



## Relationship between Workers and Owners in the Readymade Garment sector in Bangladesh

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### Abstract

*Readymade garment sector is one of the most challenging research fields of the world and rapidly growing sector of Bangladesh. Bangladesh becomes the highest supplier of garment products to USA and European market. Now Bangladesh is the first choice of many international brands because of comparatively lower wage of workers than India, Indonesia, Philippine and Cambodia. It is true that garment sector is creating employment, but at the same time it endangers lives of workers. Looking into recent Spectram, Rana plaza, Tazreen or Aswad Spinning accident we see thousands of workers die because of poor safety and deprivation from legal rights. Discontent between workers and owners is increasing. Workers take the path of violence to demonstrate their demand. Labor rights organizations and BGMEA confront each other. In this disastrous environment, many international brands cancel their order. BGMEA and government have taken few steps to eliminate discontent of workers but their efforts are criticized by union leaders as those steps would serve the interests of owners rather than workers. Actually to ensure smooth growth of RMG sector, good relationship between workers and owners is mandatory. This research focuses on explaining existing situation in garments factories and identifying major challenges with possible recommendations. This research is conducted on 82 samples living in Mirpur and Savar. Samples are chosen in a purposive way. Qualitative and quantitative data collection techniques both are undertaken to do this research. Researcher does a sample survey with a semi structured interview schedule and case study analysis. Following both qualitative and quantitative data collection ensures maximum objectivity and subjectivity of research. Moreover Marx's theory of surplus value, Management and work adjustment theory, six behavior and work environment types theory by Holland helps this researcher to understand gap of relationship between workers and owners. This research paper provides demographic characteristics of workers. Besides it illustrates existing situation in training duration, payment during temporary employment, working hour, payment time, weekly holiday, bonus, absence fee, salary system, promotion, sex segregation, possibility to leave present factory and causes, right of unionization of workers in garments sector of Bangladesh. Furthermore it identifies major challenges and some future recommendation collected from workers. This research is conducted in the year 2013(Jun-October).*

**Keywords:** Readymade garment, Workers, Owners, Future recommendation, Distribution, Survey.

### Introduction

Bangladeshi garments are gradually attractive visible in the markets of the developed countries. It was found that Bangladesh was the 9<sup>th</sup> supplier in 1989 to the USA market (market share of 3%). Now Bangladesh is the 1<sup>st</sup> supplier, supplying garments to the USA, European community market, and Canada by reported BGMEA Bulletin June 12, 2013. At present there are 3000 garment factories in Bangladesh where approximately 2200000 people are working. In terms of employment, the garment industry is the largest employing sector in 2010 by report The Daily observer, 12 January, 2011. The growth of export oriented industries in Bangladesh has been created jobs opportunities of industry for women. This was possible due to demand of labor market with high flexibility and easily prepared for world market. This availability of labor

makes owners reluctant to ensure legal rights and security issues of workers. Unfortunately there are many people about 1129 was died when Rana Plaza building collapse, as a result it was strongly required national labor law to well protect of workers. In certainty those amendments hardly improve safeguards for impoverished garment sector workers. Human labor rights activists described how a number of amendments will ultimately benefit business interests, rather than the employees planned to serve. "The greed for profit has pushed Bangladesh's garment industry into its present disastrous condition." legal counselor at The Solidarity Center, a global labor rights groupsaid byRashid<sup>1</sup>. In an effort to eliminating gap of relationship between workers and owners in the readymade garment sector in Bangladesh, this research will figure out existing situation, major challenges and possible recommendations of relationship between workers and owners.

Garment Workers in Bangladesh explained garment factories help not only as earners of foreign exchange, but also women workers are working in the early morning hours until after the sunset in late 1980s studied by Paul-Majumder and Zohir<sup>2</sup>. Recently many researchers, are complaints on possible labor lawlessness, low wages as well as social insecurity of female workers by Majumder and Begum<sup>3</sup>. There are main door of the factory was always kept locked to protect the young workers. Moreover, only 10% of the factory were kept door open, longer floor space per worker, adapt lunch room, rest room, suitable toilet facilities, etc by studied Koshla<sup>4</sup>. In her study, the ready-made garments industry is increasing in Bangladesh since the 1970s has provided women income opportunities to work outside the home. It was found negative impact of gender inequality and sexual abuse in the industry in Bangladesh.

