

International Journal of Research in Human Resource Management



E-ISSN: 2663-3361
P-ISSN: 2663-3213
IJRHRM 2020; 2(1): 38-44
Received: 15-02-2020
Accepted: 19-04-2020
Publication: 06-05-2020

Hillol Fouzder
Lecturer, Department of
Management, Jatiya Kabi
Kazi Nazrul Islam University;
Trishal, Mymensingh,
Bangladesh

Sajun Saha
Lecturer, Department of
HRM, Jatiya Kabi Kazi
Nazrul Islam University;
Trishal, Mymensingh,
Bangladesh

Safaa B Darwish
IMBA, School of Management,
Lanzhou University, China

Job satisfaction of garments sector employees in Bangladesh

Hillol Fouzder, Sajun Saha and Safaa B Darwish

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.

Corresponding Author:
Hillol Fouzder
Lecturer, Department of
Management, Jatiya Kabi
Kazi Nazrul Islam University;
Trishal, Mymensingh,
Bangladesh

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 (Sadruul 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 Esfaque, 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.)

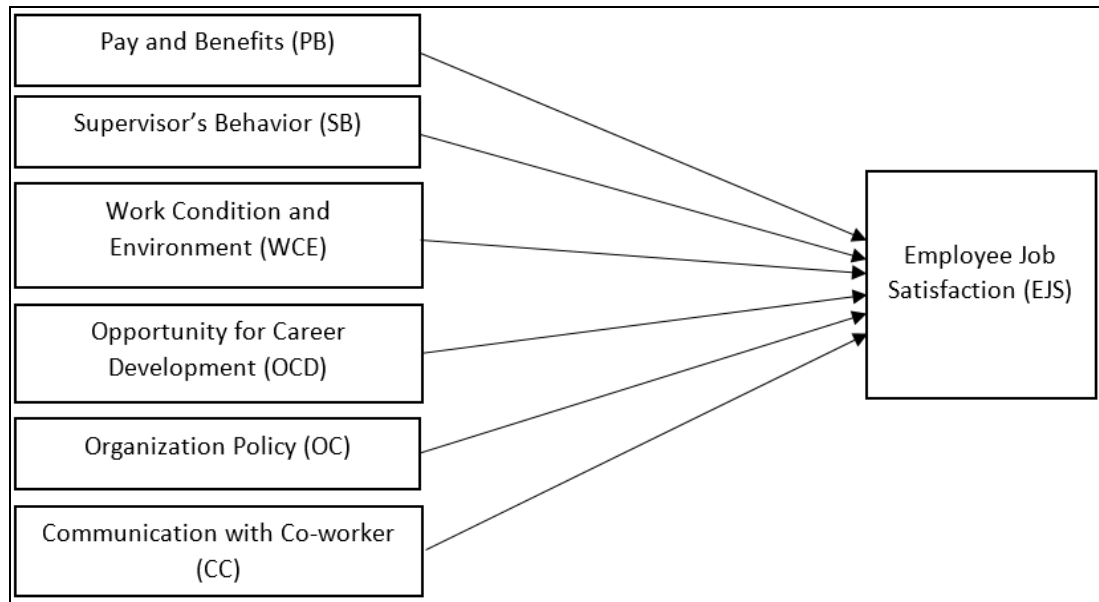


Fig 1: Theoretical framework.

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.

