International Journal of Management and Sustainability
2024 Vol. 13, No. 1, pp. 104-117
ISSN(e): 2306-0662
ISSN(p): 2306-9856
DOI: 10.18488/11.v13i1.3618
© 2024 Conscientia Beam. All Rights Reserved.

Measuring the factors influencing job satisfaction in the garment industry: Bangladesh perspectives

Sharmila Devi Ramachandaran[1+]
Asokan Vasudevan[2]
Rajermani Tinagaran[3]
Kumarashvari Subra[4]

[1,2,3,4]*Faculty of Business and Communications, INTI International University, Nilai, Negeri Sembilan Malaysia.*
[1]*Email: sharmila.devi@newinti.edu.my*
[2]*Email: asokan.vasudevan@newinti.edu.my*
[3]*Email: rajermani.tina@newinti.edu.my*
[4]*Email: kumarashvari.subra@newinti.edu.my*

(+ Corresponding author)

Article History
Received: 9 February 2023
Revised: 21 September 2023
Accepted: 3 January 2024
Published: 26 January 2024

Keywords
Employment policy
Equal wages
Job satisfaction
Quality job
Supervisor conduct
Human Resources
Employee engagement
Turnover intention
Workplace satisfaction
Performance enhancement.

ABSTRACT

The research aims to examine the influence of employee job satisfaction within the garment industry. Utilizing quantitative methodology, the study focuses on collecting numerical data amenable to statistical analysis, with subsequent data transformation through quantitative tools to identify factors impacting employee job satisfaction. Questionnaires were disseminated online, affording respondents flexibility in their participation. Employing non-probability sampling, individuals in the garment industry aged 18 to 40 were surveyed. Through SPSS, a series of hypotheses derived from a theoretical model of turnover intention underwent empirical testing. The study's findings reveal that employee job satisfaction is significantly affected by several factors, including salary and benefits, supervisory conduct, and organizational policies. This research provides valuable insights for employers and policymakers, facilitating a comprehensive understanding and the development of strategies aimed at enhancing employee satisfaction. Each of these groups stands to gain invaluable insights and practical applications from the study's findings, with the potential to drive positive change in the workplace and the industry. Ultimately, these efforts are anticipated to positively influence the overall performance of the garment industry. Furthermore, this study's novel approach to exploring employee job satisfaction within the garment industry is expected to contribute significantly to the existing body of knowledge in the field, paving the way for further research and facilitating more effective strategies for industry enhancement.

Contribution/Originality: This research uniquely explores employee job satisfaction in the garment industry using quantitative methods, online surveys, and non-probability sampling. It empirically identifies influential factors like salary, supervisory conduct, and organizational policies, providing actionable insights for industry stakeholders. Its originality contributes to existing knowledge and fosters further research and innovation in the sector.

1. INTRODUCTION

Employee satisfaction arises from the positive emotions and pleasure an individual experiences when assessing their job or work experience within an organization. Job satisfaction refers to a person's sentiments, state of mind, or sense about the nature of their work or job; they think that job satisfaction "may be seen as a general feeling and

© 2024 Conscientia Beam. All Rights Reserved.

sense about the job or as an attitude towards particular parts or components of the job" (Rahman, Akter, Al-Amin, & Ferdausy, 2021). Positive and negative thoughts and attitudes were also discovered to influence employees' overall job satisfaction substantially. Employee job satisfaction influences workers' perceptions of individual achievement and success and is linked to organizational productivity and personal well-being (Miller & Rosse, 2002). On the other hand, job discontent elevates workers' voices and causes unrest (Hossan et al., 2022). A person who is extremely satisfied at work has good thoughts and sentiments about their job, whereas someone who is unhappy at their job has negative feelings and attitudes (Ali, Islam, Chung, Zayed, & Islam, 2021; Rahman et al., 2021). A pleasant emotional response to employee experience while working or being present at work is an unquantifiable indicator of job satisfaction. Job satisfaction surveys have become commonplace in most workplaces, and leading firms are making an increasing effort to quantify this feeling (Faroque, Ferdausy, & Rahman, 2020). It is essential to recognize that individual work happiness varies. According to Lovely, Afzal, and Alam (2019), the characteristics that make one employee happy at work may not apply to another in the same position under the same conditions. There is no universal definition of job happiness, and the things that contribute to it will vary depending on the company's nature. Most firms frequently use numerous methods to please their personnel, such as making them extraordinarily devoted and growing them. Financial advantages and social welfare, as well as security and leave arrangements, all influence workers' quality of life at work (Özen, 2018). Employee job satisfaction leads to trust, dedication to the organization's goals, hard work, and a high degree of production. On the other hand, work unhappiness leads to increased absenteeism, soldiering, and nepotism. According to the survey, any company's success in the garment industry of Bangladesh frequently depends on how happy its employees are at work (Diamantidis & Chatzoglou, 2018). There are several strategies to boost employee satisfaction.

2. LITERATURE REVIEW

2.1. Underlying Theory

According to Anthony, Cropanzano, Anthony, Daniels, and Hall (2017), the study's theoretical foundation, which is Social Exchange Theory (SET), is a broad conceptual paradigm that encompasses management, social psychology, and anthropology. Based on social exchange theory, human interactions are tied to an exchange process that leads to relationship pleasure (Shahsavarani et al., 2016). It is one of the first ideas used in management, sociology, social psychology, and anthropology and one of the oldest to explain social behavior (Cropanzano et al., 2017). Furthermore, the social exchange theory proposes that human connections are inextricably linked to the concept of expecting a reward while avoiding any costs or punishment (Wan, Antonucci, Birditt, & Smith, 2018). The article denotes a rise in job satisfaction because of the employer's inability to meet the employee's expectations. As a result, social exchange theory (SET) is used in this study since it clearly discusses the link between work satisfaction and organizational needs. The behavior obtained from the company determined work satisfaction (Almaaitah, Harada, Sakdan, & Almaaitah, 2017). This is characterized as "exchange" behavior since one party's decision affects the behavior of another (Shahsavarani et al., 2016). To reduce employee job discontent in a business, the transaction made between an employee and an employer must be equally advantageous for both without creating any unfair conditions (Harden, Boakye, & Ryan, 2018). As a result, organizational management must be devoted to understanding employee desires (Leong, Fong, Kuok, & Meng, 2022). Organizations that demonstrate a dedication to improving their position will see an improvement in their employee turnover issue (Ahmed, Khuwaja, Brohi, Othman, & Bin, 2018).