Women have low bargaining power and ready to work at wages much lower than the prevailing male wage rates by explain Rahman<sup>5</sup>. This study also refers some recommendations. According to Rahmansince underemployment and unemployment rate is much higher among women, a policy option is to promote labor intensive industrialization based on employment of female workers. Women are currently employed in low wage jobs. Education and skill training provide a key to the solution of this problem. Garment industries are flourishing in Bangladesh very rapidly and now it was the second foreign exchange earning sector of Bangladesh. Actually this study compares wages of garments workers with other workers whose are working in various sectors and explores major problems surrounding wages. Researcher used qualitative data collection technique and interviewed garments owners. Sampling process is purposive. Ready-made Garment Industry and showed that the largest employment sector but it provided comparatively lower wages have improving by Ahamed<sup>6</sup>, Islam<sup>7</sup>, Parvin<sup>8</sup> and Absar<sup>9</sup>.

According to BGMEA Bulletin June, 2013, it is about 82.31 per cent of the total export earnings. But these statistics are not providing the full picture of this industry. The garment sector in Bangladesh has play an important role in national economy, besides the labor by low wage and overtime work are ensure for female workers by maintain factory. Workers are mostly deprived from standard salary and right of unionization (International Trade Union Federation, 14<sup>th</sup> conference at California, May 1, 2013). Very recently at Savar, we see garment workers' frequent strike, block highway roads, picketing for standard salary is 8000tk per month, and timely payment. In last three months, garment workers of different factories at Savar called 39 day strike, demanding their rights through raising voice reported by The Daily ProthomAlo, 8<sup>th</sup> May, 2013, page-11. Bangladesh must address a number of challenges if it tries to maintain recent strong growth in garment exports report by The World Bank, June 2013, and relocate factories to buildup facilities for workers. In this condition relationship between garment workers' and owners' must be studied scientifically to identify major challenges such as

workplace safety and Training Program by studied Ahmed et al<sup>10</sup>. Ansary and Barua<sup>11</sup>, Sarker and Saadat<sup>12</sup>, Ahmed and Nathan<sup>13</sup>. Thus this study investigates relationship between garment workers and owners in Bangladesh and draw some possible recommendation to overcome it.

**Readymade garments:** Readymade garments sector of Bangladesh has been growing quickly since the late 1970s. During the year 1977/78, only one lakh taka was earned by exporting garment, besides 1980, one crore taka was earned by exporting garment between two years interval. The industry earned tk. 2000 and 2700 crore during the year in 1989/90 and 1990/91 respectively. It was estimated about 44.48 per cent of the total export earnings. In 2000/05, the industry earned taka 8000 crore, about 55.67 percent of the total export earnings. Recent data published in BGMEA website in 2012, said now garments sector earned more than 30 million dollar every year. Bangladesh is now the 1<sup>st</sup> supplier in the USA and European market in 2010. Now Bangladesh provide lowest wage in the world that attract giant companies to invest in RMG sector of Bangladesh. All these international brand now give order in Bangladesh's garments was first Choice by Lin<sup>14</sup>, Punch<sup>15</sup>, Ahmed<sup>16</sup> and Ghai<sup>17</sup>. Now there are almost 1023 garments all over the country with 8 export processing zone. But recently occurred Rana plaza tragedy, Tazreen fashions and Aswad spinning tragedy raise questions about the safety, security and rights of workers.

**Garment workers:** At present, more than 3000000 people is work in 1023 garment factories in Bangladesh reported by BKMEA news bulletin, Jan 23. Two third of all workers are women. Islam is said owners like to recruit women workers because of qualities of dexterity and docility. In Dhaka there are 545 garments factories where 950000 people work. Almost 85% garments factories are situated in Savar and Mirpur. Workers are found largely in these areas because garment workers like to live near their factory to save time and communication cost.

**Garment owners:** Those who own the garments are owner class. 769 people owned all 1023 garment factories reported by The Daily Kaler Kantha, 23 April, 2013. Garments owners have two organizations. Those are Bangladesh Garments Manufacturing Export Association, shortly BGMEA and Bangladesh Knitwear Manufacturing Export Association, BKMEA in short.

**Relationship between workers and owners:** This relationship means understanding between owners and workers. In Bangladesh this relationship is hazardous because of lack of security and deprivation from legal rights of workers. Contemporary Tazreen, Aswad and Rana plaza tragedy endangered the relationship, now every day we see violent expression of workers in response of low salary, delay in payment and poor safety and security system.

