, Mary Coulter, 2004) ^[49]. Employee job satisfaction is a group of auspicious or adverse realization, feeling and passion with which employee's perception their work and the supervisors should condense about employees' job satisfaction level (Newstrom, 2007; Sarker *et al.*, 2015) ^[35, 44]. Job satisfaction is collection or set of emotion or sentiment that an individual employee maintains regarding their job (Robbins and Sanghi, 2006; Rahman, 2008) ^[43, 40].

Most of the organizations usually follow the various ways to satisfy their employees by making them highly committed and developing their organizational roles in an effective way. It is the difference between what the employee receives pay and rewards from the organization and the employee expectation what they believe they should receive (Robins 1997) ^[41]. Employee's may be satisfied not only with the financial factors as pay and benefits, reward but also non-financial factors as work condition and environment (both physical and social), good relationship with supervisors & peers, organization culture, leadership style. These factors impact on employee job satisfaction as a result the organization achieve their ultimate goal.

Employees' satisfaction is an employee disclosure or manifestation which gives an explanation regarding the feelings of a worker towards the job and duties and responsibilities. Satisfied worker represents a positive attitude towards the work, on the other hand dissatisfied worker does not (Pushpakumari 2008) ^[38]. Various employee needs, wants and requirements are concerned to the job satisfaction of the workers including physical, social and self-interested needs (Dubrin 2007). Satisfaction level of workers toward their job vary with specific dimension of the work. It sometimes relies mostly on pay and benefit of their job (Shabnam and Sarker, 2012) ^[51].

The term job satisfaction refers to the attitude and emotion people have regarding their job. Positive and favorable sense and emotion of employee regarding their job indicate job satisfaction. Negative and adverse attitudes and emotion towards the job indicate job dissatisfaction (Armstrong, 2006) ^[2]. Working condition has a positive influence on employee's job satisfaction of the RMG sectors in Bangladesh. It includes available medical facilities, sound lighting facility, hygienic toilet facilities, and safety arrangements provided by the organization for their employee's.

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There are many factors that affect the employee satisfaction as among them five factors comprising sympathetic supervision, friendly relationship with coworkers, fair pay, nature of work and easily opportunity for promotion that are directly concerned with job satisfaction (Smith, Kendall and Hulin, 1969) ^[52].

Bangladeshi people have a very low earning since it is a least developed country. Hence, salary can work as an important factor to improve the workers satisfaction and their productivity. But it is seen that when the workers are not getting fair pay and benefits they are very dissatisfied, they are dissatisfied with other benefit packages as promotion facility, good communication with co-worker, supervisor behavior they have had (Zohir, 2007) ^[61]. Workers of garment sector in Bangladesh are satisfied with their overtime wages and other facilities but not with regular pay and benefits and promotion opportunities (Sadru H., et. al. (2011). So, low pay and salary, disorderliness in payment and lower wage are the factors of the employee job dissatisfaction of RMG workers in Bangladesh (Islam, M. S., Faruk, M. O., Khatun, R., and Esfaqr, M., 2014) ^[20]. Without their regular and full payment of salary or timely payment, workers often become worried and concerned regarding their future living standard as a result employee are dissatisfied and provide output in a low effective way (ILO, 2005; Morshed, 2007) ^[32].

(Majumder, 2012) ^[34] Conducted a study to acquire insight into the current HRM practices i.e. recruitment and selection, compensation package, job security, career growth, training and development, management style, job design and responsibility, reward and motivation and working environment and their impact on employee's job satisfaction. Job satisfaction is the set of sense and attitudes that an employee has about their present job. People's levels of degrees of job satisfaction can differ from ultimate satisfaction to ultimate dissatisfaction. In addition to having perceptions regarding their jobs as a whole, employees job satisfaction depends on various factors such as the kind of job or nature of work they do, their colleagues, supervisors or subordinates and their salary (George & Jones, 2008) ^[10]. For instance, the negative impact of job satisfaction is increasing absenteeism, highly turnover, and increased job stress (Bright, 2008; Judge *et al.*, 2001; Wang, Yang, & Wang, 2012) ^[5, 22, 57].

Job satisfaction refers the extent to which a worker is content with the pay and benefits him or she gets out of his or her job, particularly in terms of personal motivation (Statt, 2004) ^[53]. The quality of supervision affects the employee's job satisfaction of the workers in garment industry of Bangladesh. Good supervision is correlated with job and the satisfaction that are gained from it (Wright, *et al.* 2003) ^[58].