2.2. Compensation and Benefits and Employee Job Satisfaction

Compensation and incentives are significant variables in motivating employees in the workplace since they help to increase employee performance and productivity (Ong, Chong, Tan, Goh, & Lim, 2020). Employees are pleased when their employers provide them with remuneration and perks such as salary, bonuses, and other advantages that

© 2024 Conscientia Beam. All Rights Reserved.

contribute significantly to their income and well-being security (Mohd Said et al., 2020). According to Mohd Said et al. (2020), employee recognition and awards are crucial in the workplace because the majority of the employees want to feel appreciated and recognized, which may boost their morale and influence how they feel about their employer. On the other hand, people with lower income levels will have a higher feeling of income reasonableness if they consider their salary acceptable in relation to their contribution and fits their expectations, making it easier to elicit a stronger sense of job satisfaction (Zhuang & Pan, 2022). Toolib and Alwi (2020) also agreed that employees who are happier with their pay and perks are more likely to be productive, with less absenteeism, stress, and resignation. Employee discontent and exit will result if a firm fails to provide acceptable and competitive remuneration (Sija, 2021). When a potential employee compares one company's job posting to another with the same income, the perks may be the determining factor. Employees are more likely to be engaged, loyal to the organization, and productive when their remuneration package is upgraded. It's not just about the money. Additional perks like pensions, stock options, and profit-sharing can also help to increase retention. Benefit packages also increase employee happiness and well-being (Rahman & Syahrizal, 2019). Compensation and reward may be defined as the employee's input-income ratio and those of the referents, which can be used to quantify job happiness since an employee's contribution and remuneration may influence their work satisfaction (Zhuang & Pan, 2022). Those who are recognized for their accomplishments with organizational rewards and salaries are more likely to thrive and be productive. As a result, employees are more likely to stay with companies for a longer period of time (Rodjam, Thanasrisuebwong, Suphuan, & Charoenboon, 2020). Although several third-party compensation expert businesses are available, strong HR teams have in-house compensation professionals on staff. They conduct pay surveys regularly. The findings assist them in determining market pricing for roles inside the organization as they grow (Ali et al., 2021). Employee feedback may be useful for evaluating current benefit packages if the information gleaned is actionable. Remember that various populations value different advantages.

Hypothesis 1 (H_1): Compensation and Benefits have a significant relationship with employee job satisfaction in the garments industry in Bangladesh.

2.3. Work Environment and Condition and Employee Job Satisfaction

The factors that influence the workplace, such as working hours, stress, the degree of safety, or danger, are known as working conditions. Enhancing the work environment and circumstances significantly impacts employee motivation and, as a result, performance (Chiemeke, Ashari, & Muktar, 2018). A more favorable work setting and working conditions can help minimize personnel turnover and the costs that go along with it. Employees who are satisfied with their workplace are more likely to adhere to the company's policies and interests (Jameel, Hina, & Ul-Haq, 2023; Özen, Grima, & Hamarat, 2021). They will choose to disregard their own interests and refrain from dishonest behavior, such as fraud, embezzlement, receiving bribes, engaging in corrupt activities, or stealing, to maintain their position (Ayyala et al., 2019). Every worker ought to have access to a work environment that is both physically and emotionally safe, allowing them to concentrate on the responsibilities of their jobs and find fulfillment rather than worrying about unsafe conditions, harassment, or discrimination. Additionally, workers want to be compensated fairly and their privacy respected.

Hypothesis 2 (H_2): Work environment and condition have a significant relationship with employee job satisfaction in the garments industry in Bangladesh.

2.4. Organizational Policy and Employee Job Satisfaction

Organizational policy and work satisfaction are both concerned with people. Employee management is the goal of Human Resource Management (HRM) policies, and job satisfaction helps with that. Employees who are content will be easy to manage, extremely dedicated, and driven by goals. Armstrong and Brown (2019) say that policies for human resource management talk about how the company plans to handle important aspects of people management.

© 2024 Conscientia Beam. All Rights Reserved.

According to Carrell, Ellinger, Nimon, and Kim (2022), they act as models for management thinking and help management achieve organizational goals relating to human resources. By rewarding, promoting, and developing employees for optimal organizational performance, human resource policies ought to be able to maintain the appropriate staff balance, boost morale, improve quality, build teams, and increase productivity, according to Barbeito-Andrés, Schuler-Faccini, and Garcez (2018). According to Parker, Prabawa-Sear, and Kustiningsih (2018), this helps to cultivate positive attitudes at work. Organization culture refers to the set of beliefs, assumptions, and practices guiding all team members' actions. When this culture aligns with employees' needs, they tend to feel supported and at ease at work. Prioritizing culture makes companies more resilient in challenging times, enhancing their chances of success (Ayyala et al., 2019). Notably, about two-thirds (65%) of employees stay in their current roles due to company culture, a significant factor in their overall job satisfaction (Zeb et al., 2023).

Hypothesis 3 (H_3): Organizational policy and job satisfaction have a significant relationship with employee job satisfaction in the garments industry in Bangladesh.

Figure 1 illustrates the conceptual framework adopted in this study.

