

RELATIONSHIP BETWEEN LEAVE AND JOB SATISFACTION AMONG THE MARRIED FEMALE WORKERS OF READY-MADE GARMENTS INDUSTRY IN BANGLADESH

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ABSTRACT

Employees, one of the vital elements of any organization, determine the mechanism of achieving organizational goals and objectives effectively and efficiently. The level of job satisfaction among employees is very important for the growth of an organization. Job satisfaction is a set of favorable or unfavorable feelings and emotions with which employees view their work. The objective of this study is to examine the correlation between leave and job satisfaction among the married female workers of the ready-made garments industry in Bangladesh. Data were obtained from 520 married female workers from different garments organizations in Bangladesh by using a purposive sampling technique. A frequency distribution analysis was utilized to explore the related characteristics between leave, and job satisfaction, of the respondents. Following this, a zero order correlation analysis was employed to estimate the existing relationships among the variables. According to the correlation analysis, age, education, casual leave, sick leave and festival holidays have a strongly significant correlation with job satisfaction. So, in order to satisfy the workers, the owners of garments industry organizations should provide these types of leave, properly and sufficiently.

Keywords: Job satisfaction, leave, garments, workers, zero order correlation and Bangladesh.

1. INTRODUCTION

The ready-made garments (RMG) industry is the only multi-billion-dollar manufacturing and export industry in Bangladesh. The export-oriented RMG sector serves as a flagship product of the country and has made a crucial contribution to the transformation of the economy. Drawing millions of women from their homes into the workplace, this sector has

made a drastic change in the conservative society of Bangladesh. According to the findings of Rubel and Kee (2013), the RMG industry occupies a unique position in the economy of Bangladesh, as well as in the foreign earnings of the country. Bangladesh is the third largest exporter of ready-made garments in the world (BGMEA, 2013). The RGM industry employed two million people in Bangladesh in 2007, with a 24% growth in the level of employment, and has generated

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millions of employment opportunities for millions of women in Bangladesh (Rahman and Anwar, 2007).

In 2012-13, employment in this industry had risen, with around 5,600 garment factories, employing a total of around 4 million people (BGMEA, 2014), 85% of which were female (Islam et al., 2014). In 1982-83, the textile industry had a 1.1% stake in the total export earnings, which grew to 79.83% by 2012-13 (Mahmud, 2012). In the following year (2013-14), 83.81% of the total exports came from this industry (RMG 41.16%, knitwear 40.11% and home textiles 2.54%), with RMG, knitwear and home textiles also the top three largest exports from Bangladesh. In 2014-15, an estimated 83.40% of the total exports were generated by this industry (knitwear 42.50%, RMG 38.50% and home textiles 2.40%), with knitwear, RMG and home textiles, the first, second and third largest exports respectively (EPB, 2014). Preceding this study, a reduction of 0.41% of total exports from the textile industry has occurred due to labor unrest, job dissatisfaction, and other factors, at the RMG organizations in Bangladesh.

Nowadays a large number of employees are working in the garments industry. In any industry, the performance of workers is very important, as it is what provides the products and services and represents the basis for a company's success. The performance of workers is highly related to their level of job satisfaction. The most-used research definition of job satisfaction is by Locke (1976), who defined it as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. It is an affective or emotional response toward various facets of one's job. Job satisfaction, a worker's sense of achievement and success, is directly linked to productivity as well as to personal wellbeing (Ferdous, 2014).

Leave allocation, is one of the most attractive conditions of service in the remuneration package of workers. It can be defined as an approved period of absence of

an employee. Leave provides a break from duty for recreational and recuperation purposes, for attending to personal and religious obligations, or learning and development events, as well as other reasons. There are various types of leave to cater for the needs of workers. These include, but are not limited to, vacation leave, casual leave, sick leave, maternity leave, paternity leave, adoption leave, leave without pay, study leave (with and without pay) and injury leave.

There are a myriad of studies germane to job satisfaction but very few are related to the relationship between leave and job satisfaction of garments workers. There has been no research conducted on the relationship between leave and job satisfaction among married female workers of garments organizations in Bangladesh even though the Bangladeshi garments organization sector is mainly fueled by women. This paper aims to find out the relationship between different types of leave and the job satisfaction of married female workers, in the garments industry of Bangladesh.