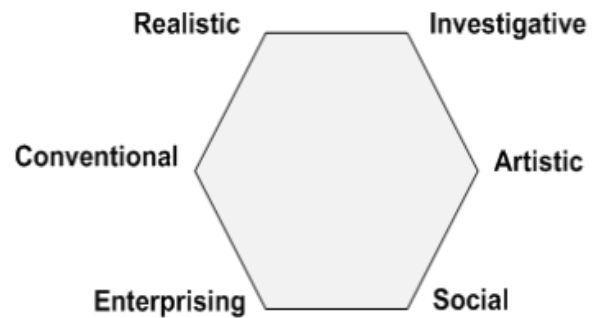
**Objectives of the study:** Garments industries are compared with wheel of hope and prosperity by some people, to some people it is a cage where owners are safe and workers die. Actually this industry makes huge foreign exchange, along with huge death of workers. This study investigates relationship and its major challenges, possibilities, in order to improve present conflicting relationship between workers and owners. This research focuses on three concrete objectives- i. To capture existing situation in the readymade garment sector. ii. To identify major challenges of workers and owners relationship. iii. To draw some possible recommendation to overcome this situation.

**Theoretical Framework: Marx's Theory of Surplus Value:** Marx's Theory are basically used human labor which provides the produced and labor adds value. In finances, labor is involve the wood, glue, raw materials etc. Labor play an important role in economic productivity and created lots of surplus value. The specific objective of the study is given below: i. The chief owns the factory should be produced in his/her factory properly. ii. Chiefs will be ingenious and inventive who control the sort of risky initiative. iii. Chiefs should be achieved higher education to maintain labor worker nicely.

**Management Theory in the Work Environment:** Management Theory is understood to have invented around the year 1900 and subject management thinking into the 1920s, which is focusing on the efficiency of the work Management theory like as the idea of a group contains between the 19th to early 20th century. There are many organization to uses these theories in daily actions for creating leading persons. The scientific management theory was developed by Frederick Taylorin play on the efficiency of worker productivity. It was logical framework analysis which consists of identifying the problem, gathering information, and also solving the problem by Henn<sup>18</sup>. On the other hand many researchers have contributed to develop the work such as psychology, scheduling and production by Islam<sup>19</sup>, repetitive tasks by Kabeer and Mahmud<sup>20</sup> conflict resolution<sup>21</sup>.

**The Theory of Work Adjustment:** The theory of work adjustment describes the relationship of the separate working place which is contact between an individual and a work environment. At present, the development of theory of work adjustment is one of the most direction of framework for a program of research sensibility. The specific objective of the theory of work adjustment is describe below: i. The work environment are involving the separate skills person which is doing his or her work safely and happily. ii. The theory of work adjustment is designated of the full satisfaction and satisfactoriness of human work place. iii. People work and work place convey the structure and style variables which is identified on the same proportions.

**Holland's Hexagon:** Holland hexagon has created the relationships of behavior styles which is closer to each other are more identical. Behavior styles are given below.



**Figure-1**  
**Holland's Hexagon**

**Six Behavior and Work Environment Types:** John L. Holland recognized 6 behavior and work environment types which is effective to creating 720 different behavior shapes. There are 6 behavior as well as work environment types are given below: i. Realistic, ii. Investigative, iii. Artistic, iv. Social, v. Enterprising, Conventional.

**Realistic:** Realistic selects the physical activities of the skillful, power, and coordination like as professions architect, farmer, and also engineer.

**Investigative:** Investigative involving the theory, information, intellectual, organizing, and sympathetic. For example professions which contain lawyer, mathematician, and professor.

**Artistic:** Artistic including the creative, original, and random events like as appearance in disorderly, committed, and sensitive. For example artist, singer, and poet.

**Social:** Social activities are contains the helping, cooperative, friendly and cordial. For example analyst, medic, and teacher.

**Enterprising:** Enterprising including the leadership, influence, vending, domineering, robust, and self-confident. For example Management, Marketing, and Sales Person.

**Conventional:** Conventional including rule-regulated, orderly, efficient, practical, unimaginative, and strict. Example professions include auditor, worker and editor.

## Methodology

**Methodology of the study:** A methodology is a model which deliver the guidelines of the researchers to control the theoretical as well as frameworks by Aminuzzaman<sup>22</sup>. As it is defined how a research is to be done, this chapter is for the methodology that is followed to conduct the study. This chapter describes the methods of data collection, sampling including sampling area, validity and reliability etc. to give summary of

the whole study. A research methodology can be considered as the heart which plays a vital role to construct the research study. Generally a methodology states to the choices of methods for gather data by Silverman, and rules as well as regulation of research guideline by Miller and Brewer<sup>23</sup>. Mainly, methodology can be differentiated by two categories as quantitative and qualitative research methodology. So to get an overview, the study would like to follow both the quantitative and qualitative methods. Mainly, the reason for combining both of the methods is to compensate the weakness of each approach. However, the specific reason of the mixture of the methods would be measured of certain situation which provides the practical circumstances as well as context of the research.

