



Original Research Article

Factors affecting job satisfaction of working mothers of readymade garments sector in Bangladesh

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The purpose of this study was to investigate the factors affecting job satisfaction of working mothers at readymade garments sector. Simple random sampling procedure was used in this study to select the individual respondents from the population. 50 questionnaires were distributed to 2 different readymade garments companies' mother employees and managers. Only 31 questionnaires were returned by the respondents. The data was collected and administered by means of a structured questionnaire based on the Minnesota job satisfaction questionnaire (MSQ). The study showed that organizational factors such as work conditions, wage, job security and stress significantly influenced mother employee's job satisfaction in readymade garments factories. However, individual factors such as age and designation did not significantly influence employee job satisfaction in readymade garments factories. The research provided a better understanding regarding the factors affecting job satisfaction in RMG sector. Thus, it emphasizes that there is still a need to conduct additional research to fill gaps that have not been solved in the current study. In the final chapter, some recommendations were provided for future use to any researcher in this academic field.

Key words: Job satisfaction, motivation, readymade garments (RMG), working mothers.

INTRODUCTION

The garment industry has played a pioneering role in the development of industrial sector of Bangladesh. Though it took a rather late start in 1976 but it soon established its reputation in the world market within a short span of time. Resultantly garments are now one of the main export items of the country. Besides, enriching the country's economy it has played a very important role in alleviating unemployment. The Readymade Garments (RMG) sector has emerged as the biggest earner of foreign currency. The RMG sector has experienced an exponential growth since the 1980s. The sector contributes significantly to the GDP (BGMEA, 2012). It also provides employment to around 4.2 million Bangladeshis, mainly women from low income families. In the 1980s, there were only 50 factories employing only a few thousand people. Currently, there are

5150 manufacturing units. The RMG sector contributes around 76 percent to the total export earnings (BGMEA, 2011). This sector also contributes around 13 percent to the GDP, which was only around 3 percent in 1991 (GOB, 2013). The RMG industry created employment opportunities especially for female workers and now this sector is considered as one of the main sources of employment for female workers of Bangladesh (BGMEA, 2011). This industry has provided the largest employment opportunities for women in the industrial sector where more than 85 percent of the production workers are women.

Organizations realize that employee job satisfaction is the essential element to increase customer satisfaction and keep their business running, as competition is getting more

intense. On the other hand number of working women is increasing day by day in RMG sector. Most of them are mother and they have to play important role both at home and workplace. Their dissatisfaction in workplace will usually spread their problem to their workmates and word of mouth can do a lot of harm to an organization. The dissatisfied employee complaints can be a useful source of information for the organization to develop their business strategies and formulate their tactical decisions. The rapid development and expansion of the Ready Made Garments industry has also generated a lot of internal management problems in RMG sector: a low level of employee job satisfaction has brought difficulties to increasing product quality. The factors affecting mother employee's satisfaction in current Ready Made Garments industries; include job insecurity, low wage, bad working conditions and high level of stress and these problems have always been trouble for mother employees. In Bangladesh, the readymade garments industry is the major source of earning foreign currencies. Three fourth of the employees of RMG industries are working mothers Whereby the satisfied employee can provide good quality products for foreign buyers and the buyers can become more loyal to the company. The foreign buyers are the most important keys to organizational performance in RMG sector. The RMG sector's job security, wage, working conditions and level of stress have a situation different than other industries. So there are different factors affecting mother employee job satisfaction in RMG companies. The entire RMG business depends on the mother employees to achieve their goals. The manager must consider employee job satisfaction because employee job satisfaction is related to employee service quality and employee work performance. Therefore, satisfaction can be categorized as a "person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations" (ILO and BGMEA, 2003).

RMG companies must attract, develop, motivate and retain these "internal mother employees" in order to attract external employees. This requires managers' deeper understanding regarding the employee needs, aspirations, attitudes and concerns, and that demand is the driving force of individual acts (Winer, 1980). The demands of the mother employees affect employee job attitudes. Therefore, to study the levels of job satisfaction of working mothers, we must understand the importance of RMG industries in our economy and that which influences job satisfaction of working mothers.