2. LITERATURE REVIEW

Employees, across all industries, are entitled to a certain number of leave days per year, aside from holidays and days off (BMA, 2016). This leave allowance must be exercised in accordance with the prevalent rules and company policy (CHRM, 2016). According to the Factory Act 1965, a worker who has been employed for more than 12 months is entitled to annual leave, casual leave, sick and medical leave, festival leave and maternity leave with pay (ILO and BGMEA, 2003; ILO, 2005). The provisions regarding casual leave in the Bangladesh Labor Code 2006 state that "every worker shall be entitled to casual leave with the full wages for ten days in a calendar year, and such leave shall not be accumulated and carried forward to the succeeding year: provided that nothing in this section shall apply to a worker employed in a tea

plantation”. Regarding sick leave it provides that “every worker other than a newspaper worker, shall be entitled to sick leave with full wages for fourteen days in a calendar year. Every newspaper worker shall be entitled to sick leave with half wages for not less than one eighteenth of the period of services. No such leave shall be allowed unless a registered medical practitioner appointed by the employer or, if no such medical practitioner is appointed by the employer, any other registered medical practitioner, after examination, certifies that the worker is ill and requires sick leave for cure or treatment for such period as may be specified by him and such leave shall not be accumulated and carried forward to the succeeding year”.

The Bangladesh Labor Code 2006 also states that “every adult worker, who has completed one year of continuous service in an establishment, shall be allowed during the subsequent period of twelve months 1 day leave with wages for every eighteen days of work in commercial or industrial establishment”. Regarding festival holidays “every worker shall be allowed in a calendar year eleven days with pay” (Bangladesh Labor Code, 2006). Maternity benefit, described in chapter IV, under the Bangladesh Labor Code (amendment 2013) is 16 weeks leave with full pay. These are the leave facilities stated in the Bangladesh Labor Code. Paid leave preserves workers’ human capital, contributes towards reducing unauthorized absenteeism and enhances workers’ motivation. It is more than just a means to regenerate human resources and it promotes workers’ well-being in general (ILO, 2005). Leave policies can help businesses recruit talented workers; improve retention; help to increase workers’ on the job productivity; provide benefits for families, businesses, and the economy; and have the important role of defining leave facilities, which keep workplaces competitive in the 21st century (Council of Economic Advisers, 2014). The State Human Resources department of North Carolina, USA (2014) reported that “the primary

purpose of paid vacation is to allow employees to renew their physical and mental capabilities and to remain a fully productive employee. Employees are encouraged to request leave during each year in order to achieve this purpose.”

Ferdous (2014) stated that leave is fixed to employees with the good purpose to provide rest, better health, and for fulfilling social obligations. This provides for a healthy and efficient staff for the company by maintaining a healthy work-life balance and reducing stress levels. The employee is able to meet both their work and “life” (social) commitments, resulting in an increased focus, motivation and job satisfaction. By improving morale and job satisfaction of employees, employers also receive benefits such as reduced staff turnover rates and improved productivity. Hossain (2010) reported that many garments workers in Bangladesh do not have the chance to enjoy a weekly rest day. Most workers get festival leave but employers often impose conditions to the use of this leave. Legal provisions on casual leave, sick leave and annual leave are widely violated. Sometimes employers make wage or salary deductions for workers who take a weekly rest day, casual leave, sick leave, maternity leave or festival leave.

Job satisfaction of RMG workers in Bangladesh is decreasing at the present time due to insufficient salaries, discrimination, an unhealthy work environment, and frequent work-related accidents or hazards (Aslam et al., 2011; Abdin, 2008; Berik and Rodger, 2008; Hossain, Sarker and Afroze, 2012a & Hossain *et al.*, 2012b). Alam (1986), conducted research on the job satisfaction of female workers in different garment factories in Dhaka City, Bangladesh, in 1983. He measured the level of overall satisfaction and analyzed the nature of facet satisfaction of 200 female workers. He concluded that (i) a minor percentage of female workers in different garment factories are satisfied with their jobs, (ii) there is a positive relationship between their level of job satisfaction and the

level of wages or salaries, (iii) economic status of the present job is the most important factor, and, absence of better or similar job opportunities is the second most important factor, contributing to job satisfaction while, low job security is the most important factor, and low level of wages or salaries is the second most important factor, contributing to job dissatisfaction.

Both the garments industry and labor law have received attention from academic researchers. However, there remains a lack of research studies in the area of the relationship between leave and job satisfaction among the married female workers of the RMG industry. This study aims to determine this relationship in Bangladesh.