In this research, we are presented both the quantitative and qualitative methods of data collection from the specific criteria to evaluate objectives of the study on the workers' and owners' relationship in the readymade garments sector in Bangladesh. Since quantitative method is concerned for the deductive approach emphasizing on detailed planning prior to data collection and analysis about the issues on design, measurement and sampling where qualitative method is concerned in inductive approach emphasizing on the development of insights and generalization out of the data collected about the issues of texture and feelings of raw data of the respondents by Neuman<sup>24</sup>.

**Quantitative method:** Quantitative method is mainly used for describing the general structures of the big part which adaptation of the scientific research, and existence of the quantitative measurement with control the theoretical variables inducing those phenomena by Henn. To conduct this research work scholar has been used quantitative tool to identify some variables relating to existing situation of relationship between owners' and workers', and also identifying major challenges and drawing possible recommendations. However, the partial-structured discussion is accomplished of creating valuable data in this study.

**Qualitative method:** Like quantitative method, qualitative method will be used to find out the societal and cultural marvels, separate behavior as well as decision building. There are some causes in this research study to identify the sector of challenges between workers' and owners' relation. To understand this issue clearly and in depth, quantitative research method is used where some case studies have been analyzed.

**Sampling procedure and sample size:** The most important step in conducting a research study is the sampling procedure. Sampling procedure is a procedure which specify where and when the study will be conducted, and who will take part in it, on other words, who will be the subjects by Kibria<sup>25,26</sup>. Sampling can be considered as a method of selecting a portion from the universe for the research study with a view to drawing a conclusion. In a point of view when only a part of population or a group of units is taken into consideration it is called

sampling by Babbie<sup>27</sup>. Thus sampling technique is selected for conducting this research study.

In every research study the researcher decide which people are to be included after identifying the research problem and formatting the appropriate objectives, the forgoing research study is not different from the procedure. In this research study, the method of sampling is not random rather the selective based on the purpose to fulfill the research objectives. In this study, the sampling procedure can be considered as the non-probability sampling. The selective garment workers living at Savar and Mirpur have been considered as the population. In this research study the total sample of 82 respondents were collected purposively. All respondents are experienced enough to identify major challenges and draw some possible recommendations. The data were collected by following both qualitative and quantitative method where 05 case studies were conducted to fulfill the research objectives.

**Criteria of samples:** The samples were drawn by considering the following criteria- i. Age of respondents (18 and above). ii. At least two year experience. iii. Voluntary motivation of answering the questions.

**Techniques of data collection:** The methods of data collection are a very difficult part of a research study where data collection technique can be defined as the process by which information is gathered from the respondents. As the validity and objectivity of research to a great extent, depend on as to how the data have been gathered<sup>22</sup>, the data need to have the validity which represent the population. In this forgoing research study, both qualitative and quantitative methods have been followed to achieve the research objectives since qualitative data are for the in depth view of the respondents and quantitative data are for the information about the views of the respondents in the numerical form. The research study was used a partialplanned to find out the main objectives as well as to gather qualitative data. The procedure of data collection can be discussed by the following box: i. Quantitative Technique: Sample survey, ii. Quantitative tool: Semi Structured Interview Schedule, iii. Qualitative Technique: Case study, iv. Qualitative tool: Case study guideline.

**Sources of data:** This research study is mainly depended on the primary data which were collected directly from the respective field of study through survey and case study. Some secondary data have been used to strengthen the rationality of the study for the better analysis and the secondary data were collected from different journals, books, research publications and other documents. The data analysis method explained by Punch which is systematic, disciplined and which will also be found in clear. It is so useful to use multiple data collection technique like qualitative and quantitative method but presenting the data is so difficult task for the different measurement level. But to achieve the goals of the study, the data were collected by using both the qualitative and quantitative technique through sample survey

and case study. In this research the collected data by sample survey has been analyzed in terms of frequency distribution and graphical representations have been used to represent the data. The data gathered from case studies has been analyzed manually and represented in descriptive mode.

**Validity and reliability:** In all kinds of scientific research validity and reliability are the principle issues both of which are concern on the concrete measure of research study. Validity describes the scholar whether the instrument measures is correct and defined, on the other hand reliability refers to the ability of find out the result by Siddiqi<sup>28</sup>. Moreover, we have to need to improve the validity and reliability of the following steps: i. The variable was easily summarized with the basis of one concept. ii. Several challenges were made to measure of constructs of the possible level. iii. Lastly, the article questionnaire was tested by asking few respondents whether the questions were clear.