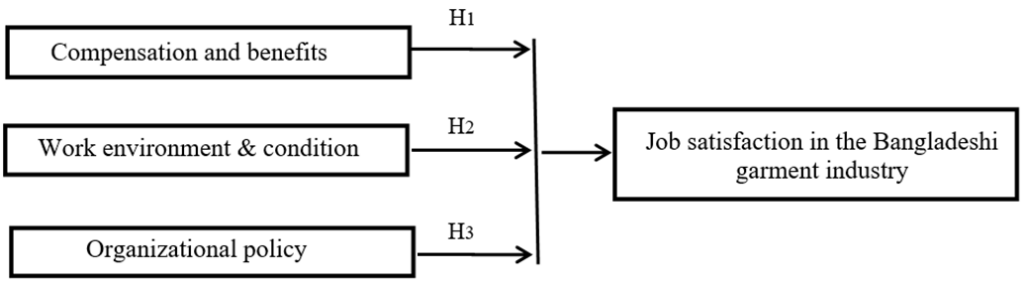

Figure 1. Conceptual framework.

3. METHODS

3.1. Participants and Procedures

This study examined employees' perceptions of the textile industry and focused on the Bangladeshi population. The sample size for a research study is influenced by a few factors, such as the level of confidence in the data, the degree of accuracy the collected data reflects on the characteristics of the total population, the acceptable level of error margin, and the correctness of any required estimation and analysis (Pearlson, 2019). The sample size must be adequate for data accuracy and the expected degree of confidence, with a sample size of 30 to 500 being useful as a rule of thumb based on the type of sampling strategy used as well as the research purpose and research questions under examination (Bougie & Sekaran, 2019). As a result, Krejcie and Morgan (1970) table for obtaining a small sample size from a given population is used to generate the suggested sample size for this study: N (population size of more than 1 million) would have a S (small sample size) of 384. The respondent was given an online questionnaire to fill out to collect the data. To make it easier for respondents to respond at any time and from any location, digital versions of the questionnaires were converted and uploaded to Google Forms and Monkey Survey. The questionnaire utilized in this study will have three parts: the demographic profile, voluntary work satisfaction as the dependent variable, and independent factors. The questionnaire employed in this study is a self-administered questionnaire with three components.

Table 1 outlines the instrumentation design, which includes demographic variables adapted from Özen (2018), job satisfaction items from Sarker and Ashrafi (2018) and Rahman and Chowdhuri (2018), compensation and benefits variables adapted from Faroque et al. (2020) and Rahman and Chowdhuri (2018), work environment and condition variables adapted from Kadir, Ismail, Khan, AlHosani, and Zaidi (2019) and Zeb et al. (2023) organizational policy variables adapted from Ayyala et al. (2019) and Bowles, Thomason, and Bear (2019). Section A focuses on gathering demographic information from respondents, covering age, gender, occupation, and position,

© 2024 Conscientia Beam. All Rights Reserved.

using basic multiple-choice questions to ensure ease of response and respondent anonymity. Meanwhile, Section B assesses voluntary job satisfaction as a dependent variable, employing a five-point Likert scale (ranging from "strongly disagree" = 1 to "strongly agree" = 5). Section C delves into various dimensions of the independent variables, particularly examining voluntary work satisfaction within Bangladesh's textile sector.

Table 1. Instrumentation design.

Section	Variables	Items	Source	Adoption/Adaptation
A	Demographic	3	Özen (2018)	Adaptation
B (Dependent variable)	Job satisfaction	5	Sarker and Ashrafi (2018) and Rahman et al. (2021)	Adoption
C (Independent variable)	Compensation and benefits	4	Faroque et al. (2020) and Rahman and Chowdhuri (2018)	Adaptation
	Work environment and condition	4	Kadir et al. (2019) and Zeb et al. (2023)	Adaptation
	Organizational policy	4	Ayyala et al. (2019) and Bowles et al. (2019)	Adaptation

3.2. Measurement and Measure

Various measurement instruments are available for conducting tests, and the Statistical Package for Social Sciences (SPSS) is used to analyze the relationship between variables and interpret the results into secondary data. Following data collection, the application does Factor Analysis, Descriptive Analysis, Analysis of Variance (ANOVA), Cluster Analysis, and Categorical Data Analysis. The descriptive analysis and hypothesis testing are separated into two components.

This research's major goal is to determine what personal factors influence workplace discrimination. Measurements are defined in this chapter as a tool or approach for analyzing the data obtained from respondents (Sickles & Zelenyuk, 2019). The primary goal is to see if there is a link between the independent variables, factors, and the dependent variable, workplace discrimination. SPSS 22.0 software will be used to evaluate the raw data collected. Descriptive analysis is a good way to summarize data. As a result, a descriptive analysis will be performed using the SPSS software to assess the obtained data. The raw data collected will be analyzed using SPSS 22.0 software. A descriptive analysis is an effective method for summarizing data. Therefore, a descriptive analysis will be done using the SPSS program to evaluate the gathered data.

4. DATA ANALYSIS

Table 2 highlights the response rate of 71%. A total of 400 sets of questionnaires were distributed to employees of the textile sector in Bangladesh using an online medium called Google Forms. Participants, however, only provided 289 responses. Unfortunately, only 284 replies are appropriate for the following stage since five responses were spoiled and cannot be processed due to an incomplete response as necessary.

Table 2. Summary of questionnaire distribution.

Total distribution	Total received	Total usable	Total spoilt	Response rate
400	289	284	5	71%

4.1. Descriptive Statistics

Table 3 concludes the demographic section covering gender, age, and job criteria. Females make up most participants (52.8 percent, n = 150), followed by males (47.2 percent, n = 134). Most participants for the study are between the ages of 21 and 25 (26.8 percent, n = 76), followed by 26-30 (23.9 percent, n = 68), 36-40 (22.2 percent, n = 63), 31-35 (14.8 percent, n = 42), and 18-20 (12.3 percent, n = 35). In addition, the garments industry has the

© 2024 Conscientia Beam. All Rights Reserved.

most participation in permanent full-time employees (48.1%, n = 117). Permanent but work as a seasonal employee (7%, n = 20). Per time employee (16.6%, n = 47). Per time, but the student (19%, n = 54). Others (9.2%, n = 26).

Table 3. Demographic profile of respondents.