3. HYPOTHESIS FORMULATION

To identify the association between leave and other extraneous variables; and job satisfaction, of workers in the Bangladesh RMG industry, the following hypotheses were developed:

Hypothesis 01: To identify the association between leave and some extraneous variables (age, education, monthly income and length of present job) and job satisfaction

H_o^1 : there are no associations between the leave variables and job satisfaction

H_1^1 : there are associations between the leave variables and job satisfaction

and

H_o^2 : there is no association between age and job satisfaction

H_1^2 : there is an association between age and job satisfaction

H_o^3 : there is no association between the level of education and job satisfaction

H_1^3 : there is an association between the level of education and job satisfaction

H_o^4 : there is no association between monthly income and job satisfaction

H_1^4 : there is an association between monthly income and job satisfaction

H_o^5 : there is no association between the length of service in the present job and job satisfaction

H_1^5 : there is an association between the length of service in the present job and job satisfaction

Hypothesis 02: To identify the association between the extraneous variables (socio-economic variables) and leave

H_o^1 : there are no associations between the socio-economic variables (age, education, monthly income and length of service in the present job) and leave taken

H_2^1 : there are associations between the socio-economic variables (age, education, monthly income and length of service in the present job) and leave taken

or

H_2^1 : H_o^1 is not true

H_o^2 : there are no associations among the socio-economic variables (age, education, monthly income and length of present job)

H_2^2 : there are associations among the socio-economic variables (age, education, monthly income and length of present job)

H_o^3 : there are no associations among the leave variables

H_2^3 : there are associations among the leave variables

4. DATA AND METHODS

This is a cross sectional study involving 520 female workers of all ages taken from various garment industry businesses in Dhaka, Bangladesh. Data on some selected socio-economic, leave, and job satisfaction related variables was collected from 520 married female workers using a questionnaire, from January to June, 2014 using a purposeful sampling technique. To fulfill the objective, descriptive statistics and zero order correlation analyses have been utilized in this study. Descriptive statistics were used to explore the current situation of socio-economic and job satisfaction related characteristics of the respondents. A zero order correlation analysis was also used to

estimate the existence of relationships among these variables and to test the formulated hypotheses. For this study, job satisfaction was taken as the dependent variable, while age, level of education, monthly income, length of service in the present job, weekly holidays, casual leave, sick leave and festival holidays were considered as independent variables. The analyses of the data was performed using the statistical software SPSS version 16.0.

5. RESULTS AND DISCUSSION

In this study, the mean average age of the respondents was between 27 and 28 years, modal age was 25 years; and minimum and maximum ages are 17 years and 55 years respectively. The statistical

analysis reveals that most of the respondents are middle aged because middle age has more fertility rate than late age and also more feasible for such kind of studies. With respect to income, the average income of the respondents, recorded in Bangladeshi Taka, was found to be Tk. 6398 (\$ 80.5) per month which is lower than most other countries of the world, modal income was Tk. 6000 (\$ 75.5); and minimum and maximum income were Tk. 3000 (\$ 37.75) and Tk. 19000 (\$ 239) respectively. For length of service in the current workplace, the average length of service of the respondents was between 3 and 4 years, modal length of service was 2 years; and minimum and maximum lengths of service were 1 year and 38 years respectively.

Table 1: Statistics of the respondents (N = 520)

Variables	Mean	Median	Mode	Variance	Skewness	Kurtosis	Minimum	maximum
Age (years)	27.58	27	25	27.223	1.472	4.290	17	55
Income (Tk.)	6398	6000	6000	3884	1.879	5.918	3000	19000
Service (years)	3.54	3.00	2.00	12.079	3.278	14.178	1	38

5.1 Frequency distribution

The results of the descriptive statistics have been summarized in Table 1, while the frequency and percentage distribution of the selected socio-economic, leave and job satisfaction variables of the surveyed respondents' at the different garment industries in Bangladesh is disclosed in table 2. It is observed from Table 2 that there are 250 (48.1%) and 270 (51.9%) workers, who belong to the 17-26 years, and 27 years and older, age groups, respectively. In this study, higher age workers are found more than young workers, on the basis of marital status. The questionnaire also revealed that most of the higher aged female workers were either divorced or have husbands who are unemployed, leading to victimization and abuse by husbands, husbands' family

members, their own family members, or by society and faced social discrimination and exploitation. Thus, they seek to improve their quality of life by taking various jobs in the city, mostly in the garments industry, as there are many jobs available for them and getting a job in this industry is very easy. There were 403 (77.5%) respondents who have completed class eight or below (class 8 refers to 5 years of primary school and 3 years of high school study and is equivalent to Grade 8 or a Junior School Certificate) and 117 (22.5%) respondents who have completed a higher level of education than class eight.