Problem Statement

Since last two decades economic development in the world triggered the rapid development of Bangladeshi ready-made garments industry. However, this rapid expansion has also generated a lot of internal management problems in RMG companies. One special issue is the low level of mother employee job satisfaction that brought difficulties in

increasing product quality. Some problems in current RMG industry are; job insecurity, low wage, bad working conditions, high level of stress and the recent Tajreen Fashion fire tragedy etc. Mother employee's job satisfaction affects the quality of RMG products, has affect the degree of customer satisfaction. Thereby great efforts to improve mother employee's job satisfaction, creates the satisfied customer with satisfied employees. There are a lot of human resource problems exist in Bangladeshi RMG industry, example; high rates of turnover among mother employees and strikes. These problems are all relevant with RMG sector's mother employee's job satisfaction. Therefore, under the situation of employee's quality remains to be improved in RMG sector at present, we ought to study mother employee's job satisfaction and solve these problems. This study analyze the factors influencing RMG sector's mother employee's job satisfaction, employ the satisfied employee to create the satisfied foreign buyers, resolve the actual problem in the management of RMG companies, create good environment for mother employees of RMG sector . Job satisfaction is a major factor that influences whether an individual will enter and continue in an occupation. Furthermore, Finley-Hervey stated that organizations must know how to manage a diverse group of workers because this willaid in the recruitment and retention of talent employees in RMG sector, because mother employees of RMG sector report lower levels of job satisfaction.

Research Objectives

- To determine the influence of work conditions on mother employee job satisfaction in RMG companies.
- To identify the influence of wage on mother employee job satisfaction in RMG companies.
- To examine the influence of job security on mother employee job satisfaction in RMG companies.
- To investigate the influence of stress on mother employee job satisfaction in RMG companies.

Research Hypotheses

H1. Work condition significantly influences employee job satisfaction in RMG sector.

H2. Wage significantly influences employee job satisfaction in RMG sector.

H3. Job security significantly influences employee job satisfaction in RMG sector.

H4. Stress significantly influences employee job satisfaction in RMG sector.

Significance of Study

Although there are many studies on employee job satisfaction, they are related to all aspects of employee job satisfaction. The employee satisfaction theory (Vroom, 1964) and employee satisfaction measurement tools and measurement indicators, as well as the impact of employee

satisfaction factors but in Bangladesh there is no studies on mother employee job satisfaction in readymade garment sector, specifically with respect to factors affecting job satisfaction. In this paper, through combining theoretical and empirical research, trying to find out factors affecting mother employees job satisfaction, Thereby laying the theoretical foundation for the practice, provide for future research on investigate factors affecting job satisfaction in readymade garments sector. The people are primary resource for enterprise. Mother employee job satisfaction directly related to level of readymade garments industries' product quality. Hence mother employee job satisfaction significantly affective employees work behavior and work performance. According to Bolton the mother employee's job satisfaction affected on readymade garments company future and destiny. The high rate of mother employees turnover and strike is common readymade garments company problem, through the investigate factors affecting mother employee job satisfaction, this can help readymade garments company owner effectively understand mother employees' demands and requires, thereby use to some specific solution to prevent mother employees turnover and strike.

A Harvard University study showed that an increase of 3% of employee satisfaction tended to increase customer satisfaction by 5%, while the survival and development of enterprises depend on customer satisfaction and the quality of service in highlighting the fast food restaurants (Andrew *et.al.*2002). In this context "Only satisfied employees can create satisfied customers". Readymade garments company managers have to find effective ways to carry out mother employee satisfaction management and to maintain the core competitiveness of the readymade garments company, in order to achieve a competitive advantage. By studying the factors affecting job satisfaction in RMG sector, we can effectively help the enterprise to understand the factors affecting mother employee job satisfaction; by understanding mother employee demands and requirements, one can also help the enterprise effectively manage mother employees and increase the management efficiency, increase the mother employee's loyalty and achieve a higher customer satisfaction.

Literature review

Understanding job satisfaction

Many researchers claim that job satisfaction can be formally defined "as the degree to which individuals feel positively and/or negatively about their jobs" (Steyn and Van Wyk 1999). This is so true, that if employees' desired expectations are met, then he or she will experience a feeling of accomplishment that will therefore determine the degree of satisfaction.

According to Rue and Byers (1994), job satisfaction is made up of five (5) components:

- Attitude towards colleagues

- General working conditions
- Financial benefits
- Attitudes towards supervision
- Attitude toward the company

Job satisfaction occurs when a job meets the expectations, values and standards of an individual and will influence their commitment and performance (Gordon 1999). There are different facets to job satisfaction and the challenge to understand job satisfaction and its effects in an organization is easier said than done. This was asserted by Mullins (2002), that job satisfaction is a complex and multi-dimensional notion, which can mean different things to different people. Furthermore, Weis (2002) asserts that although job satisfaction is an attitude, researchers should be warned to clearly identify the objectives of cognitive evaluation, which are affected by emotions, beliefs and behaviors. For the purpose of this research, three popular theories (Hertzberg's Two Factor Theory, The Job Characteristic Model and Locke's Value theory) that are based on job satisfaction that are pertinent to this study, have been identified and will be discussed.