**Limitations of the study:** In conducting a research study, every research is more or less, beset with the limitation on the subject of time, cost and staffing. This current research is not aloof from the limitations which are mentioned as follows- i. A good research requires a long time, but in conducting of this research there was a limited time schedule. ii. As a student, the researcher has a very limited access to the required resources. iii. Some respondents disagreed to cooperate. iv. As an inexperience researcher, it was quiet difficult to draw the real data.

**Data analysis and presentation:** Data analysis is an important part of a research study. The basic for the data analysis is constituted from the information which was gathered from the respondents. Generally, the term data is used to represent the recorded response of the respondents to and instrument used in the study by Lin. In this research study, it is tried to analyze the collected quantitative data in a consequential way.

## Result and Discussion

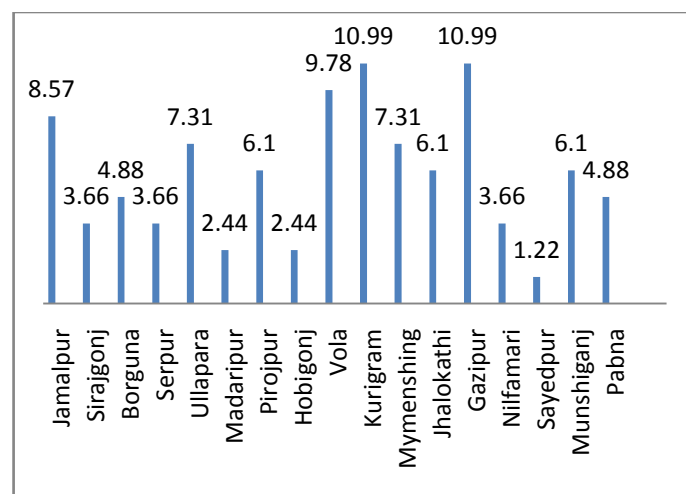
**Demographic Characteristics:** In this study garment workers were considered as the respondents. At the very first of the study the respondents were asked about demographic variable consisting age, gender, home district, marital status, educational qualification and duration of staying in Dhaka which is presented in graphical and tabular form.

From Table-1, we represent 82 respondents, of them 55 are female, and 27 are male. Females are covered almost 67% of the total sample, male are covered almost 33% of the total sample, since two third workers are female in the garments sector. From Fig.2 presents the district of the respondents categorized by 17 districts. This figure indicates the percentage of the districts of the respondents. 10.99% is the highest percentage of people comes from Kurigram and Gazipur district. 9.78% people come from Vola. 8.57% people come from Jamalpur and 7.31% people come from Ullapara and Mymensing. 6.1% people come

from Pirojpur, Jhalokathi and Munshiganj. 4.88% people come from Borguna and Pabna. 3.66% people come from Sirajgonj, Serpur, and Nilfamari. 2.44% people come from Madaripur and Hobigonj. 1.22 % people come from Sayedpur.

**Table-1**  
**Distribution by gender of the respondents in percentage**

Male		Female		Total	
Freq uency	Per cent	Freq uency	Per cent	Freq uency	Per cent
27	32.92%	55	67.07%	82	100%



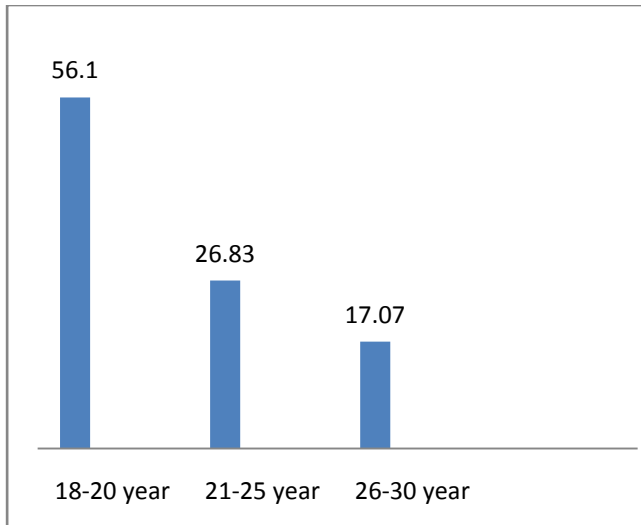
**Figure-2**

**Distribution of respondents by home districts in percentage**

Table-2 represents distribution of respondents by marital status. Among surveyed samples, 25.61% are married, 64.63% are unmarried. 2.44% workers are divorced and 7.32% workers are widowed. This table indicates that most workers are unmarried. And Figure-3 demonstrates the distribution of respondents by age. 56.1% respondents are within 18-20 years, 26.83% are between 21-25 years and 17.07% are 26-30 year old. From figure it can be said that most people are young and whose age between 18-20 year.