In the class eight and below category, it was found that some of the workers were totally uneducated. This implies that education does not play a vital role in securing a job at the worker level, in garment

industries in Bangladesh, especially for women. It also reveals that most of the workers are from the very rural areas of Bangladesh and thus, they have no education or education below primary level. It should be noted that less educated workers are not very aware of their rights, or organizational rules and regulations. It is thus, much easier to exploit uneducated workers than educated workers. Among all workers, 405 (77.9%) workers received a monthly income of between Tk. 3000 and Tk. 7000, while only 105 (22.1%) workers received a monthly income higher than Tk. 7100. Clearly, the wage structure of the workers is not sufficient, especially as the cost of living is rapidly increasing in Bangladesh. It is therefore, important to increase the wage structure of the workers in Bangladesh. It is also clear that most of the garment companies in Bangladesh do not follow the wage structure developed by the wage board. It was also observed that the length of service in the present job of the workers is not satisfactory. Only 70 (13.5%) workers had a length of service of more than 5 years

in their present job, while 450 (86.5%) had a length of service of between 1 and 5 years. It is likely that this is due to garments' workers being discharged, dismissed or terminated frequently, in many businesses, and also suggests that there may be conflicts or disputes prevailing between the owners and workers of the garment companies for minimum wages, working conditions, rights or other privileges and thus, that they switch jobs frequently. Consequently, workers do not work for a long time in the same garment company. The study also indicates that industrial relations are not strong enough at the garment companies in Bangladesh, such that workers are not very loyal to their organizations. Finally, the connection between leave and job satisfaction, measured in terms of workers' perceptions, by indicating 'agrees' or 'yes' when answering the questionnaire, was found to be 88.8%, 72.9%, 78.8% and 92.7% for weekly holidays, casual leave, sick leave and festival holidays respectively, at the studied garment industries in Bangladesh.

Table 2: Frequency distribution of socio-economic variables and the perceived correlation between various types of leave and job satisfaction, of married female workers at garment organizations in Bangladesh (N = 520)

Characteristics	Frequency	Percentage	Cumulative %
Age Group			
17-26 years	250	48.1	48.1
27 years and more	270	51.9	100
Education			
Class Eight and below	403	77.5	77.5
Class Eight and more	117	22.5	100
Monthly income			
TK. 3000 - 7000	405	77.9	77.9
TK. 7100 and more	105	22.1	100
Length of Service in present job			
1- 5 years	450	86.5	86.5
More than 5 years	70	13.5	100
Provision of weekly holidays is correlated with job satisfaction			
Agree	462	88.8	88.8
Disagree	58	11.2	100
Provision of casual leave is correlated with job satisfaction			
Agree	379	72.9	72.9

Disagree	141	27.1	100
Provision of sick leave is correlated with job satisfaction			
Agree	401	78.8	78.8
Disagree	110	21.2	100
Provision of festival holidays are correlated with job satisfaction			
Agree	482	92.7	92.7
Disagree	38	7.3	100

5.2 Zero Order Correlation analysis

Table 3 represents the results of the zero order correlation coefficients of socio-economic, leave and job satisfaction related characteristics of the workers in the RMG industry of Bangladesh. The results indicate that workers' age, level of education, casual leave, sick leave and festival holidays are significantly correlated with job satisfaction.

5.2.0 Correlations between age and job satisfaction, and other variables

Age was found to have a significant correlation with job satisfaction, level of income, length of service, level of education and the provision of weekly holidays. For these variables the null hypothesis H_0 is rejected, while the alternative hypothesis H_1 is accepted, as there was shown to be a clear association with age. However, there was no significant correlation between age, and the level of education, existence of casual leave, sick leave or festival holidays of the workers of the garments industry in Bangladesh.

Age was determined to be an important factor with respect to job satisfaction, showing a strongly significant correlation $\{\rho = 0.029\}$ of 9.6% with job satisfaction. This implies that job satisfaction is increasing with the increasing age of workers. In previous studies, age was shown to have a highly significant impact on job satisfaction (Faroque et al., 2014; Khan et al., 2013 & Sageer, Rafat and Agawal, 2012), but in contrast to the present study, there was an inverse relationship between age and job satisfaction (Mondal, Faroque, Raman and

Hossain, 2012; Kamal and Sengupta, 2008; Sousa-Poza and Sousa-Poza, 2007; Clark *et al.*, 1996 & Warr, 1992). Other studies, have found no significant impact of age on job satisfaction (Eyupoglu and Saner, 2009 & Phill, 2009).