Financial benefits and social welfare, security and leave provisions have a positive impact on worker's quality of work life. Therefore, non-financial factors like canteen facilities, holiday bonus, attendance bonus, transport facilities and pay increment affect the workers quality of work life (Nasrudin *et al.*, 2001; Zohir, 2007) ^[36, 61].

Job satisfaction is the key element that are related to recognition, earning, promotion, and the achievement of other objectives that lead to a sense of fulfillment and satisfaction (Kaliski, 2007) ^[24].

A satisfied employee is an asset for the success or prosperity of an organization. The consequences of employee job

satisfaction are faith, highly committed to the organizational goal, hardworking and productivity level is high. On the other hand, the consequences of job dissatisfaction are increasing absenteeism, soldiering, nepotism. High levels of job satisfaction may affect the organizational productivity and ultimately affect the organizational goal.

Literature Review

Job satisfaction has been defined by Locke (1976) ^[28], as a pleasure or positive emotion that are consequences from the evaluation of one's job or job experience within an organization. Job satisfaction refers to one's feelings or state of mind or sense regarding to the nature of their work or job (Shamima Tasnim, 2006) ^[47]. (Kovach, 1977) ^[25], Spector (1997) ^[50] believes that job satisfaction "can be considered as a global feeling and sense about the job or as an attitude about various aspects or facets of the job". Positive and negative feelings and attitudes were also found to be significantly impact on employee's overall job satisfaction (Fisher D., 2000) ^[8].

Employee job satisfaction helps to determine the feelings of individual achievement and success of workers and it is correlated with organizational productivity and personal well-being (Miller & Ross, 2002) ^[30]. It can also be defined as the workers general and overall effectiveness of mind acquiring from the willingness of all areas of their job (Hossan, *et al.* 2012) ^[17].

Herzberg (1952) ^[16] identified the two important factors as motivation factors and hygiene factors that are related to the employee's job satisfaction. He found that motivation factors (e.g., achievement recognition, responsibility, advancement, growth and work itself) are the determinants of employee's job satisfaction and factors like supervision, policy and administration, relationship with supervisor, relationships with peers, relationships with subordinates, work conditions, salary, status, personal life, security may lead to employee's job dissatisfaction.

It is found that financial factors like fair wages and salary, bonus, financial incentives' and other financial benefits, like health care facility, sick leaves, etc. can increase the workers satisfaction in RMG sector but other nonfinancial factors like work condition and environment, work orientation, unbiased evaluation of work performance, training, job security, efficient and supportive line manager, good working environment etc. can facilitate it further (Sarker, A. R., & Afroze, R., 2014) ^[46].

Good working conditions and work environment can affect employee's job satisfaction since workers consider the pleasant physical working environment which results in more positive stage of employee's job satisfaction (Robbins 2001) ^[42]. Working hour is another factor concerned with job satisfaction of the workers of RMG sector in Bangladesh. Kumar (2006) ^[26] focused on the factor that garments sector employees are not satisfied with long working hours without any break, frequent consecutive shifting duty, individual risky working environment, very poor working conditions, low wage and discrimination at workplace.

Nancy and Katherine (2002) identified that healthcare facility and disease, education facility, attachment with labor unions which are indirectly affect the employee's job satisfaction, Islam and Zahid (2012) ^[19] found that the social status, overtime, savings, fair working hours, working condition and rights and fringe benefits are the influencing

factors for the job satisfaction of workers in Bangladesh. Tiotangco and Nunag (2012) ^[54] identified that nutrition food, pure water and sanitation, available healthcare service and disease, transport facility, housing and accommodation and hygiene are the important factors for the workers for their socio-economic lives that are related with the job satisfactions of the workers.

Work-family balance is to play a vital role to satisfy the employee for the reasons of workers are involved in and satisfied with his or her role regarding family and job (Greenhaus and colleagues 2003) ^[11]. Different financial factors without salary like as festival bonus, attendance bonus, fair wage or salary increment influence the workers quality of work-life (Zohir, 2007) ^[61].