Demographic	Categories	Frequency, n=284	Percentage (%)
Gender	Male	134	47.2
	Female	150	52.8
Age	18-20	35	12.3
	21-25	76	26.8
	26-30	68	23.9
	31-35	42	14.8
	36-40	63	22.2
Job criteria	Permanent (Full time)	117	48.1
	Permanent (Seasonal)	20	7.0
	Per time	47	16.6
	Per time (Student)	54	19
	Others	26	9.2

4.2. Reliability and Validity Test

A reliability study is performed to determine the level of potential imprecision error in the measurement procedure (Nugraha, Puspitasari, & Amalia, 2020). As mentioned, it is critical to do reliability testing to ensure the uniformity of all measurement devices employed. Furthermore, in reliability analysis, the acceptable value is determined using Cronbach's Alpha, and it is critical to identify the Cronbach's Alpha value to evaluate the reliability of the responses obtained, rating instruments used for evaluation, and tool stability (Bujang, Omar, & Baharum, 2018). The Cronbach's Alpha value following the reliability analysis in SPSS for the pilot test is shown in the table below. Cronbach's Alpha values vary from 0.1 to 0.9, with the indicators a) 0.5 and below being unsatisfactory; b) 0.6 being bad; c) 0.7 being good; and d) 0.8 to 0.9 being outstanding. Furthermore, a higher Cronbach's Alpha score suggests that internal consistency is reliable (Bujang et al., 2018). Cronbach's Alpha values are obtained, which range from 0.854 to 0.904. Cronbach's alpha values for all independent variables are more than 0.70, indicating good internal consistency. As a result, the questionnaire results are internally consistent, trustworthy, and ideal for large-scale data collection. According to Table 4, the Cronbach's Alpha values obtained from the reliability test for both dependent and independent variables indicate high reliability from the value indicated, which is in the range of 0.8 to 0.9. As a result, the questionnaire rating assessment and instruments are deemed reliable and will be used in subsequent research.

Table 4. Reliability analysis results.

Construct	Cronbach's alpha	Number of items
Compensation and benefits	0.876	4
Working environment	0.904	4
Organizational policy	0.857	4
Employee job satisfaction	0.914	5

We used Bartlett's Test of Sphericity and the Kaiser-Meyer-Olkin (KMO) test to see if the dataset and questionnaire items were good for factor analysis and to check if the samples were good enough for each variable and the whole model (Chauhan, Parikh, Patel, & Raval, 2018). To be considered acceptable, the Kaiser-Meyer-Olkin (KMO) value should exceed 0.6 (Sawari, Ghazali, & Jumahat, 2020). KMO assesses correlation strength and variable factorability (Shamsudin, Ali, Ab Wahid, & Saidun, 2019).

In Table 5, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy for the dependent variable currently stands at 0.798, indicating a reasonably adequate sample for the ongoing analysis. Additionally, Bartlett's test of Sphericity is yielding an approximate chi-square value of 547.780 with 6 degrees of freedom (Df), and the

© 2024 Conscientia Beam. All Rights Reserved.

significance (Sig.) remains at 0.000, affirming that the variables under examination continue to be significantly interrelated. Moving on to Table 6, the KMO measure of sampling adequacy for the independent variables is notably higher, currently at 0.936, signifying a very adequate sample for the ongoing analysis. In this case, Bartlett's test of Sphericity continues to produce an approximate chi-square value of 3040.586 with 66 degrees of freedom (Df), and the significance (Sig.) remains at 0.000, further confirming the significant interrelationships among the independent variables as the analysis progresses.

Table 5. KMO and Bartlett's test (Dependent variable).

KMO and Bartlett's test		
Kaiser-Meyer-Olkin measure of sampling adequacy.		0.798
Bartlett's test of Sphericity	Approx. chi-square	547.780
	Df	6
	Sig.	0.000

Table 6. KMO and Bartlett's test (Independent variables).

KMO and Bartlett's test		
Kaiser-Meyer-Olkin measure of sampling adequacy.		0.936
Bartlett's test of Sphericity	Approx. chi-square	3040.586
	Df	66
	Sig.	0.000

The criterion for the questionnaire's content validity was satisfied because all the study's dimensions and items are based on numerous previous theories and works of literature. Tables 7a and 7b show that the value for factor loading was more significant than 0.669 for the dependent variable and 0.862 for the independent variable, respectively. As shown in Table 7a, the communalities and factor loadings meet the criteria since all the items are greater than 0.6, which exceeds the minimum requirements. According to Table 7b, the commonalities and factor loadings for all employee work satisfaction components, salary, working environment, and organizational policy, are more than 0.6. Therefore, it indicates that all the variables included in this study are sufficient to proceed with additional analyses because all results fulfill the specified minimum criteria.

Table 7a. Factor loading for the preliminary test (Dependent variable).

Communalities		
Items	**Initial**	**Extraction**
EJ1	1.000	0.754
EJ2	1.000	0.705
EJ3	1.000	0.733
EJ4	1.000	0.669

Table 7b. Factor loading for the preliminary test (Independent variables).

Items	**Initial**	**Extraction**
S1	1.000	0.841
S2	1.000	0.832
S3	1.000	0.808
S4	1.000	0.788
F1	1.000	0.782
F2	1.000	0.786
F3	1.000	0.853
F4	1.000	0.844
OP1	1.000	0.862
OP2	1.000	0.755
OP3	1.000	0.818
OP4	1.000	0.852

© 2024 Conscientia Beam. All Rights Reserved.

4.3. Multiple Regression

Adjusted R-square is a more reliable indicator of model fit as it can be readily adjusted based on the number of independent variables, preventing over-parameterization of the model. Both R-square and adjusted R-square gauge model accuracy in regression models (Nugraha et al., 2020). While basic linear regression often focuses on R-square, multiple linear regression places greater emphasis on adjusted R-square. Model fit is considered acceptable when both R-square and adjusted R-square exceed 0.5, signifying 50% of the variation explained by the model. In this study, R-square assesses the overall variance in independent variables affecting the dependent variable, accounting for 53% of the variance, as indicated in Table 8.

Table 8. Model summary (Multiple regression).

Model summary				
Model	**R**	**R^2**	**Adjusted R^2**	**Std. error of the estimate**
1	0.728[a]	0.531	0.525	2.943

Note: a. Predictors: (Constant), TOTAL_OP, TOTAL_F, TOTAL_S.