Age was found to have a strongly significant correlation $\{\rho = 0.000\}$ with both the level of income (18% correlation), and with the length of service (56.4% correlation), in RMG organizations in Bangladesh. This indicates that with increasing age, the level of income also increases, and that older workers' tend to stay with the same company for longer periods of time than younger workers.

The only type of leave showing a significant correlation with age, was the provision of weekly holidays. A 9.2% negative correlation between weekly holidays and age was found to be strongly significant $\{\rho = 0.036\}$. This indicates that with increasing age, the provision of weekly holidays decreases, at RMG companies in Bangladesh. More aged workers are more skilled and experienced and have higher productivity, thus they may receive less weekly holidays and sometimes do not enjoy this leave.

On the other hand, the level of education $\{\rho = 0.602\}$, casual leave $\{\rho = 0.440\}$, sick leave $\{\rho = 0.727\}$, and festival holidays $\{\rho = 0.976\}$ did not show a statistically significant correlation with the age of the workers. Hence, for these variables the null hypothesis H_0 is accepted, while the alternative hypothesis H_1 is rejected, as there was no

clear association between age and education; age and casual leave; age and sick leave; or age and festival holidays.

5.2.1 Correlations between education and job satisfaction, and other variables

In this study, the level of education of workers was found to have a strongly significant positive correlation $\{\rho = 0.017\}$ with job satisfaction. For level of education and job satisfaction, the null hypothesis H_0 is rejected, while the alternative hypothesis H_1 is accepted, as there is a clear association between the level of education and job satisfaction. Other studies, have also found a significant correlation between the level of education and job satisfaction (Bader *et al.*, 2013; Ghafoor, 2012; Sageer *et al.*, 2012 & Campbell, 2011), while others found an insignificant correlation with overall job satisfaction (Sohail and Delin, 2013; Jegan and Gnanadhas, 2011; Eyupoglu and Saner, 2009 & Crossman and Abou-Zaki, 2003). Job satisfaction was previously found to be negatively related to education, especially women's education (Phill, 2009 & Warr, 1992); and negligibly related to overall job satisfaction (Castillo and Cano, 2004). More educated employees have a low job satisfaction in some studies (Mondal *et al.*, 2012; Mora and Ferrer -i- Carbonell, 2009; Phill, 2009 & Clark *et al.*, 1996), but a higher level of job satisfaction in other studies (Sageer *et al.*, 2012; Phill, 2009; Kamal and Sengupta, 2008 & Bilgic, 1998).

In the present study, the level of education was also found to have a statistically significant correlation with monthly income and casual leave, but an insignificant correlation with the length of service in the present job, sick leave, weekly holidays and provision of festival holidays. Thus, for the relationship between the level of education and the variables, monthly income, and casual leave, the null hypothesis H_0 was rejected, while the alternative hypothesis H_1 was accepted. It was found that the level of education had a strongly significant $\{\rho = 0.000\}$ correlation of 30.9%

with monthly income at the different garment organizations in Bangladesh. This indicates that workers with a higher level of education receive a higher monthly income, at the different garment organizations in Bangladesh. The level of education was found to have a negative correlation with both casual leave and sick leave. This correlation was strongly significant $\{\rho = 0.004\}$ for casual leave, with a negative correlation of 12.5%. This indicates that workers who are more educated are less likely to be provided with casual leave, in RMG organizations in Bangladesh. It is suggested that educated workers are more skilled and more important for operations, and are not permitted to enjoy healthy amounts of casual leave, as a result.

On the other hand, the level of education has no statistically significant correlation with length of present job $\{\rho = 0.197\}$, provision of sick leave $\{p = 0.104\}$, observance of weekly holidays $\{\rho = 0.454\}$ or observance of festival holidays $\{\rho = 0.452\}$. Hence, for these variables the null hypothesis H_0 is accepted, while the alternative hypothesis H_1 is rejected. There is no evidence of an association between the level of education and length of service in the present job, provision of sick leave, provision of weekly holidays, or provision of festival holidays.

