Public Opinion towards the Worker Dissatisfaction in Ready-Made Garment (RMG) Industry of Bangladesh

By Md. Motiar Rahman & Md. Amimul Ehasan

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Abstract: The ready-made garment industry is the potential economic sector in Bangladesh. Bangladeshi RMG has been flourished because of cheap and available workers. Cheap worker is helpful to minimize production cost that has increased customer’s attention. And so Bangladeshi RMR has captured the world market. But today the RMG sector is facing problems due to worker dissatisfaction. The workers are deprived of minimum facilities. That is why; they often become agitate that damages the image of RMG to abroad. The public opinion presents that if this situation is going on for a long time, Bangladesh will lose a valuable sector. To find out the real causes of worker dissatisfaction as well as public opinion, data has been collected through questionnaire and interview. Two sources are used for collecting data. The researchers used workers, owners, staffs and labor leaders as primary sources and different articles, newspaper and BGMEA website as secondary sources. The purpose of the study is to know the public notion about worker dissatisfaction. The researchers have represented the opinions of the respondents towards the worker’s dissatisfaction as well as it’s impact on RMG. The researchers have addressed the position of RMG in global market as well as the remarks of the global customers towards worker dissatisfaction. If the workers are given minimum facilities regularly and the labor union plays a decent role to build up a good relation between RMG manufacturers and workers, the unexpected problem like worker dissatisfaction will be removed and it will definitely lead the future economy.

Keywords: ready-made garment industry, workers dissatisfaction, manufacturers, bangladesh, foreign earnings, wage.

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1. Introduction

The ready made garment industry acts as the backbone of Bangladeshi economy and as a catalyst for the development of the country. Bangladesh takes pride in the sector that has been earning billions of dollars as export earnings and creating jobs for millions of people in the country for last few decades. The "Made in Bangladesh" tag has also bought glory for Bangladesh, making it a prestigious brand across the globe. Bangladesh, which was once termed by cynics a “bottomless basket”, has now become a “basketful of wonders.” The country with its limited resources has been maintaining 7.24% annual average GDP growth rate and has brought about remarkable social and human development [24].

Bangladesh has achieved the middle-income country status by 2021[26]. Bangladesh firmly believes that the dream will come true within the stipulated time and the RMG industry will certainly play a crucial role in materializing the dream. The first garment industry, established in 1974 in Dhaka, could not establish itself in the export-oriented business. But in 1976, the National economy listed garment industries as foreign money earner industries. In 1978, the first well-planned “Desh Garments” was established in Chittagong. It has emerged as fast growing industry in 1980. In 1983, there were 50 industries in private sector. From then till the gulf war and lastly till September 11, 2000, the industries need not look back even currently in the period of global recession. Now the total amount of RMG industry is about 5 thousand 200. Bangladesh usually earns about 25641026 US dollar. RMG sector earns almost 65%-76% of the total foreign earnings of Bangladesh national economy. Bangladesh being a developing country has very few sectors to earn foreign currency; however, Bangladesh has meanwhile achieved name and fame in the Ready Made Garments (RMG) sector. During 2009-10, the RMG sector has earned 4329 million US dollars. During two decades the RMG sector has developed on its export sector. About 5 million laborers are directly involved in the RMG sector and 85% of them are women. Bangladesh’s industrial sector has got a new life for the RMG sector. The bank port, transport, textile packaging, backward linkage industries, buying house, clearing and forwarding agency all depend on the RMG sector. But the emerging industry has meanwhile faced some crises like labor unrest [25]. It continues to grow at a steady pace, sometimes even when rowing against the tide.