**Table-2**  
**Distribution of respondents by marital status in percentage**

Marital status	Frequency	Per cent
Married	21	25.61%
Unmarried	53	64.63%
Divorced	02	2.44%
Widowed	06	7.32%
Separated	00	0%
Total	82	100%



**Figure-3**  
 Distribution of respondents by age in percentage

**Table-3**  
 Distribution of respondents by educational qualification in percentage

Educational qualification	Frequency	Percent
Primary education	57	69.51%
Secondary education	24	29.27%
Higher secondary education	01	1.22%
Only able to write name	00	0%
Illiterate	00	0%
Total	82	100%

From Table-3 illustrates the educational qualifications of the respondent. 69.51% respondent had completed primary education, 29.27% respondent completed their secondary education, and 1.22% completed higher secondary education, among the 82 respondents. This table said that there are no illiterate workers in garment industries and most of them had completed their primary education.

**Table-4**  
 Distribution of respondents by duration of staying in Dhaka in percentage

Duration of staying in Dhaka	Frequency	Per cent
Two years	16	19.51%
Above two years	25	30.49%
Five years	31	37.81%
Above five years	10	12.20%
Total	82	100%

From Table-4, we observe that the total 82 respondents, of them 19.51% of the respondent stayed in Dhaka for two years and 30.49% stayed above two years. 37.81% respondents lived in Dhaka for 5 years and 12.20% lived for above 5 years.

**Existing situation between workers and owners relationship**

**Table-5**  
 Distribution of respondents by received training in percentage

Training	Frequency	Per cent
Received training	65	79.27%
Received no training	17	20.73%
Total	82	100%

From Table-5, we see that the 79.27% workers have received training and 20.73% have received no training at all. We also said that most of the respondents received training.

**Table-6**  
 Distribution of respondents by the payment during temporary employment in percentage

Payment during temporary employment	Frequency	Per cent
Get basic salary	7	8.54%
Get half of basic salary	13	15.86%
Get quarter of basic salary	62	75.61%
Total	82	100%

From table-6, we see that the payment during temporary employment (first 6 month-1 year) and 8.54% of the total workers got basic salary, 15.86% got half of the basic salary, and 75.61% of the total workers got quarter of the basic salary. From table it is clear majority got quarter of basic salary as payment during temporary employment.

**Table-7**  
 Distribution of respondents by working hour in percentage

Working hour	Frequency	Per cent
8 hours	82	100%
Above 8 hours	00	0%
Below 8 hours	00	0%
Total	82	100%

The table-7, depicts working hour of the 82 workers and we see all workers work 8 hours a day. Actually all factories strictly followed 8 hours work schedule although limitation of overtime is not present.

**Table-8**

**Distribution of respondents by overtime hour in percentage**

Overtime	Frequency	Percent
2 hours	16	19.51%
4 hours	52	63.41%
6 hours	14	17.1%
8 hours	00	
Total	82	100%

From the above Table-8, we find that 19.51% work 2 hours as overtime, 63.41% work for 4 hour and 17.1% work for 6 hour as overtime. Majority work 4 hours as overtime. Actually overtime duration depend on amount of order and time schedule.

**Table-9**

**Distribution of respondents by salary paying time in percentage**

Salary paying time	Frequency	Per cent
First week	16	19.51%
Second week	44	53.66%
Third week	22	26.83%
Fourth week	00	0%
Total	82	100%

Table-9 represent the salary paying time of the workers. It is found that within the month, 19.51% of the workers get their salary at the first week, 53.66% get in the second week, and 26.83% get salary in the third week. Most of the respondents get their salary after 10 day of a month.

**Table-10**

**Distribution of respondents by salary system in percentage**

Salary system	Frequency	Per cent
Piece rate basis	00	0%
Monthly basis	82	100%
Total	82	100%

From Table-10 illustrates salary system of the 82 workers. All the workers get salary on monthly basis. Piece rate basis salary system is activated in knitwear garments.

**Table-11**

**Distribution of respondents by opinion about presence of sex segregation in percentage**

Presence of sex segregation	Frequency	Per cent
Observed	74	90.24%
Not observed	8	9.76%
Total	82	100%

From Table-11, we analysis the opinion of the presence sex segregation as well as found that 90.24% workers reported to face sex segregation, 9.76% observed no segregation. So there is doubt that sex segregation is present in garments.

**Major challenges of workers and owners relationship:** From Table-12 we see that, 14.63% workers perceive training duration and payment during temporary employment as appropriate and 85.37% perceive it as inappropriate.