4.4. Beta Coefficient

Table 9 displays the independent variable's beta, t, and significant values. To determine the significance of the beta coefficient, the t-test statistic must be greater than one and the p-value must be less than 0.05. As a result, the independent variables Salary and Benefits (= 0.438, t = 7.250, p = 0.000), Organizational Policy (= 0.123, t = 2.160, p = 0.032), and Work Environment (= 0.254, t = 4.258, p = 0.000) are statistically significant at the 1% significance level, as shown in Table 9. As a result, the independent factors have a considerable positive influence on job satisfaction. As a result, all the hypotheses are accepted. The beta coefficients in Table 9 represent the strength of each variable's contribution to the model. A high beta coefficient value explains the independent variable's large effect.

Table 9. Coefficients.

Coefficients						
Model		**Unstandardized coefficients**		**Standardized coefficients**	**T**	**Sig.**
		B	**Std. error**	**Beta**		
1	(Constant)	2.958	0.578		5.119	0.000
	SB	0.422	0.057	0.438	7.250	0.000
	WE	0.119	0.055	0.123	2.160	0.032
	OP	0.237	0.056	0.254	4.258	0.000

Note: Dependent variable: TOTAL_ET.

According to the regression model's beta coefficient, salary and benefits (0.438) are the most powerful factors impacting employee job satisfaction, followed by working environment (0.254) and, finally, organizational policy (0.123).

Based on the findings, the following equation was formulated, were:

$$y = a + b1x1 + b2x2 + b3x3 + e$$

y = *Employee* job satisfaction in the garments industry in Bangladesh.

X1 = Compensation.

X2 = Working environment.

X3 = organizational policy.

e = Error.

B = Estimators which will be computed from the data obtained.

The numbers in brackets represent the significant value of each independent variable, where the regression coefficients for compensation and benefits (X1), f Working environment (X2), and organizational policy (X3) values are positive, indicating that the relationship is in line with employee job satisfaction in Bangladesh's garment

© 2024 Conscientia Beam. All Rights Reserved.

industry (Y). If the value of the independent variables rises, so will the value of the dependent variable, or vice versa.

1) Intercept 2.958 demonstrates that if remuneration and benefits (X1), working environment (X2), and organizational policy are not present (X3). The clothing industry has 2.958 units of job satisfaction.

2) Pay and Benefits (X1): 0.412 indicates that increasing the Product Quality variable by one unit improves employee work satisfaction in the garment industry by 0.412 units.

3) Working environment (X2): 0.119 indicates that increasing the working environment (X2) variable by one unit improves the effect on employee job satisfaction in the clothing industry by 0.119 units.

4) Organizational policy (X3): 0.237 indicates that increasing the Organizational policy (X3) variable by one unit improves the effect on employee job satisfaction in the clothing industry by 0.237 units.

Table 10. Summary of hypotheses testing.

Hypothesis	Accepted/ Rejected
H1: There is a significant relationship between compensation and benefits the employee job satisfaction in the garments industry in Bangladesh.	Accepted (p = 0.000, <0.05)
H2: There is a significant relationship between work environment and conditions with employee job satisfaction in the garments industry in Bangladesh.	Accepted (p = 0.032, <0.05)
H3: There is a significant relationship between organizational policy and employee job satisfaction in the garments industry in Bangladesh.	Accepted (p = 0.000, <0.05)

4.5. Hypothesis Testing

Hypotheses' testing in this research is summarized in Table 10:

H_1: There is a significant relationship between compensation and benefits the employee job satisfaction in the garments industry in Bangladesh.

The results show that the beta coefficient value for compensation and benefits is 0.483 and the P value is 0.000. It showed that in the apparel industry, compensation, benefits, and worker job satisfaction were significantly positively correlated. According to the positive connection, when employees receive more than enough wages and benefits, it decreases employee job satisfaction. As a result, hypothesis 1 is accepted. Lee, Yang, and Li (2017) discovered that elements such as salary, the job itself, supervision, co-worker relationships, and growth prospects all contribute to employee happiness. Thus, to improve the compensation received (Jahya, Azlin, Othman, & Romaiha, 2020), a good quantity of income paid to employees creates motivation to stay in a business for a longer period of time. Instead of delivering a one-time bonus, organizations should consider providing long-term monetary benefits by raising monthly salaries (Sethunga & Perera, 2018).

H_2: There is a significant relationship between work environment and conditions the employee job satisfaction in the garments industry in Bangladesh.

According to the data, the beta coefficient value for the working environment is 0.123, and the p-value is 0.032, indicating a p-value of 0.05. It revealed a substantial beneficial association between the working environment and employee job satisfaction in the clothing business. As a result, hypothesis 2 is accepted. Employee motivation and performance are significantly impacted by enhancing the work environment and circumstances (Chiemeke et al., 2018).

H_3: There is a significant relationship between organization policy and employee job satisfaction in the garments industry in Bangladesh.

According to the data, the beta coefficient value for promotion opportunity is 0.254, and the p-value is 0.000. The garment business revealed a considerable positive association between organizational policy and employee work satisfaction. The positive link to the chance for promotion might be related to the significance of having the opportunity to improve their position in a company to ensure a long period of employment. As a result, hypothesis 3 is accepted. Organizational philosophy is a crucial factor when it comes to attracting talent and outperforming the competition. 77% of laborers inspect an organization's way of life prior to applying, and close to half would stop

© 2024 Conscientia Beam. All Rights Reserved.

their current situation for a lower-paying possibility at a superiorly refined company. The way of life of a business is likewise one of the top indicators of worker bliss and one of the essential reasons that more than 66% (65%) of representatives stay with their ongoing boss (Zeb et al., 2023).