Worker dissatisfaction has been a common phenomenon in the RMG industry of Bangladesh. Workers are being embroiled in clashes frequently; they call strikes often to make their demand home. It causes enormous loss to the owners, cripples the economy and tarnishes the image of the country abroad. It also makes foreign buyers reluctant to render future orders. In July 2009, due to worker dissatisfaction, Hamim Group, a leading garment manufacturing factory incurred a loss of around US 1282051 dollars and two workers died with...
resultant loss of 2000 jobs. (Kamrul Hasan, Ashraful Islam, Md. Arifuzzaman, 2015). The reason behind the worker dissatisfaction is the absence of legal and institutional arrangements to ensure worker rights in the RMG sector (Ferdous R., 2012). Rumor, fear of job loss, jhoot business, case with police stations, fear of shutdown of factories, arrears, checking at entrance and identity cards, pay hike and discrimination in grades, bad relation with workers and mid-level management, provocation by locally influential people and international conspirators and some NGOs, fear of police and role of industrial police, sudden order cut by international buyers, accommodation and higher house rent, lack of motivational training program, inflation etc. are also the reasons for worker dissatisfaction in ready-made garment industry of Bangladesh (Mridha R.U., 2012).

The garment manufacturers are dependent on workers. But the workers are deprived of minimum facilities. They are paid minimum amount as salary. They live a sub-standard life in city slums. Often they are not paid salary, overtime bills and bonuses in time. There is no job contract; they are not given recruitment letter, any time they will be dismissed by the owners for silly reason. The workers are mistreated by owners or mid-level officers. They work long hours in congested environment without rest. They are not given nutritious food, medicine at working time. They have no rights of legitimate protest against ruthless exploitations (Kamrul Hasan, Ashraful Islam, Md. Arifuzzaman, 2015). They can not take part to make decision. So, though there are available cheap workers in Bangladesh, the owners of garment factories can not utilize the large resource due to job dissatisfaction.

The rest of the article the researchers have addressed the contribution and background of RMG, a brief about BGMEA, history of dissatisfaction, causes of worker’s dissatisfaction in Bangladeshi RMG sector, global opinion towards worker dissatisfaction and some recommendations.

II. Background of the Research

Worker dissatisfaction is the common issue in Bangladeshi RMG sector. An important cause of worker dissatisfaction is communication gap between owners and workers. Low wages and not pay in time lead the worker to dissatisfaction. The workers demand minimum wage to be fixed 63 US dollars while the owners fixed it 39 US dollars. The workers should be included in regular meetings inside the factory as well as decision making process at national level. They are also to be included in various committees with the factory owners and managers. Public-private cooperation in addressing labor unrest in the RMG sector of Bangladesh can be a viable and effective measure. However, level of mutual trust, communication and cooperation between workers and management of a garment factory as well as public and private sector should be uplifted (Kamrul Hasan, Ashraful Islam, Md. Arifuzzaman, 2015).

The manufactures can introduce modern HR and Industrial Relation (IR) activities and get many benefits. The Bangladeshi RMG manufacturers should establish Human Resource Management unit in the factory. The government needs to pay much more attention to monitoring compliance. A modified Code and an effective Compliance Monitoring Cell (CMC) are also required (Ferdous Ahamed, 2014).

The workers have to work from dawn to dusk but they are paid low amount. The labor unrest factors are also independently and significantly related to the overall dissatisfaction of the ready-made garment in Bangladesh. The factors which are responsible for labor unrest in RMG sector are minimum facility and safety, sub-standard living conditions, deferred benefits, international conspiracy and coercive role of law enforcing agency, pressure from worker and hooligan, illiterate, political instability, too much workload, no promotion opportunity etc. If these factors can be changed, there will be significantly impact on the overall dissatisfaction of workers. The factors might be identified as the main reasons for the labor unrest in RMG sector of Bangladesh. If the manufacturers take steps for the factors, the situation might be changed and improved (Shaheen Ahmed, Mohammad Zahir Raihan & Nazrul Islam, 2013).

Standard working conditions, better wages, minimum working hours, incentives and respect for equality can change into better and more satisfied workers and lower turnover of staff. In RMG sector the workers are deprived of the rights and benefits in existence law. There are no appointment letter, job security, provident fund and gratuity. Most garment factories do not practice HR or IR issues and no well defined HR or personnel unit. In RMG sector the workers are controlled by the supervisors who work on behalf of the factory owner and they have no training in leadership, human resource policies, law and legislation and health and safety policies (Ahamed F, 2011).