References

- Absar MMN, Azim MT, Balasundaram N, Akhter S. Impact of Human Resources Practices on Job Satisfaction: Evidence from Manufacturing Firms in Bangladesh, *Petroleum-Gas University of Ploiesti Bulletin* 2010; LXII (2):38-39.
- Armstrong M. *A Handbook of Human resource Management Practice*, Tenth Edition, Kogan Page Publishing, London 2006, 264
- Aswathappa K. "Human resource management: Text and cases". Delhi: McGrawHill Publishing Company Limited 2008.
- Bullock RP. *Social Factors Related to Job Satisfaction*, Research Monograph, No. 70, Ohio State University, Bureau of Business Research, Columbus 1952.
- Bright L. Does public service motivation really make a difference on the job satisfaction and turnover intentions of public employees? *The American Review of Public Administration* 2008; 38:149-166.
- Blum ML, Naylor JC. *Industrial psychology: Its theoretical and social foundations*. New York: Harper and Row 1968, 8-12.
- Cranny CJ, Smith PC, Stone EF. *Job Satisfaction: How people feel about their job and how it affects their performance*, New York: Lexington Books 1992.
- Fisher D. Mood and Emotions while working: missing pieces of job satisfaction? *Journal of Organizational Behavior* 2000; 21:185-202.
- Finlay W, Martin JK, Roman PM, Blum TC. Organizational structure and job satisfaction: Do bureaucratic organizations produce more satisfied employees? *Administration & Society* 1995; 27:427-450.
- George JM, Jones GR. *Understanding and Managing Organizational behavior*, Fifth Edition, Pearson/Prentice Hall, New Jersey 2008, 78
- Greenhaus JH, Collins KM, Shaw JD. The relation between work-family balance and quality of life. *Journal of vocational behavior* 2003;63(3):510-531. [http://dx.doi.org/10.1016/S0001-8791\(02\)00042-8](http://dx.doi.org/10.1016/S0001-8791(02)00042-8)
- Goyal R, Shrivastva M. A Study of HR Practices and Their Impact on Employees Job Satisfaction and Organizational Commitment in Pharmaceuticals Industries, *International Journal of Business Trends and Technology* 2012;2(3):27.
- Gürbüz S. The effect of high performance HR practices on employees' job satisfaction. *Istanbul University Journal of the School of Business Administration* 2009;38(2):110-123.
- Guest DE. "Flexible employment contracts, the psychological contract and employee outcomes: an analysis and review of the evidence". *International Journal of Management Review* 2004;(1):1-19.
- Harrison DA, Newman DA, Roth PL. How important are job attitudes? Met analytic comparisons of integrative behavioral outcomes and time sequences. *Academy of Management Journal* 2006; 49:305-325.
- Herzberg F, Mausner B, Synderman B. *The Motivation to Work*, John Willy and Sons, New York 1952.
- Hossan CG, Sarker M, Rahman A, Afroze R. An Assessment of Managerial Skills in the Labour Intensive Industry: A Case Study of a Garments Manufacturing Firm. *Journal of Accounting, Business & Management* 2012;19(2).
- Hoppock R. *Job Satisfaction*. Harper and brothers, New York, USA 1935.
- Islam MK, Zahid D. Socioeconomic Deprivation and Garment Worker Movement in Bangladesh: A Sociological Analysis. *American Journal of Sociological Research* 2012;2(4):82-89.
- Islam MS, Faruk MO, Khatun R, Rahman ME. Conflict between Workers and Organization in RMG Sector Where Security of Sustainable Human Resource Development: A Study on Dhaka City, Bangladesh. *International Journal of Business and Management Invention* 2014;3(4):52-66.
- Ivancevich J, Oelans M, Matterson M. *Organizational Behavior and Management*, Sydney: Irwin 1997.
- Judge TA, Parker S, Colbert AE, Heller D, Illies R. Job satisfaction: A cross-cultural review. In N. Andersen, D. S. Ones, H. K. Sinangil, & C. Viswesvaran (Eds.), *Handbook of industrial, work and organizational psychology* London, England: SAGE 2001, 25-52.
- James D. Forget Downsizing, Now It's Participative Redesign, *Bus. Rev. Weekly* 1996;18(46):70-72.
- Kaliski BS. *Encyclopedia of Business and Finance*, Second edition, Thompson Gale, Detroit 2007, 446.
- Kovach KA. *Organizational size, job satisfaction, absenteeism, and turnover*. Washington, D.C. University Press of America 1977.
- Kumar A. Bangladesh: Industrial chaos worsens political instability. *South Asia Analysis Group* 1852, 2006.
- Light PC. A government ill executed: The depletion of the federal service. *Public Administration Review* 2008; 68:413-419.
- Locke AP, Weiss HM. *Organizational behavior: Affect in the Workplace*. *Annual Review of Psychology* 1976, 2001;53:279-307, 282.
- Martin MJ. "Influence of Human Resource Practices on Employee Intention to Quit", Dissertation submitted to the faculty of Virginia Polytechnic Institute and State University 2011.
- Miller HE, Rosse JG. Emotional reserve and adaptation to job dissatisfaction. *The psychology of work: Theoretically based empirical research* 2002, 205-231.
- Mowday RT, Porter LW, Steers RM. *Employee organization linkages: The psychology of commitment, absenteeism, and turnover*. Academic Press 2013.
- Morshed MM. A study on Labor rights implementing in Ready-made garments (RMG) industry in Bangladesh. Bridging the gap between theory and practice, Theses collection, Centre for Asia Pacific Social Transformation Studies, (CAPSTRANS), and University of Wollongong 2007.
- Mobey, Lockey EA. *Job Satisfaction and Performance: A theoretical Analysis, Organizational Behavior and Human Performance* 1970, 484-500.
- Majumder TH. "Human Resource Management Practices and Employees' Satisfaction towards Private