5. DISCUSSION AND IMPLICATIONS

Hypothesis 1 is accepted based on the testing results, and it is proven that compensation and benefits do have a significant relationship with job satisfaction in the garment industry in Bangladesh. According to the study findings, the beta coefficient value is 0.483 and the p-value is less than 0.05, indicating that there was a significant positive link between salary and reward and employee work satisfaction in Bangladesh's textile sector. Employees will be more satisfied with their jobs if the business provides them with a fair salary and rewards. Compensation and incentives are significant variables in motivating employees in the workplace since they help to increase employee performance and productivity (Ong et al., 2020). Employees are pleased when their employers provide them with remuneration and perks such as a salary, bonuses, and other advantages that contribute significantly to their income and well-being security (Mohd Said et al., 2020). Employees who are recognized and rewarded for their achievements are more likely to thrive and be productive, and they are also more likely to stay with companies for a longer length of time. Toolib and Alwi (2020) also agreed that employees who are happier with their pay and perks are more likely to be productive, with less absenteeism, stress, and resignation. Employee discontent and employee exit will result if a firm fails to provide acceptable and competitive remuneration (Sija, 2021).

Based on the research findings, hypothesis 2 is accepted as there is a significant relationship between work environment and employee job satisfaction in the garments industry in Bangladesh. According to the regression results, there was a significant positive link between work environment, condition, and job satisfaction, with the beta coefficient for training being 0.254 and the p-value being 0.05. Employee turnover and the costs that go along with it can be reduced by providing a more conducive work environment and working conditions. Another non-financial factor that influences motivation and morale is the atmosphere of the workplace. Employees who are satisfied with their workplace are more likely to adhere to the company's policies and interests (Özen et al., 2021).

Additionally, hypotheses 3 indicate a significant relationship between organizational policy and employee job satisfaction in the garments industry in Bangladesh. The findings reveal that the organizational policy beta coefficient is 0.123 and the p-value is 0.032, indicating that there is a substantial positive link between organizational policy and employee job satisfaction in Bangladesh's garment sector. The arrangement of convictions, assumptions, and practices that aid and shape the exercises of all colleagues is known as organizational culture. A solid corporate culture shows great highlights that contribute to improved execution, while a useless organizational culture brings out qualities that can frustrate even the best firms (Nogueira et al., 2018). Everything, from punctuality and tone to contract terms and employee benefits, is influenced by the company's culture. Workers are more likely to feel supported, respected, and at ease in the workplace if the culture matches their needs. Companies that place a high value on culture are more likely to survive challenging times and alterations in the business environment and come out on top (Ayyala et al., 2019).

6. RECOMMENDATION

After data collection and analysis, it is obvious that all three independent factors in this study affect the dependent variable, work satisfaction in the garment sector. All three contributing elements suggest a positive impact on employee job satisfaction in the garment business, with compensation having the largest influence, followed by opportunities for advancement, and flexibility of working hours having the least influence. As a result, it is critical for organizations in the Bangladesh garment industry to undertake measures to retain workers to ensure that garment industry employees stay longer in the organization, minimizing expenses and turmoil caused by employee job satisfaction. According to the results obtained in Chapter 4, pay has the strongest association, and

© 2024 Conscientia Beam. All Rights Reserved.

any increase in compensation would also impact the outcome of work satisfaction. According to (Jahya et al., 2020), providing employees with a significant amount of compensation can serve as a means to enhance their motivation to remain employed within an organization for an extended duration. Instead of delivering a one-time bonus, organizations should consider providing long-term monetary benefits by raising monthly salaries (Sethunga & Perera, 2018). Furthermore, a fair wage for employees will enhance their effort to perform better, as explained by the equity theory, which states that job satisfaction will be created when compensation is equal to the quantity of labor given. Mentoring allows employees to develop knowledge, competencies, skills, abilities, and attitudes with the guidance of a mentor; thus, taking the initiative to create a mentoring program between junior and senior employees will prepare the junior employees for new responsibilities while also opening the door to promotion. Working flexibility is largely significant at the management level in the hotel business. In contrast, at the operational level, organizations may wish to focus on the other two contributing elements: compensation and advancement opportunities.

7. CONTRIBUTION

This study examines the relationship between compensation, organizational culture, policies, and employee job satisfaction within the Bangladeshi garment sector. The findings from this research will offer valuable insights for both the clothing industry and the education sector, potentially exerting a substantial influence on Bangladesh's Gross Domestic Product (GDP).

7.1. Contribution to the Academia

Research on employee work satisfaction in Bangladesh's garment industry is currently lacking. Most significantly, this study added to the body of knowledge by examining and comprehending employee job satisfaction in combination with the elements that have a link to this study, since earlier research did not focus on these independent variables. Because it addresses the literature gap, this study contributes to the body of knowledge, and the findings offer academics vital knowledge or references for future research. Future researchers who want to conduct research on employee job satisfaction in other sectors might utilize the conceptual framework produced by this study as a reference.

7.2. Contribution to the Industry

According to this study, salary and reward, organizational policy, and work environment all have a strong association with employee job satisfaction in Bangladesh's textile sector following the epidemic. Firms in Bangladesh's garments sector must boost employee job satisfaction among their workers to compete and prosper in this dynamic and competitive market. As a result, this study proposes solutions to assist the garment industry's management level in making appropriate decisions based on the findings to boost their job happiness. The findings can help firms establish an effective strategy by giving employees more opportunities to be promoted to a higher level, more skills, and more flexible time, therefore meeting the organization's goals.

Funding: This study received no specific financial support.
Institutional Review Board Statement: The Ethical Committee of the INTI International University, Malaysia has granted approval for this study on 1 March 2022.
Transparency: The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.
Competing Interests: The authors declare that they have no competing interests.
Authors' Contributions: All authors contributed equally to the conception and design of the study. All authors have read and agreed to the published version of the manuscript.

© 2024 Conscientia Beam. All Rights Reserved.