In the RMG sector, workers never receive their payment regularly and late payment is common. Payments are delayed routinely by two or three months or more, sometimes held back deliberately to ensure that workers do not leave, or because employers themselves face delay in payment from buyers (Priyo, 2010).

The workers work in a congested environment that causes occupational hazards such as musculoskeletal disorders and contagious disease. The workers have to face different difficulties such as injuries, fatalities, disablement from fire and building collapses even death. The workers become dissatisfies due to proper monitoring system and inefficient building code, poor enforcement, outdated labor laws, lack of
IV. BACKGROUND OF RMG SECTOR

After the independence in 1971, Bangladesh was one of the poorest countries in the world. No major industries were developed in Bangladesh, when it was known as East Pakistan due to discriminatory attitude and policies of the government of West Pakistan. So, rebuilding the war-ravaged country with limited resources appeared to be the biggest challenge. The industry that has been making crucial contribution to rebuilding the country its economy is none other than the ready-made garments (RMG) industry which is now the single biggest export earner for Bangladesh. The sector accounts for 81% of total export earnings of the country. When the lone export earner-the jute industry- started losing its golden days, it is the RMG sector that replaced it, and then, to overtake it. The garments industry of Bangladesh started its journey in the 1980s and has come to the present position. The late Nurul Quader Khan was the pioneer of the ready-made garment industry in Bangladesh. He had a vision of how to transform the country. In 1978, he sent 130 trainees to South Korea where they learned how to produce ready-made garments. With those trainees, he set up the first factory- Desh Garments-to produce garments for export. At the same time, the late Akter Mohammad Musas of Bond Garments, Mohammad Reazuddin of Reaz Garments, Mohammad Humayun of Paris Garments, Engineer Mohammad Fazlul Azim of Azim Group, Major (Retd) Abdu Mannan of Sunman Group, M. Shamsur Rahman of Stylcraft Limited, the first President of BGMEA, AM Subid Ali of Aristocrat Limited also came forward and established some of the first garment factories in Bangladesh. Following their footsteps, other prudent and hard-working entrepreneurs started RMG factories in the country. Since then, Bangladeshi garment industry did not need to look behind, despite many difficulties faced by the sector over the past few years; it has carved a niche in the world market and kept continuing to show robust performance [25].

V. HISTORY OF WORKER’S DISSATISFACTION

The industrial revolution changed the socio-economic condition in eighteenth century. But at that time the sorrow of the workers knew no bound. In nineteen century, the workers demanded the 8-hour work a day. It was very common to work from 10 to 16 hours. In 1880 the workers agitated for 8-hour weekday without cutting in pay. And they declared the 8-hour workday without the consent of the employer. The workers carried on their agitation for the 8-hour workday. In 1884, a group of workers agitated against their various demand including the 8-hour workday. The workers went out on strike to gain the demand. More and more workers continued to walk off the jobs. On May 3, 1886 violence broke out at the McCormick Reaper Works between police and strikers. On 4th May, 1886, a riot broken out between police and worker in Hage market area of Chicago city and eight workers were killed by police shoot. [33]

VI. WORKER DISSATISFACTION IN RMG SECTORS

Bangladesh is earning 78% of its export earnings from the RMG sector. From the last part of 2014 to till today there has been labor unrest consecutively in this sector. Almost 4.2 million workers are working in this sector. Sometimes the workers came out in the streets of Dhaka city and damaged vehicles and set fire on the garments factories. It is happening so violently that many of the roads of the city had to be kept close for quite a few hours [25].