Theories of job satisfaction

Having discussed the various definitions of satisfaction, it is necessary to explore the different attitudes and responses workers will reflect towards their jobs. And that actually determines the level of job satisfaction an individual has towards his or her job. For this reason scholars and researchers have produced comprehensive theories based on job satisfaction. Their aim was to provide a framework for understanding, not just the factors influencing such attitudes, but also why it results in such effects. Researchers have also assumed a more empirical approach, identifying the variables responsible for positive or negative responses towards work.

Hertzberg's Two Factor Theory

The research conducted by Hertzberg determined what people actually want from their jobs. They had to describe work situations in which they felt good or bad in their jobs. The feedback received was then categorized into satisfaction or dissatisfaction. According to Mullins (2002), Hertzberg's two factor theory is effectively a theory of job satisfaction. Furthermore, Baron and Greenberg (2003) state that Hertzberg's Two Factor Theory, also known as the Motivator –Hygiene theory, focuses on factors that are responsible for job satisfaction and job dissatisfaction. There are some factors that would encourage job satisfaction if they were present, but feelings of dissatisfaction when they are absent. According to Herzberg's Two-Factor theory, job satisfaction and dissatisfaction actually originates from divergent sources (Baron and Greenberg, 2003). These factors or characteristics were referred to as hygiene factors or maintenance factors. They do not actually contribute to

work satisfaction and therefore have a negligible motivational value (Van der Westhuizen, 1991). Although Herzberg's model has contributed very positively towards research, critics have been unable to empirically prove the model with any reliability. Furthermore, critics have indicated that the model does not specify how motivators and hygiene factors can be measured (Daft and Noe 2001). However, according to Schermerhorn (1993), Herzberg's two-factor theory is an important frame of reference for managers who want to gain an understanding of job satisfaction and related job performance issues.

The Job Characteristic Model

According to Robbins (2001), Richard Hackman and Greg Oldham developed the Job Characteristics Model (JCM). Their research was based on work redesign, which is defined as altering jobs to increase both the quality of employees' work experience and their productivity. The model creates a dominant framework for defining task characteristics and determining their relationship to worker motivation, performance and satisfaction. As stated by Gordon (1999), goals are set jointly with management and workers, and workers are liable for attaining these goals. Furthermore, this would add enhancement and fortification to their jobs. According to Robbins (2001), the JCM can be depicted in terms of five core dimensions, which will be distinguished as follows:

Skills Variety: This is the degree to which the job involves a range of activities and talent.

Task Variety: This is the degree to which a worker completes a particular job from the beginning to the end.

Task Significance: This relates to the extent to which the job has an impact on people concerned

Autonomy: This is the degree to which the job provides freedom, independence and discretion to the worker in the planning and execution of tasks.

Feedback: This is the extent to which clear and direct information is provided to the worker in an evaluation of his or her performance.

It's observed how the first three dimensions, i.e., skill variety, task identity and task significance is unified to ensure that the job is more meaningful. If these characteristics are evident in a job, then the incumbent will interpret the job as more valuable and worthwhile. Many employees may complain that their jobs lack variety and creativity, therefore rendering the job boring and dull. (Figure 1)

Theoretical Framework

The aim of this study is to determine the factors affecting job satisfaction in readymade garments companies. Given the fact that certain individual factors may affect mother employee job satisfaction in readymade garments companies, personal variables such as age and designation are taken into consideration. Figure 2 shows the theoretical framework for this study.

Variables (IV) Dependent Variable (DV)

RESEARCH METHODOLOGY

Research Design

In the preliminary stage, the literature of this subject was examined. As a qualitative study, conclusions are based on the questionnaires distributed to respondents. This qualitative study used statistical data as a medium to obtain the needed information. This study aims to determine the relations between the independent variables and the dependent variable. The findings and the conclusion of the study will solely depend on the full utilization of the statistical data collected.