5.2.2 Correlations between income level and job satisfaction, and other variables

The level of income was found to have an insignificant correlation $\{\rho = 0.350\}$ with job satisfaction. For the relationship between level of income and job satisfaction, the null hypothesis H_0 is accepted, while the alternative hypothesis H_1 is rejected. There is no association between these variables at RMG organizations in Bangladesh. Income was also found to have an insignificant correlation with job satisfaction in other studies (Faroque *et al.*, 2014).

The level of income was found to have a significant correlation with the length of service in the present job, and the provision of weekly holidays, casual leave, sick leave

and festival holidays. The level of income was found to have a strongly significant $\{\rho = 0.000\}$ correlation of 25.5% with the length of service in the present job. This indicates that the length of service in the present job plays positive role in increasing the level of income for workers, at the different garments organizations in Bangladesh.

The level of income was found to be negatively correlated with the various types of leave. A significant $\{\rho = 0.101\}$ negative correlation of 7.2% was found between level of income and the provision of weekly holidays; a strongly significant $\{\rho = 0.000\}$ negative correlation of 19.9% between the level of income and provision of casual leave; and a strongly significant $\{\rho = 0.000\}$ negative correlation of 18.5% between the level of income and provision of sick leave, at the different garments companies in Bangladesh. A strongly significant $\{\rho = 0.000\}$ negative correlation of 12.9%, was also found between the level of income and the provision of festival holidays. This implies that those who earn more, enjoy a lower amount of leave, including weekly holidays, casual leave, sick leave and festival holidays. As with the level of education, this implies that those who earn more, are more experienced and important to the organization and thus receive a low amount of leave.

5.2.3 Correlations between length of service in the present job and job satisfaction, and other variables

Length of service in the present job was found to have no statistically significant $\{\rho = 0.620\}$ correlation with job satisfaction. The null hypothesis H_o is therefore accepted, while the alternative hypothesis H_1 is rejected. Therefore, in this study, there was no evidence of an association between the length of service in the present job and job satisfaction. Some studies, have shown a highly significant correlation between the length of service and job satisfaction (Kamal and Sengupta, 2008 & Jegan and Gnanadhas, 2011); with job satisfaction previously found to have a decreasing trend, with an

increasing length of service (Mondal *et al.*, 2012; Klassen and Chiub, 2010; Phill, 2009 & Clark *et al.*, 1996). However, the relationship between these two variables has also been found to be insignificant in other studies (Eyupoglu and Saner, 2009 & Phill, 2009).

Length of service, was found to have a strongly significant correlation with the provision of weekly holidays $\{\rho = 0.044\}$, provision of casual leave $\{\rho = 0.047\}$, provision of sick leave $\{\rho = 0.029\}$ and provision of festival holidays $\{\rho = 0.031\}$, at the different garments organizations in Bangladesh. For these variables, the null hypothesis H_o is rejected, while the alternative hypothesis H_1 is accepted. Therefore, there is evidence of associations between the length of service in the present job, and provision of weekly holidays, provision of casual leave, provision of sick leave, and the provision of festival holidays. There are negative correlations with all of these variables and the length of service. This indicates that increasing the length of service, decreases the amount of leave provided by the employer at RMG organizations in Bangladesh. Those who have a higher length of service in their present job, have higher productivity and receive low amounts of leave.

5.2.4 Correlations between weekly holidays and job satisfaction, and other variables

The provision of weekly holidays was found to have no statistically significant $\{\rho = 0.775\}$ correlation with job satisfaction, meaning that there is no evidence of an association between these variables. Thus, the null hypothesis H_o is accepted, while the alternative hypothesis H_1 is rejected. However, a strongly significant $\{\rho = 0.000\}$ correlation was found between the provision of weekly holidays and the provision of casual leave and festival holidays, at the different garments organizations in Bangladesh. For these variables, the null hypothesis H_o is rejected, while the

alternative hypothesis H_1 is accepted, as there is evidence of associations between these two variables and the provision of weekly holidays. In contrast there was no significant correlation $\{\rho = 0.207\}$, between the provision of weekly holidays and the provision of sick leave.

5.2.5 Correlations between casual leave and job satisfaction, and other variables

Casual leave was found to have a statistically significant $\{\rho = 0.080\}$ correlation of 7.7%, with job satisfaction. This shows evidence of an association between job satisfaction and the provision of casual leave. For these two variables, the null hypothesis H_0 is rejected, while the alternative hypothesis H_1 is accepted. This implies that casual leave increases job satisfaction of the workers of the garments industries in Bangladesh. Casual leave was also found to have a strongly significant with $\{\rho = 0.000\}$ correlation with the provision of sick leave and festival holidays at the different garments companies in Bangladesh. There is evidence of a positive association between these variables, and so the null hypothesis H_0 is rejected, while the alternative hypothesis H_1 is accepted.