VII. RATIONALITY OF THE STUDY

The ready-made garments, for the last two decades have been the lifeline of Bangladesh’s economy (Uddin, M.S. and Jahed M.A., 2007). At the last count, the sector accounted for nearly 80% of the export earnings that drives the economy further forward and it also provides jobs for hundreds of thousand semi-skilled workers, mostly, who in turn provide livelihood for millions (Uddin, M.S. and Jahed M.A., 2007). But it is a matter of regret that this sector is going to be threatened due to worker dissatisfaction that may impact on economic growth of Bangladesh. It is the important time to find out the causes of workers dissatisfaction. The manufacturers and workers should have good relation. The demand of the workers should be negotiated by the workers and manufacturers. But there are labor leaders among owners and workers as agents who do not reduce the gap between workers and owners. The labor union refrains from their real responsibilities. The labor leaders make causes of antagonism between workers and manufacturers. But it is the responsibility of the manufacturers to identify the real causes of workers dissatisfaction and reduce it by meeting workers’ need.
so that valuable economic sector of Bangladesh can sustain for a long time.

VIII. Data Collection Process

Face to face conversation with owners, workers, foreign and local buyers, labor leaders, and staff.

a) Sources of Data
1. Primary source
   - Interview of owners, workers, foreign and local buyers, labor leaders, and staff, university teacher, politician and member of civil society.
2. Secondary source
   - Different books and articles.
   - Evidence from newspaper.
   - BGMEA website.

b) Data collection instrument
   A. Questionnaire
      Data had been collected by questioning owners, workers, foreign and local buyers, labor leaders, staff, university teacher, politician and member of civil society.
   B. Checklist
      Checklist was used at the time of preparing dissertation.

c) Variables Covered
   i. Active labor union of the company.
   ii. Perception of stakeholders about the necessity of labor union to minimize the risk of worker dissatisfaction.

d) Analytical tools used
   b. Diagram: Pie chart.
   c. Opinions of public are expressed in term of percentage of the total number of respondents.

e) Sample size and structure
   The survey is conducted on only five factories for short time. These factories were chosen at a random and it was the intention of the researchers to face the real experience of worker dissatisfaction. Fifteen respondents were interviewed from each factory and the respondents were owners, workers, and staff, top and mid-level managers. Since workers are the major portion of total number of people engaged in RMG sector, the researchers choose workers as major portion of respondents.
   1. Total 100 sample from five factories
   2. 15 sample from each factories.

IX. Limitations

i. Time constrain.
ii. Huge procedure to enter into factory.
iii. The workers are reluctant to talk.
iv. The manufacturers are reluctant to disclose internal information.
v. The workers are not aware of labor law, job environment, job contract, and their rights.

X. Causes of Worker Dissatisfaction in RMG Sector

a) Rise of monthly pay
   It is decided to increase monthly minimum wages 20 to 64 dollars. About 145 garments manufacturers have not implemented the 25 dollar minimum wage while 262 factories do not pay regular salaries. Institute of Food and Nutrition department of Dhaka University estimated that a worker needs 3200 calories per day for 8 hours working day which costs Tk.64.50 daily. That means a worker needsTk.1935 per month for calorie. As the wage is poor he/she cannot meet daily necessary. A table of sector-wise minimum wage of workers in Bangladesh is given below.

Table 5: Sector-wise minimum wages of workers in Bangladesh

<table>
<thead>
<tr>
<th>Sector</th>
<th>Minimum wage in Tk.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oil-milk</td>
<td>7420</td>
</tr>
<tr>
<td>Re-rolling</td>
<td>6100</td>
</tr>
<tr>
<td>Foundry</td>
<td>5100</td>
</tr>
<tr>
<td>Ship breaking</td>
<td>4645</td>
</tr>
<tr>
<td>Pharmaceutical</td>
<td>3645</td>
</tr>
<tr>
<td>Soap and cosmetic</td>
<td>3300</td>
</tr>
<tr>
<td>RMG</td>
<td>3000</td>
</tr>
<tr>
<td>Shrimp processing unit</td>
<td>2645</td>
</tr>
<tr>
<td>Tailoring shop</td>
<td>235</td>
</tr>
</tbody>
</table>