Population and Samples

In this study the population targeted mother employees of readymade garments companies (The companies include Stylo Apparels Industries Ltd and Fashion Suits and Trousers Ltd). The population of this study consisted of a sample of mother employees in readymade garments companies, who also served as the sample since the population is large and manageable from every organization. A simple random sampling procedure was used in this study to select the individual respondents from the population. 50 questionnaires were distributed to 2 different readymade garments companies' mother employees and managers. Only 31 questionnaires were returned by the respondents.

Research Instruments

The appropriateness of using questionnaires as an instrument is due to the fact it will display the results required and is suitable for the population that is being surveyed. The Minnesota satisfaction questionnaire (MSQ) measures job satisfaction in 20 facets and has a long form with 100 questions (5 items from each facet) and a short form with 20 questions (1 item each facet). The MSQ is the measuring instruments that will be employed to determine job satisfaction in this study. In this study, the questionnaire consists of two parts. The first part is related to the personal factors of mother employees in readymade garments companies. The second part is related to the mother employees' job satisfaction in readymade garments companies.

Questionnaire Preparation

While a wide range of instruments are used for measuring job satisfaction, section A will consist of questions related to the biographical information of the mother employees. Section B is related to overall job satisfaction, Section B required respondents to rate items based on a 5-point Likert response format that is related to general factors

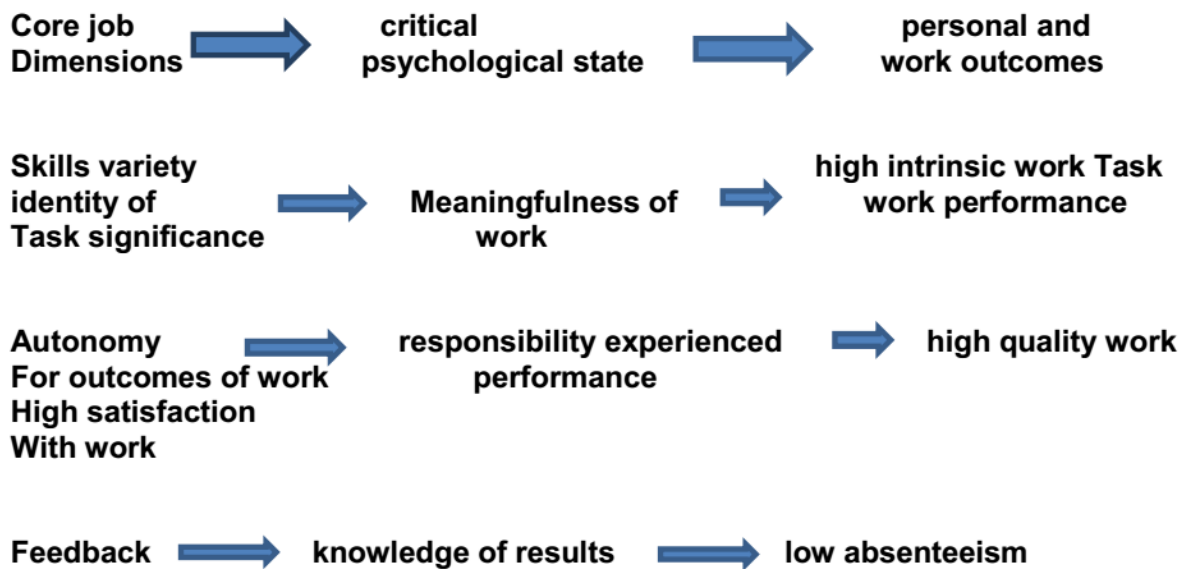


Figure 1: Presents the model of the JCM.

Employee growth need strength

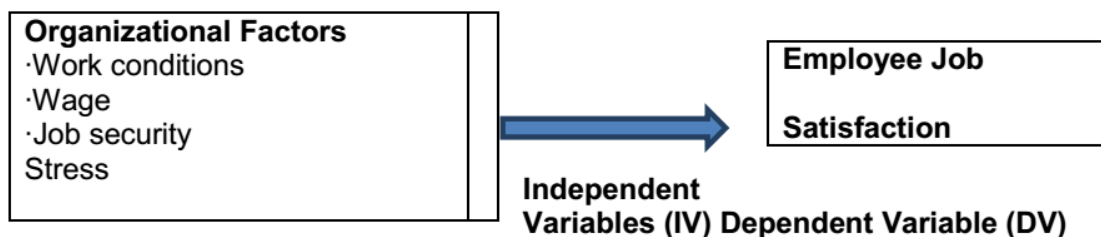


Figure 2: Theoretical Framework

affecting employee job satisfaction in readymade garments companies. For example: 1 = Strongly disagree, 2 =Disagree, 3 = Neither agree nor disagree, 4 =Agree, 5 = Strongly agree.