REFERRENCES

Ahmed, A., Khuwaja, F. M., Brohi, N. A., Othman, I., & Bin, L. (2018). Organizational factors and organizational performance: A resource-based view and social exchange theory viewpoint. *International Journal of Academic Research in Business and Social Sciences*, *8*(3), 579-599. https://doi.org/10.6007/ijarbss/v8-i3/3951

Ali, M. C., Islam, K. A., Chung, S.-J., Zayed, N. M., & Islam, M. R. (2021). The correlation between job-hopping attitude and turnover behavior: A job satisfaction perspective in Bangladesh. *International Journal of Business and Management Future*, *5*(1), 14-26. https://doi.org/10.46281/ijbmf.v5i1.1075

Almaaitah, M. F., Harada, Y., Sakdan, M., & Almaaitah, A. M. (2017). Integrating Herzberg and social exchange theories to underpinned human resource practices, leadership style and employee retention in health sector. *World Journal of Business and Management*, *3*(1), 16-34. https://doi.org/10.5296/wjbm.v3i1.10880

Armstrong, M., & Brown, D. (2019). Strategic human resource management: Back to the future. *Institute for Employment Studies reports*, *1*(1), 1-36.

Ayyala, M. S., Skarupski, K., Bodurtha, J. N., González-Fernández, M., Ishii, L. E., Fivush, B., & Levine, R. B. (2019). Mentorship is not enough: Exploring sponsorship and its role in career advancement in academic medicine. *Academic Medicine*, *94*(1), 94-100. https://doi.org/10.1097/acm.0000000000002398

Barbeito-Andrés, J., Schuler-Faccini, L., & Garcez, P. P. (2018). Why is congenital Zika syndrome asymmetrically distributed among human populations? *PLoS Biology*, *16*(8), e2006592. https://doi.org/10.1371/journal.pbio.2006592

Bougie, R., & Sekaran, U. (2019). *Research methods for business: A skill building approach*. West Sussex: John Wiley & Sons.

Bowles, H. R., Thomason, B., & Bear, J. B. (2019). Reconceptualizing what and how women negotiate for career advancement. *Academy of Management Journal*, *62*(6), 1645-1671.

Bujang, M. A., Omar, E. D., & Baharum, N. A. (2018). A review on sample size determination for Cronbach's alpha test: A simple guide for researchers. *The Malaysian Journal of Medical Sciences*, *25*(6), 85-99. https://doi.org/10.21315/mjms2018.25.6.9

Carrell, W. S., Ellinger, A. D., Nimon, K. F., & Kim, S. (2022). Examining the relationships among managerial coaching, perceived organizational support, and job engagement in the US higher education context. *European Journal of Training and Development*, *46*(5/6), 563-584.

Chauhan, J. A., Parikh, S. M., Patel, J. D., & Raval, D. K. (2018). Applying fda in advance learning system using statistical package for the social sciences. *International Journal of Advanced Research in Computer Science*, *9*(1), 172-175. https://doi.org/10.26483/ijarcs.v9i1.5286

Chiemeke, K. C., Ashari, H. B., & Muktar, S. N. B. (2018). Investigating the impact of organizational policy towardsquality of work life on employee engagement in manufacturing company Nigeria. *European Journal of Economics and Business Studies*, *4*(2), 141-152. https://doi.org/10.2478/ejes-2018-0047

Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, *11*(1), 479-516. https://doi.org/10.5465/annals.2015.0099

Diamantidis, A. D., & Chatzoglou, P. (2018). Factors affecting employee performance: An empirical approach. *International Journal of Productivity and Performance Management*, *68*(1), 171-193. https://doi.org/10.1108/ijppm-01-2018-0012

Faroque, O., Ferdausy, S., & Rahman, M. S. (2020). Factors affecting the job satisfaction of the employees in the private commercial banks of Bangladesh. *Journal of Management Research*, *6*(1), 17-33.

Harden, G., Boakye, K. G., & Ryan, S. (2018). Turnover intention of technology professionals: A social exchange theory perspective. *Journal of Computer Information Systems*, *58*(4), 291-300. https://doi.org/10.1080/08874417.2016.1236356

Hossan, A., Al-Qahtani, S. D., Snari, R. M., Al-Ahmed, Z. A., Munshi, A. M., Alfi, A. A., & El-Metwaly, N. M. (2022). Novel halochromic hydrazonal chromophore immobilized into rice-straw based cellulose aerogel for vapochromic detection of ammonia. *Journal of Molecular Liquids*, *350*, 118539.

© 2024 Conscientia Beam. All Rights Reserved.

Jahya, A., Azlin, S. N. I., Othman, R., & Romaiha, N. R. (2020). Turnover intention among Gen Y: The role of training and development, compensation and organizational culture. *International Journal of Academic Research in Business and Social Sciences*, *10*(10), 765-782. https://doi.org/10.6007/ijarbss/v10-i10/7975

Jameel, M. A., Hina, H., & Ul-Haq, J. (2023). Sectoral and regional impacts of trade liberalization on the skilled-unskilled wage-gap in Pakistan. *Edelweiss Applied Science and Technology*, *7*(2), 87–103. https://doi.org/10.55214/25768484.v7i2.374

Kadir, A. A., Ismail, F., Khan, A., AlHosani, A. A. H. H., & Zaidi, N. S. I. (2019). *The relationship between ethical work climate and organizational innovation.* Paper presented at the In ACHITS 2019: Proceedings of the 1st Asian Conference on Humanities, Industry, and Technology for Society, ACHITS 2019, 30–31 July 2019, Surabaya, Indonesia.

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, *30*(3), 607-610.

Lee, X., Yang, B., & Li, W. (2017). The influence factors of job satisfaction and its relationship with turnover intention: Taking early-career employees as an example. *Anales de Psicología/Annals of Psychology*, *33*(3), 697-707.

Leong, K., Fong, P., Kuok, C., & Meng, L. (2022). Cross-sectional association and influencing factors of job satisfaction and burnout among nurses in Macao. *SAGE Open*, *12*(2), 21582440221104811. https://doi.org/10.1177/21582440221104811

Lovely, S. N., Afzal, M. K., & Alam, Z. (2019). Impact of job satisfaction and organizational commitment on job performance of private bank employees in Bangladesh. *The USV Annals of Economics and Public Administration*, *19*(2), 112-123.

Miller, H. E., & Rosse, J. G. (2002). Emotional reserve and adaptation to job dissatisfaction. *The Psychology of Work: Theoretically Based Empirical Research*, 205-231.