Mobey and Lockey (1970) ^[33] expressed employee job satisfaction as a perceived relationship between employee expectation and employee obtains from his job and how much importance or value that an organization provide him. Bullock (1952) ^[4] defined employee job satisfaction as an employee feeling which come from a balance and exact of likes and dislikes with the job or that an employee perform a work. Job dissatisfaction come from job resistance or frustration which create feelings or emotions that are unexpected on the job and decrease their performance ability and that their working place as well (Mowday, Porter and Steers 2013; Sarker and Rashid, 2015) ^[31, 45].

Hop pock (1935) ^[18] argued that job satisfaction is a combination of psychological environmental as well as physiological needs and feelings. The significance of job satisfaction is the created by Spector (1997) ^[50] which declares that job fulfillment facilities depend on the feelings of people about their entire job, which concentrate on the different steps or stage to which people like or dislike their work or job. (Goyal and Shrivastava, 2012) ^[12] Found that sound HR practices of an organization can enhance the job satisfaction level of the employees and strengthen their commitment towards their organization.

(Martin, 2011) ^[29] Sound HRM practices influences the employee job satisfaction, employee commitment to the organization and intention to quit. (Absar, Azim, Balasundaram and Akhter, 2010) ^[1] Found that human resource planning (HRP), training and development (TND) can positively affect the job satisfaction (JS). (Gurbuz, 2009) Investigated that, employee participation in decision making, employee job empowerment, work rotation, self-directed workgroup, and fair compensation and benefits had a positive correlation with employee's job satisfaction. (Aswathappa, 2008) ^[3] Argued that an organization should have sophisticated HR plans to motivate its employees.

Sound HR planning can enhance job satisfaction of employees when the organization gives a chance for their workers regarding their career decision making (Weeratunga, 2003) ^[60]. Petrescu and Simmons (2008) ^[37] find that HRM practices increase satisfaction with pay and their overall job satisfaction. Ivancevich *et al.* (1997) ^[21] defined job satisfaction as feelings and perception of a worker about his/her job or work and how he or she realize himself well in an organization. Low work independence, work condition is not secured, low pay and benefits and lack of promotion opportunity negatively affect the employee job satisfaction (Guest, 2004 and Silla *et al.*, 2005) ^[14, 48].

Job satisfaction as a group of employees' overall or general job satisfaction that are associated with employee feelings and emotions related to financial and non-financial factors,

as well as a variety of satisfaction facets (Voon *et al.*, 2011) ^[56]. Satisfaction level of the employees working as a team is very important because it directly affects their performance on the job. If the organization identify these factors precisely and accurately employees become the highly satisfied and retain the organization.

Rainey (2014) ^[39] suggested that job satisfaction is one of the most well-established research contexts for job-related behavioral studies. Job satisfaction took place positive and intended organizational behaviors and outcomes (Harrison, Newman, & Roth, 2006) ^[15]. Within the body of employee's job satisfaction research, the barriers of employee's job satisfaction are lack of promotion, low salary, and uncertainty in goal achievement (Finlay, Martin, Roman, & Blum, 1995; Light, 2008; Rainey, 2014; Wright & Davis, 2003) ^[9, 27, 39, 59].

Blum and Naylor (1968) ^[6] defined it as a general attitude or sense that are formed with specific job factors, individual characteristics, and relationship outside the job.

Employee's overall or general job satisfaction describes a person's overall affective response to the group of job and job-related factors (Cranny, 1992) ^[7].

Objectives of the Study

The objectives of the study are given follow:

- To show the different factors that affect employees job satisfaction of RMG sector in Bangladesh identified by different prior studies;
- To determine the influence of these factors on employee's job satisfaction of RMG sector in Bangladesh;
- To analyze the relationship of the factors that influence the employee's job satisfaction.

Methodology of the Study

Sampling area and sample selection: For this study, simple random sampling method was used and 110 respondents were selected for collecting data from their relevant views. 57.27% of respondents were female and 42.73% of the respondents were male. Data have been collected from the garments sector employee's in Gazipur and Mymensingh district.

Sources of data: The study was based on primary and secondary data sources. Secondary data was collected from the different articles, publications, related websites regarding the employee's job satisfaction whereas primary data was collected from the views of garments sector employee's through a structured questionnaire survey.

Questionnaire design: A structured close ended questionnaire was designed to collect primary data and five-point Likert scale was used (where strongly agree =5, agree =4, neutral =3, disagree =2, strongly disagree =1).