Means and standard deviations were calculated for all four important ratings. Multiple range tests were performed to compare the importance ratings of all four attributes. Work condition, wage, job security and stress

A rating scale from 1 (strongly disagree) to 5 (strongly agree) was used.

- 1 = strongly disagree
- 2 = disagree
- 3 = neither agree nor disagree
- 4 = agree
- 5 = strongly agree

Statistically Method and Data Analysis Technique

Various statistical methods were be used to analyze the data that we will collect from the respondents. In this study, the researcher used “The Statistical Package for the Social

Sciences’ (SPSS, version 16.0) for the statistical analysis. All the variables were coded before giving the questionnaire to the employee. In this study, the responses and information collected from the survey were tested using statistical techniques such as frequency distribution.

Data Collection

After being sure that the questionnaire is quite relevant with the study, are supplied to the respondents. The questionnaire also must be in easy language that the respondents can understand easily. Because the information respondents can provide if the respondents could understand the questions. The questionnaires then were sent to the sample of this study. The researcher then used this questionnaire to collect data used to support the hypotheses.

Descriptive Analysis

Descriptive statistics such as means, standard deviation and

Table 1. Respondents Profile

Demographics	Categories	Percentage
Age (Years)	15-24	51.5%
	25-34	29%
	35-44	13%
	45-54	6.5%
	55-64	
Work position	Supervisor or Manager	20%
	General Worker	80%
Name of company	Styllo Apparels Industries Ltd.	48%
	Fashions Suits and Trousers Ltd	52%

Source: Field Survey, 2014

variance and percentage values for interval-scaled independent and dependent variables were obtained. Frequency distributions were obtained for all the personal data or classification variables. The frequencies were computed to analyze the respondent profile in terms of age and designation.

Inferential Statistics

The researcher used various statistical analyses to prove the hypotheses. Among the statistical analyses used were various correlation analyses to determine the correlation between the independent and dependent variables, and t-test was used to measure the differences between designation and the sub-dimensions of job satisfaction of working mothers of readymade garments companies in terms of their perception. ANOVA was used to measure the significant difference among the age of the respondents and T-test was used to measure the significant difference among the designation of respondents on an interval scale.

Correlation Analyses

In this study, the correlation identified and analyzes the nature, direction and signification of the relations between the variables that being measured on interval and ratio data. The hypotheses of research will analysis with person correlation analysis.

FINDINGS

Profile of the Respondents

This segment analyses the profile of the respondents surveyed. Descriptive statistics involve transformation of raw data into a form that would provide information to describe a set of factors in a situation. This is done through ordering and manipulation of the raw data collected. Descriptive statistics is used in this segment to derive frequencies, percentages and to determine the mean.

Table 1 show that out of the 31 questionnaires collected, 80% (25) were general workers and 20% (6) were supervisors or managers out of the 31 respondents. Table 4.1 presents the distribution of respondents according to age. From the output shown below, we know that there are 16 respondents aged from 15-24 out of the total respondent. There are 9 respondents aged between 25 and 34, 4 respondents aged between 35 and 44, 2 respondents aged between 45 and 54. The respondents from this group are mainly made up of general workers. The findings implied that mother employees were the core employees in readymade garments companies.

Employees Job Satisfaction in Readymade Garments sector

This part discusses the respondents' overall perception of mother employee job satisfaction in readymade garments companies and sub-dimensions such as work conditions, wage, job security and Stress. The findings are presented in frequencies and percentages. One-Sample Test was used in the analyses of mother employee job satisfaction.

Mother Employee Job Satisfaction in Readymade Garments companies

Table 2-3 shows the overall level of mother employee job satisfaction in readymade garments companies.

In terms of overall level of mother employee satisfaction in readymade garments companies, the study found that almost one-third (12) the respondents perceived mother employee satisfaction to be "Strongly disagree". Almost one-third (12) of the respondents perceived the mother employee job satisfaction to be "disagree", while 4 respondents perceived mother employee satisfaction as "neither agree nor disagree". A few (3) of the respondents rated the mother employee job satisfaction as "Agree" and none of them rated the mother employee job satisfaction as "Strongly agree" (0). Finally, the mean score is 1.50, so the overall level of mother employee job satisfaction between "strongly disagree" and "disagree".