**Table-12**

**Distribution of respondents by opinion about training duration and payment during temporary employment in percentage**

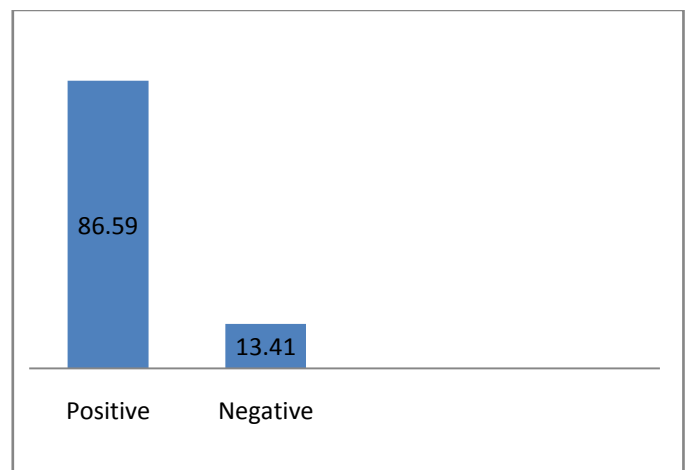
Opinion about training duration And payment during temporary employment	Frequency	Per cent
Appropriate	12	14.63%
Not appropriate	70	85.37%
Total	82	100%

**Table-13**

**Distribution of respondents by opinion about attendance and Eid bonus in percentage**

Opinion about attendance and Eid bonus	Frequency	Per cent
Appropriate	23	28.04%
Not appropriate	59	71.95%
Total	82	100%

From Table-13 we observe that 28.04% perceive attendance and Eid bonus as appropriate and 71.95% perceive it as inappropriate.



**Figure-4**

**Distribution of respondents by opinion about sex segregation in factory in percent**

Figure-4 represents the opinion about sex segregation of 82 garment workers. 86.59% perceive it positively while 13.41% perceive it negatively.

**Table-14**  
**Distribution of respondents by opinion advantage of promotion in percentage**

Advantage of promotion	Frequency	Per cent
Bring more money	56	68.29%
More dignity	02	2.44%
Lead moderate lifestyle	11	13.41%
Mental satisfaction	5	6.1%
Chance to lead	3	3.66%
Get rid of from excess burden	5	6.1%
Total	82	100and

Table-14 describes the total 82 workers, 68.29% thinks that promotion brings more money, 2.44% believe in more dignity, 13.41% think it help to lead moderate lifestyle, 6.1% view promotion as a mean of mental satisfaction. Majority think promotion brings more money.

**Table-15**  
**Distribution of respondents by satisfaction about job in percentage**

Satisfaction about job	Frequency	Per cent
Satisfied	00	0%
Not satisfied	82	100%
Total	82	100%

Table-15 manifests distribution of respondents by satisfaction about job. Among 82 workers, all report that they are not satisfied about their job.

**Table-16**  
**Distribution of respondents by expected training duration in percentage**

Expected training duration	Frequency	Per cent
7 days	29	35.37%
10 days	15	18.29%
15 days	38	46.34%
Total	82	100%

**Draw possible recommendations:** Table-16 depicts expected training duration of 82 garment workers. 35.37% of the sampled

workers said they should be trained for 7 days, 18.29% argued it should be 10 days, and 46.34% argued it should be 15 days. Majority want 15 days training.

**Table-17**  
**Distribution of respondents by expected amount of payment during temporary employment in percentage**

Expected payment during temporary employment	Frequency	Per cent
Full payment	79	96.34%
Basic salary	4	4.88%
Three quarter of basic salary.	00	0%
Total	82	100%

Table-17 demonstrates expected payment during temporary employment. Among 82 workers, 96.34% argued they expect full payment during temporary employment, 4.88% want their basic salary during temporary employment. Most of the respondents want full payment.

**Table-18**  
**Distribution of respondents by expected salary and overtime paying time in percentage**

Expected salary and overtime payment time.	Frequency	Per cent
First 7 day	69	84.15%
First 5 day	11	13.41%
First 3 day	2	2.44%
Total	82	100%

Table-18 illustrates distribution of respondents by expected salary and overtime paying time. We see that 84.15% argued they should get their salary and overtime payment in the first 7 days of the month, 13.41% wished to get within first 5 days and 2.44% demanded to get salary and overtime payment within first 3 days of a month. Majority prefer first week for payment time.

**Table-19**  
**Distribution of respondents by recommended way to active unionization in percentage**

Recommended way of active unionization	Frequency	Per cent
Good will of owners	69	84.15%
Transparent selection process.	13	15.85%
Total	82	100%



Table-19 depicts percentage distribution by recommended way to active unionization. The total 82 workers, 84.15% told good will of owners is sufficient to active labor union, 15.85% argued transparent selection process of union leaders help to active union.