Source: BGMEA (Bangladesh Garments Manufactures and Exporters Association)

b) They cannot live with their present salary
   According to Dhaka University, the wage should be raised as per the market commodity price. If a family consists of five members they need calorie of Tk.9675 per month. Besides it he spent for utilities, house rent, transportation cost, medicine and outfits. So the total amount will be Tk. 16210 for a month. Dhaka University also thinks each worker earn Tk.7120. According to Bangladesh Institute of Labor Studies (BILS) the minimum wage of a single worker should be Tk.5277 and a family consists of five members need Tk. 10565 to lead a standard life. A comparison of average hourly wage in the RMG industry of different countries is given below.
Table 6: Inter-country comparative average hourly wage in the RMG industry

<table>
<thead>
<tr>
<th>Country</th>
<th>Wages/hours (US $)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>25.00</td>
</tr>
<tr>
<td>USA</td>
<td>16.00</td>
</tr>
<tr>
<td>China</td>
<td>0.5</td>
</tr>
<tr>
<td>Sri Lanka</td>
<td>0.45</td>
</tr>
<tr>
<td>Pakistan</td>
<td>0.41</td>
</tr>
<tr>
<td>Indonesia</td>
<td>0.40</td>
</tr>
<tr>
<td>India</td>
<td>0.35</td>
</tr>
<tr>
<td>Cambodia</td>
<td>0.32</td>
</tr>
<tr>
<td>Nepal</td>
<td>0.30</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>0.15</td>
</tr>
</tbody>
</table>

Source: BGMEA (Bangladesh Garments Manufacturers and Exporters Association)

c) Leave and holiday as per the international worker organization (ILO)

All Bangladeshi workers are entitled to 21 days of paid casual leave and paid public holiday each year. In Cyprus, 20 working days of leave for workers on a five-day week and 24 working days of leave for workers on a six-day week over a period of one year’s employment. Every worker is entitled to 14 public holidays. In Colombia, workers are entitled to 15 consecutive working days of paid annual leave and every worker is also entitled to 18 paid public holidays. Cambodian workers are entitled to paid annual leave of 15 days and 27 paid public holidays. In Brazil, workers are entitled to 30 days of paid casual leave and paid public holiday each year. In Belgium, workers are entitled to 30 days of paid casual leave and paid public holiday each year. In Algeria, workers are entitled to 33 days of paid casual leave and paid public holiday each year. A survey by Bangladesh Institute of Labor Studies (2010) on ready-made garments and construction industries showed that factories do not provide maternity leave only without pay. The survey exposed that female workers a survey by Bangladesh Institute of worker Studies (2010) on ready-made garments and construction industries showed that factories do not provide maternity leave for four months and most establishments give maternity leave only without pay. The survey exposed that female workers many times do not want to bear child because of fear of losing their job as majority end up being fired by their employers when they become pregnant, or sent on leave without pay (BILS, 2010). While the public sector workers are privileged, where most recently the maternity leave period has been extended to 6 months or 24 weeks, the situation is much worse in the largest manufacturing sector of the country, the garments sector which is the largest employer of women. [33]

d) Working environment and health facilities should be developed

The factories floor is dumpy and dirty and the workers are not given hygienic food as snacks. Building collapse down, fire is the threat of life. The workers have to work 8 hours in a single day and then overtime for extra earning. This hard working can tell upon health.

e) Physical or sexual harassment by the owners or beneficiaries

The observation made by the gender expert, who presented the keynote paper at a program held at the BGMEA conference room on December 3, 2014 that sexual violence-free environment is still elusive in the apparel sector aimed factory compliance focusing more on occupational health and hazards is indeed important. ‘The expert also referred to the baseline survey-2011 of the International Labor Organization, which found 84.7 per cent of women garment workers and 100 per cent of day workers facing harassment in their workplaces’. In 2011, a survey jointly conducted by the Bangladesh Garment Manufacturers and Exporters Association (BGMEA), the Labor ministry, the United Nations Populated Fund found out that the incidents of sexual harassment even rape of women in different parts of Bangladesh was occurred continue due to in the absence of adequate enforcement of relevant laws and rules. The RMG sector is not free from this situation. The survey also found out that when any sexual harassment or rape incident was occurred, the victims were poor or vulnerable group. About 85% of the workers in RMG are women and unexpectedly they are poor and vulnerable. In 1976, Dhaka Metropolitan Police Ordinance first addressed public sexual harassment directly under the name of ‘eve teasing’ and it provides imprisonment for a term which may extend to one year or a fine up to TK 2000 or both. In section 10(2), the law defined sexual harassment as "if a man with a view to fulfilling his sexual desire outrages a woman’s modesty or makes erotic gesture such as act of the man will amount to sexual harassment" This law provides imprisonment for 2 to 7 years and an indefinite amount of fine. But it is not implemented in RMG sector for women harassment [26].