Table 2. Overall level of mother employee job satisfaction in readymade garments companies

	Frequency	Percent	Cumulative Percent
Strongly Disagree	12	38.71	38.71
Disagree	12	38.71	77.42
Neither agree nor disagree	04	12.90	90.32
Agree	03	9.68	100.00
Strongly agree	00	0.0	100.00
Total	31	100.00	

Source: Field Survey, 2014

Table 3. Descriptive statistics of mother employee job satisfaction in ready made garments companies

	N	Minimum	Maximum	Mean	Std. Deviation
Level	31	1.00	3.00	1.5019	0.86402
Valid N (listwise)	31				

Source: Field Survey, 2014

Table 4. Level on work conditions

	Frequency	Percent	Cumulative Percentage
Strongly disagree	10	32.26	32.26
Disagree	17	54.84	87.10
Neither agree nor disagree	2	6.44	93.54
Agree	1	3.23	96.78
Strongly agree	1	3.23	100.00
Total	31	100.00	100.00

Source: Field Survey, 2014

Table 5. Descriptive statistics on work conditions

	N	Minimum	Maximum	Mean	Std. Deviation
Work condition	31	1.00	3.00	2.00	.85662
Valid N (Listwise)	31				

Source: Field Survey, 2014

Descriptive Statistics

Level on work conditions

Table 4-5 shows level on work conditions. In terms of level on work conditions in readymade garments companies, the study found that more than half (17) the respondent's perceived atmosphere to be "Disagree". About one-third (10) of the respondents perceived the work conditions to be "Strongly disagree", while 2 respondents perceived work conditions as "Neither agree nor disagree". A few (1) of the respondents rated the work conditions as "Agree" And 1 of the respondents rated the work condition as "Strongly agree" (1).

At last, the mean score is 2.00, so the good work conditions are "Disagree". Looking at the mean score of 2.00, we can see that work conditions highly influence job

satisfaction of working mothers in readymade garments companies.

Level on Pay

Tables 6-7 show level on pay back. In terms of level on wage in readymade garments companies, the study found that four-fifth (25) the respondents perceived wage to be "Strongly disagree". About one-fifth (6) of the respondents perceived the wage to be "disagree". None of the respondents perceived the wage to be "agree" or "strongly agree".

At last, the mean score is 1.56, so the wage is between "strongly disagree" and "disagree". According to a mean score of 1.56, we can see that wage very highly influences job satisfaction of working mothers in readymade garments companies.

Table 6. Level on Wage

	Frequency	Percent	Cumulative Percent
Strongly disagree	25	80.65	80.65
Disagree	6	19.35	100.00
Neither agree nor disagree	0	0	100.00
Agree	0	0	100.00
Strongly agree	0	0	100.00
Total	31		100.00

Source: Field Survey, 2014

Table 7. Descriptive Statistics on Wage

	N	Minimum	Maximum	Mean	Std. Deviation
Wage	31	1.00	2.00	1.56	0.7820
Valid N (Listwise)	31				

Source: Field Survey, 2014

Table 8. Level on Job security

	Frequency	Percent	Cumulative Percent
Strongly disagree	17	54.84	54.84
Disagree	8	25.81	80.65
Neither agree nor disagree	4	12.90	93.55
Agree	2	6.45	100.00
Strongly agree	0	0	100.00
Total	31	100.00	100.00

Source: Field Survey, 2014

Table 9. Descriptive statistics about job security

	N	Minimum	Maximum	Mean	Std. Deviation
Wage	31	1.00	2.00	1.48	0.6820
Valid N (Listwise)	31				

Source: Field Survey, 2014

Level on Job security

Table 8-9 shows the level on job security. In terms of level of job security of working mothers in readymade garments companies, the study found that more than half (17) the respondents perceived job security to be “strongly disagree”. About one-fourth (8) of the respondents perceived the job security to be “disagree”, while 4 respondents perceived job security as “neither agree nor disagree”. A few (2) respondents rated the job security as “agree”. None of them rated the job security as “strongly agree”. Finally, the mean score is 1.48, so the job security is between “strongly disagree” and “disagree”. According to the mean score of 1.48, we can see that job security highly influences job satisfaction of working mothers in readymade garments companies.

Level on Promotion

Table 10-11 shows the level on promotion in fast food restaurants. In terms of level on stress in readymade garments companies, the study found that almost half (17) the respondents perceived stress in readymade garments companies to be “strongly disagree”. About one-fifth (8) of the respondents perceived stress in readymade garments companies to be “disagree”, while 4 respondents perceived stress in readymade garments companies as “Neither agree nor disagree”. And a few (2) of the respondents rated stress as “Agree”.