- Banking Sector in Bangladesh”, *International Review of Management and Marketing* 2012;2(1):52-58.
35. Newstrom JW. *Organizational Behavior* (12th Ed.). New Delhi: Tata McGraw-Hill Publishing Company Ltd. 2007.
 36. Nasurdin AM, Ramayah T, Osman M. *Job Satisfaction and Organizational Commitment among the Malaysian Workforce*, Malaysian Publications 2001.
 37. Petrescu AI, Simmons R. Human resource management practices and workers' job satisfaction, *International Journal of Manpower* 2008;29(7):651- 667.
 38. Pushpakumari MD. The impact of job satisfaction on job performance: An empirical analysis. In *City Forum*, 2008;9(1):89-105.
 39. Rainey HG. *Understanding and managing public organizations* (5th ed.). San Francisco, CA: Jossey-Bass 2014.
 40. Rahman M. An Appraisal of Job Satisfaction Levels at Alltex Enterprise- A TQM Approach. *Dhaka University Journal of Business Studies* 2008;21(2):131-145.
 41. Robins, Stephen P. *Organizational Behavior*. Prentice Hall, Upper Saddle River, NJ 1997.
 42. Robbins SP. *Organizational behavior*, 14/E. Pearson Education India 2001.
 43. Robbins SP, Sanghi S. *Organizational Behavior* (11th Ed.). Delhi: Dorling Kindersley (India) Pvt. Ltd 2006.
 44. Sarker MNI, Islam MS, Rahman MM. Effects of electronic banking on performance of banks in Bangladesh. *International Journal of Applied Research* 2015;1(1):28-34.
 45. Sarker MNI, Rashid MHO. An Impact of Banking Activities of Private Commercial Islamic Bank to Economic Development in Bangladesh: A Case Study on First Security Islami Bank Limited (FSIBL), *Journal of Investment and Management* 2015;4(5):264-272. doi: 10.11648/j.jim.20150405.28
 46. Sarker MAR, Afroze R. Can HRM practices improve job satisfaction of Ready Made Garment (RMG) workers in Bangladesh? An alternative solution to recent unrest. *International Journal of Business and Management* 2014;9(10):185. <http://dx.doi.org/10.5539/ijbm.v9n10p185>
 47. Shamima Tasnim. *Job Satisfaction among Female Teachers: A study on primary schools in Bangladesh*. M.Phil. the University of Bergen, Bergen, Norway 2006.
 48. Silla I, Gracia F, Peiró JM. Job insecurity and health related outcomes among different types of temporary workers, *Economics and Industrial Democracy* 2005;26:89-117.
 49. Stephen P. Robbins, Mary Coulter, *Management*, Eight edition, Pearson Prentice Hall 2004.
 50. Spector PE. *Job Satisfaction: Application, assessment, cause and consequences*. Thousand Oaks, CA: Sage Publications, Inc, 1997
 51. Shabnam S, Sarker AR. Impact of CSR and Internal Marketing on Employee Job Satisfaction and Organizational Commitment: A Case Study from Export-Oriented SMEs in Bangladesh. *World Journal of Social Sciences* 2012;2(7).
 52. Smith PC, Kendall LM, Hulin CL. *The measurement of satisfaction in work and retirement: A strategy for the study of attitudes* 1969.
 53. Statt D. *The Routledge Dictionary of Business Management*, Third edition, Routledge Publishing, Detroit 2004, 78
 54. Tiotangco A, Nunag W. *Sanitation, Hygiene, Health and Socio-economic Profiles of the Beneficiaries of the Far Eastern University (FEU) Gawad Kalinga (GK) Village Housing Project* 2012.
 55. Vroom VH. *Work and Motivation*. John Wiley, New York, USA 1964.
 56. Voon ML, Ayob MC. the influence of leadership styles on employees' job satisfaction in public sector organization in Malaysia. *International Journal of Business, Management & Social Sciences* 2011;2(1):24-32.
 57. Wang YD, Yang C, Wang KY. Comparing public and private employees' job satisfaction and turnover. *Public Personnel Management* 2012; 41:557-573.
 58. Wright PM, Gardner TM, Moynihan LM. The impact of HR practices on the performance of business units. *Human Resource Management Journal* 2003;13(3):21-36. <http://dx.doi.org/10.1111/j.1748-8583.2003.tb00096.x>
 59. Wright BE, Davis BS. Job satisfaction in the public sector: The role of the work environment. *American Review of Public Administration* 2003; 33:70-90.
 60. Weeratunga L. “Human resource management”. Dhaka: Bangladesh Open University 2003.
 61. Zohir SC. *Role of Dhaka export processing zone: Employment and empowerment*. Bangladesh Institute of Development Studies 2007.