f) Regular salary for the workers

Though the salary is not satisfactory, it is not paid in time. The owners of factory do not pay the salary before Eid or Puja (worship) even not regularly in every month. A survey conducted on few workers of five factories. The workers live in slum and they do not pay house rent and cannot buy their daily necessary because the salary is not paid regularly.

g) Rumor

Sometimes there is some rumor that any worker will be dismissed or the salary payment will be delay or some workers are beaten by the authority or financial benefit such as bonus, increment etc will not given properly. These types of rumor increase dissatisfaction and the workers involve into vandal activities.
h) **Unlawful Activities**

The workers are not paid standard salary. They work eight hours in a single day and then overtime. After the hard work they live from hand to mouth. There is no job security in RMG sector. There is no democratic management system in RMG sector.

i) **Deprived of rights**

The workers are not aware of their rights. The factory owners take the opportunity of illiteracy. The workers do not know the standard scale, daily working hour, job environment and labor laws. The workers cannot form labor union and cannot join at labor union. That is why the workers are deprived from their legal rights.

j) **Poor compensation system**

The workers are dissatisfied at compensation system. In RMG sector, the workers are under paid and ill-treated. There is no proper sick leave facility in maximum factory (on basis of five factories survey). There is no payment system and treatment facility for injured workers. There is limited maternity leave for the women workers.

k) **Lack of day care facility for women workers**

In Bangladesh, women workers do not have access to day care facilities for their baby. In Bangladesh, 80% of 4 million workers in the RMG industry are women. Although the 1965 factory Act states that companies employing 50 or more women must provide day care facilities, in practice such facilities are often not available.

l) **Working hour and environment is not satisfactory**

On the basis of survey of five factories, it is found that the working place is dirty and dumpy. The working hour is excess. Being stayed at the unhygienic environment and working eight hours every day the workers lose the productivity and are suffering from various diseases. A study carried out in 2003 by a Bangladeshi institute on over 800 textile workers discovered that 42% of women workers and 24% of the male workers are suffering from some chronic diseases such as gastro-intestinal infections, urinary complaints, blood pressure and anemia etc. 45% of the women and 36% of men who were interviewed said they felt weak.

m) **Not implementing of minimum wage**

According to a Government inspection study in January 2008, There are about 52000 garment industries in Bangladesh but at least 145 factories have not implement the 25 dollar minimum wage while 262 factories do not pay regular salaries.

n) **Lack of job security**

Job stability is the decent principle. Job stability increases motivation and responsibility. At the RMG sector the workers are terminated for tiny reason. Sometimes the workers are terminated brutally and if the workers protest they are threatened by different types of harassment such as arrest, even physical assault by the hired hooligan.

o) **Building collapse, fire accident**

The structure of some RMG industry is not satisfactory. The fear of death or fatal injury peeps into the mind of workers due to building collapse or fire accident as like as Rana Plaza, Tazreen Fashion, and Standard Fashion.

p) **Not implementing worker development law**

The Industrial Revolution began in Great Britain at eighteen century. That time working environment was worst. Labor law was inherited in British, India and Pakistan period. The first labor law was developed in this sub-continent 'Worker’s Compensation Act 1923'. The worker got the rights under 'Trade Union Act 1926'. ‘Trade Union Act and Industrial Dispute Settlement Act’ were developed in Pakistan period and these two were merged into Industrial Relation Ordinance, 1969. Factory Act, Shops and Establishment Act, Employment of Labor Act were developed in 1965. In 1992 'National Labor Law Commission' was formed. But it’s a matter of regret that all laws are trapped by the industrialists.