Mohd Said, N., Hamir, N., Fadzil, H., Abdul Hakim, F., Sulaiman, S., & Mohd Yunus, N. (2020). The effect of employees satisfaction towards loyalty in hotel industry: Compensation, rewards, job security and working environment. *ESTEEM Journal of Social Sciences and Humanities*, *4*, 75-82.

Nogueira, L. D. S., Sousa, R. M. C. D., Guedes, E. D. S., Santos, M. A. D., Turrini, R. N. T., & Cruz, D. D. A. L. M. D. (2018). Burnout and nursing work environment in public health institutions. *Brazilian Nursing Magazine*, *71*(2), 336-342. https://doi.org/10.1590/0034-7167-2016-0524

Nugraha, N. M., Puspitasari, D. M., & Amalia, S. (2020). The effect of financial ratio factors on the percentage of income increasing of automotive companies in Indonesia. *International Journal of Psychosocial Rehabilitation*, *24*(1), 2539-2545.

Ong, C. H., Chong, H. S., Tan, O. K., Goh, C. F., & Lim, L. P. (2020). Factors influencing job satisfaction among academic staffs. *International Journal of Evaluation and Research in Education*, *9*(2), 285–229.

Özen, E., Grima, S., & Hamarat, B. (2021). Teleworking and emotional experience and wellbeing: The case in the Turkish financial services industry during COVID-19. *Scientific Annals of Economics and Business.*

Özen, F. (2018). On the intermediary effect of organizational policy: The effect of perceived ethical climate on corruption behavior of teachers. *Journal of Education and Training Studies*, *6*(8), 52-65. https://doi.org/10.11114/jets.v6i8.3238

Parker, L., Prabawa-Sear, K., & Kustiningsih, W. (2018). How young people in Indonesia see themselves as environmentalists: Identity, behaviour, perceptions and responsibility. *Indonesia and the Malay World*, *46*(136), 263-282.

Pearlson, K. E. (2019). *Managing & using information systems: A strategic approach* (7th ed.). Australia and New Zealand: JW WILEY.

Rahman, A., & Syahrizal, S. (2019). *Effect of compensation and career development on turnover intention: Job satisfaction as a mediation variable.* Paper presented at the In 2nd Padang International Conference on Education, Economics, Business and Accounting (PICEEBA-2 2018), Atlantis Press.

Rahman, H., & Chowdhuri, A. (2018). Effect of employee compensation on organizational citizenship behavior (OCB): A study on private commercial banks in Bangladesh. *International Journal of Economics, Commerce and Management, VI*, *5*, 848-863.

Rahman, M. S., Akter, R., Al-Amin, M., & Ferdausy, S. (2021). Relationship between emotional intelligence of managers and job attitudes of employees: a study on the working MBA students in Chottogram City. *Business Review-A Journal of Business Administration Discipline*, *15*(1), 37-52.

© 2024 Conscientia Beam. All Rights Reserved.

Rodjam, C., Thanasrisuebwong, A., Suphuan, T., & Charoenboon, P. (2020). Effect of human resource management practices on employee performance mediating by employee job satisfaction. *Systematic Reviews in Pharmacy, 11*(3), 37-47.

Sarker, M. A. R., & Ashrafi, D. M. (2018). The relationship between internal marketing and employee job satisfaction: A study from retail shops in Bangladesh. *Journal of Business and Retail Management Research, 12*(3), 149-159.

Sawari, S. S. M., Ghazali, M. A. I., & Jumahat, T. (2020). Determinants of consumer demeanors with regard to halal food. *International Journal of Information, Business and Management, 12*(2), 179-184.

Sethunga, S., & Perera, I. (2018). *Impact of performance rewards on employee turnover in sri lankan it industry*. Paper presented at the In 2018 Moratuwa Engineering Research Conference (MERCon), IEEE.

Shahsavarani, A. M., Noohi, S., Heyrati, H., Mohammadi, M., Mohammadi, A., & Sattari, K. (2016). Anger management and control in social and behavioral sciences: A systematic review of literature on biopyschosocial model. *International Journal of Medical Reviews, 3*(1), 355-364.

Shamsudin, M. F., Ali, A. M., Ab Wahid, R., & Saidun, Z. (2019). Factors influence undergraduate students'decision making to enroll and social media application as an external factor. *Humanities & Social Sciences Reviews, 7*(1), 126-136.

Sickles, R. C., & Zelenyuk, V. (2019). *Measurement of productivity and efficiency*. New York: Cambridge University Press.

Sija, A. (2021). The influence of job satisfaction and its effect on employee turnover intention in financial service industry of Malaysia. *European Journal of Economic and Financial Research, 5*(1), 31-47.

Toolib, S. N., & Alwi, M. N. R. (2020). Job satisfaction, job demand, workaholism and supervisor support on presenteeism: A pilot study using structural equation modeling approach. *Global Business and Management Research, 12*(4), 732-745.

Wan, W. H., Antonucci, T. C., Birditt, K. S., & Smith, J. (2018). Work-hour trajectories and depressive symptoms among midlife and older married couples. *Work, Aging and Retirement, 4*(1), 108-122. https://doi.org/10.1093/workar/wax028

Zeb, A., Goh, G. G. G., Javaid, M., Khan, M. N., Khan, A. U., & Gul, S. (2023). The interplay between supervisor support and job performance: Implications of social exchange and social learning theories. *Journal of Applied Research in Higher Education, 15*(2), 429-448. https://doi.org/10.1108/jarhe-04-2021-0143

Zhuang, M.-E., & Pan, W.-T. (2022). Data modelling in human resource management: Influencing factors of employees' job satisfaction. *Mathematical Problems in Engineering, 2022*, 1-14. https://doi.org/10.1155/2022/3588822

Views and opinions expressed in this article are the views and opinions of the author(s), International Journal of Management and Sustainability shall not be responsible or answerable for any loss, damage or liability etc. caused in relation to/arising out of the use of the content.

© 2024 Conscientia Beam. All Rights Reserved.