Tools and techniques used: Multiple regression analysis technique was used to measure the factors that affect the employee's job satisfaction. Statistical Package for Social Science (SPSS version 16.0) software was used to calculate the collected data and interpret the final results.

Theoretical Framework and Hypothesis Framework

This article aimed to fit the regression model:

$Y = a + bX$

Wherein it assumes

Y, as the dependent variable: Employees job satisfaction.

And X as the independent variables (Various factors that influence the Employee’s job satisfaction.)

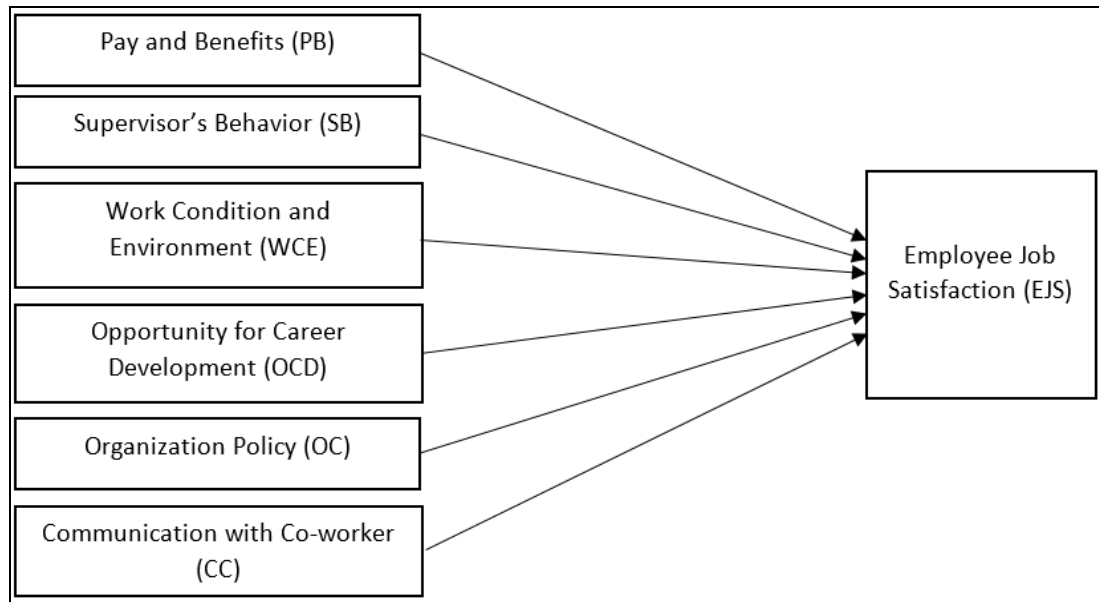


Fig 1: Theoretical framework.

The above figure (Figure 1) shows the theoretical framework of the study. Pay and Benefits, Supervisor’s behavior, Work Condition and Environment, Opportunity for Career Development, Organization Policy, Communication with Co-worker are the independent variables and Employee Job Satisfaction is the dependent variable.

Hypothesis

In order to test the degree that the factors influence the employees job satisfaction of RMG sectors in Bangladesh, the study draws the following hypotheses:

- H1a: Pay and Benefits has a significant influence on employee’s job satisfaction of RMG sector in Bangladesh;
- H2a: Supervisor’s Behavior has a significant influence on employee’s job satisfaction of RMG sector in Bangladesh;
- H3a: Work Condition and Environment has a significant

- influence on employee’s job satisfaction of RMG sector in Bangladesh;
- H4a: Opportunity for Career Development has a significant influence on employee’s job satisfaction of RMG sector in Bangladesh;
- H5a: Organization Policy has a significant influence on employee’s job satisfaction of RMG sector in Bangladesh;
- H6a: Communication with Co-worker has a significant influence on employee’s job satisfaction of RMG sector in Bangladesh.

Analysis and Findings

Demographic information of the respondents

Analyzing the collected data, the following table (table 1) shows the demographic information or profile of the respondents whose are involved in garments sector in Bangladesh.