q) **Mistreatment of the workers**

Bangladeshi garment industry depends on hard working of labor force. Here workers can be hired at cheap rate. But the workers are mistreated by the owners, managers, officers. The salary, bonus, overtime bills is not paid in time. The workers are recruited without recruitment letter. There is no job contract. They work long time in congested environment without rest, nutritious food, and medicine.

r) **Absence of trade union**

Trade union is the labor organization which establishes workers rights. Trade union bargains with the employers and negotiates work contract. Trade union negotiates for salary, working rules, compliant procedures, promotion, benefits of workplace safety, working hour and condition etc. But activity of trade union is not active out and out.

s) **Conspiracy**

Bangladeshi RMG is not conspiracy free. When Bangladeshi RGM takes top place at the world market then the foreign competitors are engaged into conspiracy. The foreign companies increase the price of raw materials and Bangladeshi RMG industries dependent on foreign raw materials. Sometimes the workers involve into conspiracy by internal and external competitors.

**t) Unruly nature of workers**

There some workers who are vulgar by born. Though salary, bonus, promotion, and job environment everything is satisfactory, they are unruly in nature.
u) Lack of sincerity and honesty towards job

There some arrogant workers in every factory who are given all facilities but they are not dutiful that is why they will make botheration in the factory. The insincere and dishonest workers are threat for the organization.

v) Discrimination among male and female workers

Sexual harassment is the fear for female workers in job sector. In RMG sector, the male workers are given more priority than female workers in every sector that is the cause of female workers’ dissatisfaction.

XI. Public Opinion

The researchers surveyed to university teachers, civil society, and workers, local and foreign buyers. Their opinions are discussed here. The public think that the workers will be dissatisfied with work load, job environment, nepotism, unlimited unfairness, insufficient reward, stress and frustration. Job dissatisfaction leads low confidence, low productivity, high employee turnover cost. The university teachers think that the readymade garment plays an important role for economy. About 4.4 million workers employed in RMG sector and 80% of them are women. The RMG sector earns 21.5 billion US dollar each year for the last two decades which is 79% of the total foreign earnings of Bangladesh. The last three decades the Bangladeshi RMG achieved phenomenal growth which influenced the government and entrepreneurs as a result 5200 RMG factories lead the world market and ensure $22 billion each year. They also think that reasons of Bangladeshi RMG flourishing are available cheap workers. The development of Bangladeshi RMG mostly depends on hard work of labor force. The Bangladeshi government and entrepreneurs are concern for RMG sector development but for whom the RMG leads the economic development they are being deprived. That is why the workers are dissatisfied. It is notion of the intellectuals if the workers dissatisfaction can be controlled, Bangladeshi RMG will lead the world market for a long time.

XII. Opinion of World Market

The global market is anxious for workers dissatisfaction in Bangladesh. In December 2012, the fire in Tazreen Fashions, a garment factory killed 112 innocent skilled workers and Rana Plaza building collapse down increased the level of worker dissatisfaction which influenced huge negative impact on Bangladeshi RMG. As a result, Walt Disney Corporation, the world’s largest licensor withdrew from Bangladesh in March 2013. Along with Walt Disney Co., Wal-Mart and Levi Strauss & Co. became averse to Bangladeshi RMG. Target Corporation & Nike Inc. also reduced the number of factories they would use in Bangladesh. It had caused losses of up to $25.7 million daily and a 40% drop in foreign orders. Bangladesh faced a large threat which could affect the economy. That is why, Britain’s Primark, Canada’s Loblaw, Walt Disney Co., Wal-Mart and Levi Strauss & Co. advocated to sign the Bangladesh Fire and Building Safety Agreements, and to ensure workers safety and rights. They suggested for inspection building independently, training in worker’s rights and reviewing safety standards for factories regularly to save the probable economic sector of Bangladesh.