Finally, the mean score is 3.03, so promotion in fast food restaurants is “neither happy or unhappy”. According to the mean score of 3.03, we can see that promotion influences job satisfaction in fast food restaurants.

Table 10. Level on Stress in Readymade garments companies

	Frequency	Percent	Cumulative Percent
Strongly disagree	17	54.84	54.84
Disagree	8	25.81	80.65
Neither agree nor disagree	4	12.90	93.55
Agree	2	6.45	100.00
Strongly agree	0	0	100.00
Total	31	100.00	100.00

Source: Field Survey, 2014

Table 11. Descriptive statistics on stress in readymade garments companies

	N	Minimum	Maximum	Mean	Std. Deviation
Wage	31	1.00	2.00	1.48	0.6820
Valid N (Listwise)	31				

Source: Field Survey, 2014

Table 12. Descriptive Statistics

	Mean	Std. Deviation	N
Job satisfaction	1.5019	0.86102	31
Work condition	2.00	0.85662	31
Wage	1.56	0.7820	31
Job security	1.48	0.6820	31
Stress	1.48	0.6820	31

Source: Field Survey, 2014

Table 13. Pearson's: Indices of Correlation

Pearson <i>r</i>	Indication
Between 0.80 and 1.00	High Correlation
Between 0.60 and 0.79	Moderately High Correlation
Between 0.40 and 0.59	Moderate Correlation
Between 0.20 and 0.39	Low Correlation
Between 0.00 and 0.19	Negligible

Source: Field Survey, 2014

Based on Table 12, the mean for job satisfaction is 1.5019, the mean for work conditions is 2.00, the mean for wage is 1.56, the mean for job security is 1.48, and the mean for stress is 1.48. As we can see they are almost the same, the results are towards natured.

Hypotheses Testing

Table 13 shows that the results are all more than 0.60, and some results are higher than 0.80, so they are "Moderately High Correlation" or "High Correlation". Based on the table below for the correlations, we see that work conditions (sig = .045), wage (sig= .784), and job security (sig=.840), stress (sig=.832) for readymade garments companies. (sig=.039) are the variables that make a significant unique

contribution towards prediction of the dependent variable.

This part discusses the findings in the perception of respondents of factors affecting mother employee job satisfaction in readymade garments companies. For the work conditions, wage, job security and stress, a Pearson correlation statistical analysis was used. T-test and ANOVA were used in the analyses of statistically significant age and designation.

Hypothesis1: Work conditions significantly influence mother employee job satisfaction in readymade garments companies. Hypothesis1 tested whether there was a significant relationship between job satisfaction and work conditions. This hypotheses was analyzed through the Pearson correlation coefficient, and then by testing the significance between job satisfaction and work conditions.

Table 14. Correlations

	Satisfaction	Work Condition	Wage	Job security	Stress
Pearson job	1.000	0.845	0.748	0.840	0.832
Correlation satisfaction					
Work	0.845	1.000	0.673	0.643	0.620
Condition					
Wage	0.748	0.673	1.000	0.636	0.588
Job security	0.840	0.643	0.636	1.000	0.705
Stress	0.832	0.620	0.588	0.705	1.000
Sig. job		0.952	0.356	0.572	0.869
Satisfaction	0.420				
Work			0.00	0.00	0.00
(1- Condition	0.356				
Wage	0.039	0.00		0.00	0.00
Job		0.00		0.00	0.00
Security	0.869				
Stress	31	0.00	0.00	0.00	
N job		31	31	31	31
Satisfaction	31				
Work Condition	31	31	31	31	31
Wage	31	31	31	31	31
Job Security	31	31	31	31	31
Stress	31	31	31	31	31

Source: Field Survey, 2014

Table 15. Descriptive Statistics

Age	N	Mean	Std. Deviation	Std. Error	95% confidence Interval for mean		Min	Max
					Lower bound	Upper bound		
15-24	16	3.0647	.75152	.09181	2.8814	3.2480	1.67	5.00
25-34	9	2.9691	.64886	.12487	2.7125	3.3258	1.33	1.00
35-44	4	3.0476	.68384	.18277	2.6528	3.4425	1.83	1.00
45-54	2	3.0386	.71354	.06866	2.9025	3.1747	1.33	5.00
Total	31							

Source: Field Survey, 2014

Table 16: ANOVA

	Sum of squares	Df	Mean square	F	Sig
Between groups	0.177	2	0.088	0.144	0.643
Within groups	15.243	25	0.610		
Total	15.420	27			

Source: Field Survey, 2014
 Not significant at the 0.05 level

Table 14 shows that work conditions were significant with job satisfaction, since the significant level of this was less than 0.05. Therefore, work conditions are a significant predictor of mother employee job satisfaction.