Table 1: Demographic information of the respondents

Particulars	Percentage	Frequency	Particulars	Percentage	Frequency
Designation/Job Title			Age		
Helper	29.10	32	Below 25	47.27	52
Assistant Operator	25.45	28	25-30	27.27	30
Junior Operator	17.27	19	30-35	12.73	14
Senior Operator	18.18	20	35-40	8.18	9
Supervisor	7.27	8	Above 40	4.55	5
In Charge	2.73	3	Total	100	110
Total	100	110	Monthly Income		
Year of Experience			Below 15000	43.64	48
1-5	25.45	28	15000-20000	32.73	36
5-10	43.64	48	20000-25000	16.36	18
10-15	16.36	18	25000-30000	5.45	6
15-20	12.73	14	Above 30000	1.82	2
Above 20	1.82	2	Total	100	110
Total	100	110	Region		
Gender			Gazipur	63.64	70
Male	42.73	47	Mymensingh	36.36	40
Female	57.27	63	Total	100	110
Total	100	110			

The above table (Table 1) shows that 29.10% of the respondents were in the helper and 25.45% of the respondents were in the assistant operator, 43.64% of the respondents had 5-10 years of experience that involved in garments sector in Bangladesh, a major percentage (57.27%) of the respondents were female, 47.27% of the respondents were in the age of below 25, 43.64% of the respondent’s monthly income were in below 15000, most of the respondents (63.64%) were in the Gazipur city.

The influence of various factors on employee’s job satisfaction

To test the hypothesis this article used multiple linear regression analysis. The output and the interpretation of the article are as follows:

Degree of impact of independent variables on the dependent variable

The following model summary table shows the value of the R Square based on the degree of influence on the dependent variable is determined. The explanation is given below:

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.649 ^a	.422	.388	.25815

a. Predictors: (Constant), CC, PB, OCD, WCE, SB, OP

From the above table (Table 2) shows that the value of R Square is 0.422, it indicates that the impact of the independent variables on the dependent variable very much strong and also indicates that the various factors (pay and

benefits, supervisors’ behavior, work condition and environment, opportunity for career development, organization policy, communication with co-worker) have 42.2% influences on the employee’s job satisfaction.

Table 3: ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	5.002	6	.834	12.509	.000 ^a
	Residual	6.864	103	.067		
	Total	11.866	109			

a. Predictors: (Constant), CC, PB, OCD, WCE, SB, OP

b. Dependent Variable: EJS

From the above table (Table 3) it is found that the calculated Sig. value 0.000 is less than the Sig. value 0.05. It means that there was a significant influence of independent variables on dependent variable and overall hypothesis is accepted.

Test of Hypotheses

The following table shows the nature of influence of the independent variables on the dependent variables.

Table 4: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.907	.584		1.553	.123
	PB	.188	.061	.241	3.075	.003
	SB	.229	.048	.374	4.773	.000
	WCE	.116	.067	.136	1.723	.088
	OCD	-.085	.050	-.130	-1.701	.092
	OP	.197	.073	.215	2.705	.008
	CC	.146	.087	.130	1.668	.098

a. Dependent Variable: EJS

The above table (Table 4) shows the value of the coefficients of the regression model. Since the beta value of standardized coefficients is 0, unstandardized coefficients column is to explain. In the above table it is seen that the p value of independent variables: PB (Pay and Benefits), SB (Supervisors Behavior), OP (Organization Policy) are only significant (p<.05), that means they have a significant influence on the dependent variable EJS (Employees Job Satisfaction). So the hypotheses H1a, H2a and H5a are accepted. On the other hand the p value of WCE (Work Condition and Environment), OCD (Opportunity for Career Development), and CC (Communication with Co-worker) are not significant (p>.05). This means that these variables don’t affect the employee’s job satisfaction. So the hypotheses H3a, H4a and H6a are rejected.

Conclusion

Employee job satisfaction is very important for the development and success of an organization. To enhance the organizational productivity and achieve organizational goal, organization must have to understand the employee attitudes that motivates the employee in better ways. The study aims to evaluate the factors that affect the employee job satisfaction. The study result shows that pay and benefit, supervisor’s behavior, organization policy significantly affect the employee job satisfaction. The study findings also suggested that work condition and environment, opportunity for career development, communication with co-worker do not affect the employee’s job satisfaction. The study will help the employer’s to be aware and care regarding these factors to satisfy the employees for their organizational success.

Limitations and Future Research Direction: The limitations of the study faced by the researcher are- the research area is narrow which is limited to Gazipur and Mymensingh district, small sample size, the scare of disclosing responses of the respondents. Future researchers may be considered the above limitations to enrich the studies.

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