XIII. Data Analysis and Findings

Figure 1: Poor Salary

Here 66% of the respondents’ response that the salary which is paid at RMG sector is not sufficient to subsist. According to the survey, a family needs 205 US dollars per month to lead life. But this amount is not paid. The workers live a sub-standard life in city slums. Often they are not paid salary, overtime bills and bonus in time. The respondents think the workers cannot meet their daily necessaries. They share an egg between two persons. They are deprived of nutritious food. But they work hard for a long time that tells upon their health.

Figure 2: Leave and holiday facility

48% respondents agree that the leave and holiday facilities is not satisfactory. All Bangladeshi workers are entitled to 21 days of paid casual leave and paid public holiday each year and three months maternal leave but it is not maintained properly. On the basis of survey of five factories, after maternal leave the women workers have to loss the job. They have to be recruited newly.
50% think that there is no friendly job environment at RMG sector for the workers. The workers are recruited without recruitment letter. They have to work long time but not paid in time. The workers are mistreated by owners or mid-level officers. If the workers protest they will be dismissed, threatened, physically assault even sue against them.

42% of the respondents think that sometimes there is rumor at RMG sector that the workers are terminated, arrested or beaten and these types of rumor instigate the workers to involve into vandal activities which damage the image.

38% of the respondents agree that all factories have some careless workers who are unruly in nature. They do not play proper role for job and if managers create pressure on them for better output, they will complain they are tortured. If these types of workers get chance, they may harm the organization.

The labor leaders are not responsible to their duty. They are convinced by high amount. Their duty is to bargain with the employers and negotiate for contract and salary. They can contract for working rules, compliant procedures, offer for promotion and ensure safety at workplace etc. But they do not play its role properly.

42% respondents agree that the workers are mistreated by the managers and mid-level officers. The workers are hired at cheap rate. The salary, bonus, overtime bills is not paid in time. The workers are recruited without recruitment letter. There is no job contract. They work long time in congested environment without rest, nutritious food, and medicine.

There are a lot of laws in Bangladesh labor law but 48% respondents agree that it is not implemented properly for workers development. There is specific scale of salary, leave and holiday contract, bonus, increment and promotion rules in labor law but 145 factories do not apply it.
Workers are not competitors they are boosters; the industrialists should think in such way.

- **Change attitude:** The industrialists should change their attitude towards making happy the foreign buyers by anything else but the satisfaction of the workers. From now onwards the entrepreneurs should try to make the buyers happy through the satisfaction of worker, not by anything else.
- **Skilled workers should be built up and the payments must be increased as the market price is too high.**
- **Discrimination is to be annihilated:** Only male workers play vital role for RMG development that is not true. Male and female both are equal for development. So no one should be discriminated.
- **The manufacturers should be careful so that any workers cannot be biased to involve into conspiracy.**
- **The manufacturers should develop good relationship among workers, top and mid-level managers.**

**XV. Conclusion**

Not only the government intervention but also owners-workers joint venture could face the challenge of competitive free market economy and it’s fast growing impact. Time has come to renovate reorganize the whole garments sector. The entrepreneurs must look for competitive and effective market in future, otherwise they will be in serious trouble. The garment manufactures have to face a lot of problems to fight in international market. The strength of Bangladeshi manufacturers is cheap and available workers. So the manufacturers should use this resource properly. They should meet the workers’ demand otherwise it may be the causes of worker’s dissatisfaction. Worker dissatisfaction declines job attraction, motivation and productivity. RMG sector has opened new window of economic development. In order to survive in the world market, Bangladesh should concentrate on preparation for global competition. By saving from all problems remaining the sector, this promising sector of Bangladeshi national economy will be succeed to get the world market and will lead to property. It is the responsibility of the government to protect the interest of this industry which has given the economy strong footing, created jobs for millions of people, especially for women, lifted them from the abyss of chronic poverty and given them a dignified life. The manufacturers know...
all causes of worker dissatisfaction, now what they need to do is deal with all causes of dissatisfaction facing the garment industry, paving the way for its further development.

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