Hypothesis 2: Wage significantly influences mother employee job satisfaction in readymade garments companies. Hypothesis 2 examined the relationship between wage and job satisfaction, and all items for the wage variable were found to be highly significant with the

overall measure of job satisfaction at $w < 0.05$, which shows the wage variable has a positive relationship with job satisfaction. Table-14 gives more details about this relationship. Therefore, the pay variable is a significant predictor for mother employee job satisfaction.

Hypothesis 3: Job security significantly influences mother employee job satisfaction in readymade garments companies. In order to further test the hypothesis, a Pearson correlation analysis was used. The results from

Table-14 show that job security was significant with job satisfaction. Since the significant level of this variable was less than 0.05, job security is a significant predictor of job satisfaction of working mother in readymade garments companies.

Hypothesis 4: Stress significantly influences mother employee job satisfaction in readymade garments companies. In order to further test the hypothesis, the Pearson correlation was used. Hypothesis 4 tested the relationship between job satisfaction and stress. The results from Table-14 showed that stress was significant with job satisfaction. Since the significance level of this variable is less than 0.05, stress is a significant predictor for job satisfaction of working mothers in readymade garments companies.

From this table we can see the different age of mother employee job satisfaction almost same. Since the mean for all variables is quite similar, age is not a significant factor to affect mother employee job satisfaction.

Hypothesis 6: Designation does not significantly influence mother employee job satisfaction in readymade garments companies.

DISCUSSIONS, RECOMMENDATIONS AND CONCLUSIONS

Discussion of the Research Findings

This study focuses on the factors affecting job satisfaction of working mothers in readymade garments companies. Mother employee job satisfaction can improve product quality and increase customer satisfaction. This study tested factors affecting job satisfaction for readymade garments companies. The results suggest that the factors had satisfactorily explained job satisfaction and that the readymade garments companies' directors should focus on the factors that affect mother employees of readymade garments companies, if they want to enhance their businesses. Based on the results for the standardized values, we are able to see that work conditions, wage, job security and stress are key factors affecting readymade garments company mother employees' job satisfaction.

Conclusion

This study focused on the factors that affected job satisfaction of working mothers in readymade garments companies; the central objective of this study was to establish the impact of the chosen variables, work conditions, wage, job security and stress and relationships on mother employee job satisfaction in readymade garments companies. Through the analysis of fast food restaurant employee job satisfaction we can conclude the following: Most of the Ready Made Garments companies' mother employees are younger, have a lot of children, with a low level of education, and short years of work experience; there are 6 general factors affecting mother

employee job satisfaction in readymade garments companies, which are: work conditions, wage, job security, stress, age and designation. There are 4 key factors affecting mother employee's job satisfaction in readymade garments companies: they are: work condition, wage, job security, and stress. These four factors are most important in mother employee job satisfaction, (The Daily Star, 2011). It also recommends ways by which management can eliminate low motivation and job dissatisfaction amongst mother employees by improving management skills, knowledge and competencies of managers, building relations between managers and subordinates and also improving the quality of internal communication with employees, especially on policy and administrative matters. This study also recommends to other readymade garments companies' owners: This can motivate the employees to work hard and perform well. Concern about the employees' education and training; the training and education of the employee can increase the mother employees' knowledge; knowledgeable employees can increase product quality.

Limitations of the study

The present study contains few limitations which are as follows:

1. There was a limitation of time. To get a satisfactory and reliable data, sufficient time was needed. But data for this study were collected and analyzed by the researcher within a very short time.
2. The researcher had depended on the memory of the respondents because they did not keep written records. Thus, the analysis on profitability may contain little bias.
3. The study covered only 50 samples from a small area. This sample size was not sufficient for arriving at a strong conclusion. If the study could cover more areas and more samples, the results and conclusions of the study might have been more meaningful and more useful.
4. The findings of the study are based on the data from a specific area in Dhaka district of Bangladesh. These findings should therefore be interpreted cautiously, if any greater generalizations are sought for different regions with distinct geophysical conditions of Bangladesh.

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