5.2.6 Correlations between sick leave and job satisfaction, and other variables

The study also found evidence of an association between the provision of sick leave and job satisfaction, with a strongly significant $\{\rho = 0.000\}$, positive correlation of 16.5% between these two variables. The null hypothesis H_0 is therefore rejected, while the alternative hypothesis H_1 is accepted. This implies that higher amounts of sick leave, lead to higher job satisfaction, although workers receive a very poor amount of sick leave in Bangladesh. It was also found that there was no significant $\{\rho = 0.225\}$ correlation between the provision of sick leave and the provision of festival holidays at the different garments organizations in Bangladesh.

5.2.7 Correlations between festival holidays and job satisfaction

Finally, the provision of festival holidays was another important factor, for which there is evidence of an association with job satisfaction, with a strongly significant $\{\rho = 0.000\}$ positive correlation of 16.2% between these two variables. This implies that workers who receive more festival holidays have higher levels of job satisfaction at the different garments industries in Bangladesh.

Table 3: Zero order correlation coefficients of socio-leave and job satisfaction related characteristics of the workers at the garments in Bangladesh (N= 520)

	X	X ₂	X ₃	X ₄	X ₅	X ₆	X ₇	X ₈	Y
	1								
X ₁	1	0.023 (0.602)	0.180** (0.000)	0.564** (0.000)	-0.092* (0.036)	-0.034 (0.440)	-0.015 (0.727)	0.001 (0.976)	0.096* (0.029)
X ₂		1	0.309** (0.000)	0.057 (0.197)	-0.033 (0.454)	- 0.125** (0.004)	-0.072 (0.104)	-0.033 (0.452)	0.105* (0.017)
X ₃			1	0.255** (0.000)	-0.072 (0.101)	- 0.191** (0.000)	- 0.185** (0.000)	- 0.129** (0.003)	-0.041 (0.350)
X ₄				1	-0.088* (0.044)	-0.087 (0.047)	-0.096* (0.031)	-0.095 (0.031)	0.022 (0.620)
X ₅					1	- 0.169** (0.000)	0.182** (0.000)	0.182** (0.000)	0.013 (0.775)

X	1	0.161**	0.161**	0.077
6		(0.000)	(0.000)	(0.080)
X		1	0.053	0.165**
7			(0.225)	(0.000)
X			1	0.162**
8				(0.000)
Y				1

Note: The value of () indicates the ρ value

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed)

Y = Job satisfaction

X₁ = Age

X₂ = Education

X₃ = Income level

X₄ = Length of present job

X₅ = Weekly holidays

X₆ = Casual leave

X₇ = Sick leave

X₈ = Festival holiday.

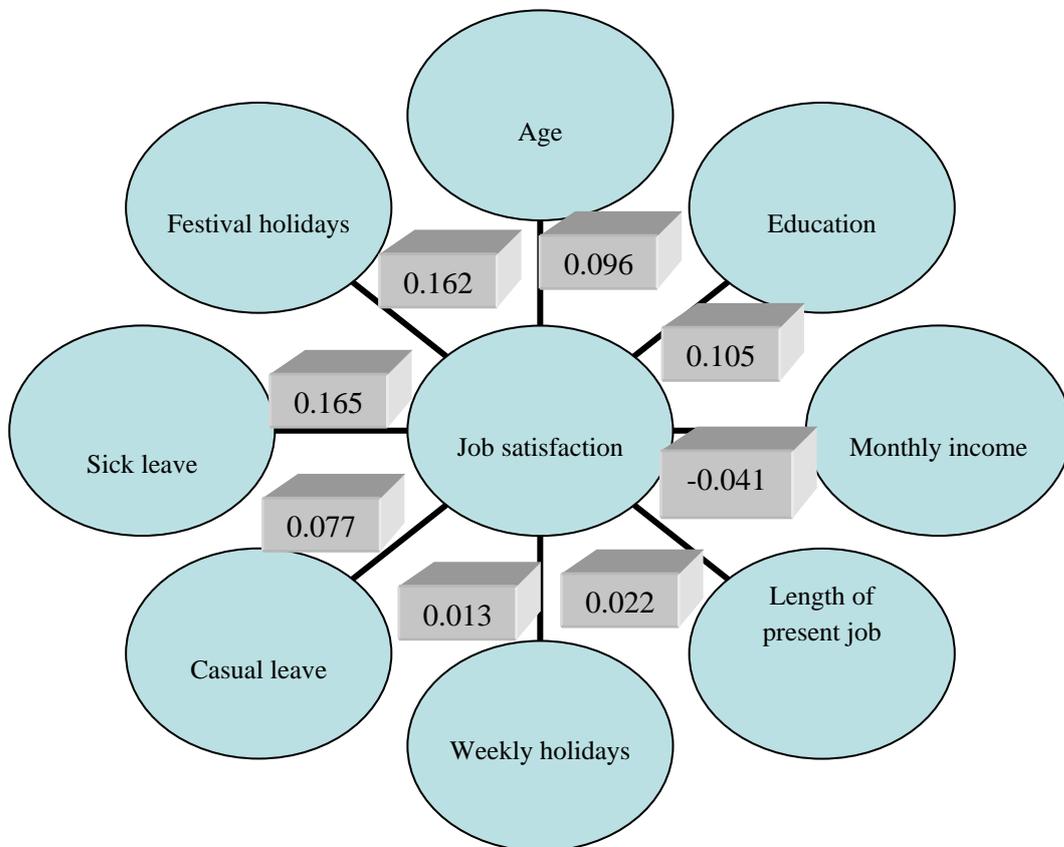


Figure 1: Correlations between job satisfaction and all other recorded variables for the garments workers in Bangladesh

6. CONCLUSIONS

Leave is an important benefit to the workers that improves optimism and morale, playing an important role in increasing productivity, organizational loyalty, efficiency and job satisfaction, particularly at the garment organizations in Bangladesh. It is very crucial to ensure the implementation of leave facilities with some urgency. Nowadays buyers from different countries are raising the questions about the non-compliance of the 2006 labor law, especially regarding factory workers in the many garments organizations of Bangladesh. If leave policies and other labor laws are not implemented urgently, buyers may switch to China, India or other countries. All workers need time off for a variety of reasons, from vacation time to relax, sick time to recover and time needed to address the unexpected emergencies of life. In this study, it was determined that among the leave variables the first, second and third, most influential factors for job satisfaction of married female workers of different garments organizations in Bangladesh, are sick leave, festival holidays and casual leave respectively. Economically, granting leave is a good deal for all. Sick leave reduces the possible contamination of the workplace which results in everyone getting sick. When a worker is sick or injured it is important to ensure worker wellbeing and enable workers to be at their productive best while at work, by granting this leave. Employees, are one of the most critical success factors for any business. Granting casual leave can reduce unauthorized absenteeism and increase morale and happiness, which can positively affect the overall efficiency of the organization. As human beings, garments workers also need amusement and leisure time to refresh the mind and to work productively. Festival holidays can also have a great impact on their personal and professional life, as workers become recharged visiting their village homes and seeing their parents, friends, relatives and other acquaintances. However, the garment

organizations in Bangladesh rarely implement the laws of leave properly. It is evident that labor rights increase labor productivity. Theoretically there are opportunities to establish labor rights within this industry, but in practice the picture is simply unsatisfactory. The recent labor unrest in Bangladesh is the outcome of a longstanding violation of labor rights in the garment industry. This paper will be helpful for the Government, owners of garments organizations and policy makers, to formulate and implement policies and laws related to leave for the garments industry in Bangladesh. This paper will also be supportive for researchers, academicians and students for further study.

7. RECOMMENDATIONS

Firstly, it is recommended that garment organizations should introduce a contingency shift to properly handle cases of sick and casual leave. When some workers are required to take sick or casual leave at short notice, contingency shift workers can be placed to compensate the productivity. Secondly, festival holidays should be started early on or before the designated day and the workers should be provided with transportation by their respective organizations in order to reach their native cities. Thirdly, as the garments industry is the most important and prime industry for foreign exchange and earnings, and increasing GDP, the government should take all kinds of necessary actions to implement the laws regarding leave properly, especially in this sector. There should be strict administration carried out in every garment organization, with businesses forced to implement the laws regarding leave accurately. Fourthly, besides the industrial police division, the government can create legal inspection teams to monitor the compliance of labor laws and leave policy in different garment organizations in Bangladesh. Finally, the government should also create teaching programs to educate

workers about their labor rights, including the provision of leave.

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