**Major Analysis:** Analyzing all case studies, we see 3 of all respondents are female and 2 of them are male. All respondents are above 18 and have been living in Dhaka for two years or more. Four of all respondents are unmarried and one of them is married. All five respondents have completed their primary education. After joining in the factory, all respondents got training although duration of training varied. Four of them got two days training and one got training for 3 days. Asking whether duration of training is appropriate or not, all of them argued it isn't appropriate. Two of them argued it should be 15-20 days at least. One argued it should be 7-10 days, rest two didn't mention exact day of training they expect. Asking duration of temporary employment and payment they answered normally a new worker had to work at least one year as temporary worker and during this period he got almost half of the salary of permanent worker. All 5 respondents reported that they got around 1200-1300tk as temporary worker that is almost half of those of permanent workers. All of them demanded equal salary during temporary employment. Discussing about working hour all of them said they have to work at least 11 hour a day including overtime. But 11 hour per day is not static figure. During slack period, sometimes they have to work 12-14 hour per day.

Among five respondents, 3 of them complained about overtime payment amount per hour. One argued overtime payment should be 100tk, another demanded 150tk per hour. One respondent didn't mention any exact figure but said it should be increased. Here worth to mention, all respondents of case studies got 70tk per hour as overtime payment. All five respondents complained about time of salary and overtime payment. One respondent said owners often delayed in payment, sometimes it exceeds first two weeks. All respondents demanded to get their salary within first 5-7 days of month.

Every respondent reported that they got one holiday in a week. But all have to do overtime in Friday to meet the reality of life. Four of all respondents claimed that they have to overtime during holiday to manage the cost of living of their family in village. One reported he did overtime to buy a land in village. All argued that if salary and overtime payment would increase they will not do overtime in Friday. All respondents claimed that they have been suffering from various diseases like-weakness, vomiting, gloominess, getting angry easily etc.

Asking about break before lunch, four respondents said they have only one break and it is lunch break, ranging from 45 minutes to 60 minutes. One respondent said his factory provides 15 minutes refreshment break before lunch

theoretically, not in practical. All respondents told 15 minutes refreshment break will be very good; especially it will enhance workers productivity. Discussing about payment system, all respondents said they got salary in monthly basis, but they preferred piece rate basis because it evaluates labor of a worker properly. All of five respondents also reported that although they got 'Eid and attendance bonus, but it is not appropriate. Four respondents demanded at least 500 taka attendance bonus and two respondents argued 'Eid bonus should be the basic salary of a month. All respondents perceived late fee and sex differentiation in job positively. One respondent said late fee ensures workers' presence in the factory and in some sector men are more effective than women like iron and folding, sex differentiation in job is a positive factor. Ultimately five respondents said they are unhappy and unsatisfied in garments job mainly for low wage and delay in payment. One reported behavior of management is not good. All said they think to leave present factory and move to another one hoping to get more salary in proper time.

**Future Recommendation:** This study looks on relationship between workers and owners in the readymade garment sector in Bangladesh, discovers major challenges and draws some possible recommendation based on the opinion of workers. The findings of this study recommend longer training duration of workers lasting minimum 7 days and maximum 15 days and during temporary employment full payment of workers must be ensured. There should be no difference in payment between permanent and temporary workers. Salary and overtime payment should be paid within first 7 days of a month. Findings indicate that workers want a 30 minute refreshment break before lunch. Piece rate basis salary system gains popularity nowadays and most of the respondents support it. Rearrangement in bonus system is a crying need. Workers demand at least 500tk attendance bonus. Salary should be 800tk per month. The right of unionization must be ensured and union leaders are bound to workers not owners. A transparent process of selection of union leaders can be a way to active trade union in garments to uphold workers voice collectively.

## Conclusion

This research article looked into the relationship between workers and owners in the readymade garment industry in Bangladesh. The whole study was conducted through sample survey and case study analysis on 82 respondents. Among them, 27 are male and 55 are female. The entire study explains existing situation in garment industry including percentage of trained workers, duration of training, payment during temporary employment and duration of temporary employment, working hour, salary payment time, weekly holiday, duration of break before lunch, salary system, bonus, late or absence fee, promotion, and right of unionization. It also identifies major challenges like low salary, incorrect salary system, delay in payment, low bonus rate, lack of

refreshment break, and misbehavior of management. This study draws some possible recommendations from workers like 8000tk salary, piece-rate basis salary system instead of previous monthly basis, timely payment within first one week of month, increase overtime amount per hour, increase in bonus and effective unionization through transparent process to raise workers voice collectively. Furthermore, hopefully this research and its findings help policy makers to understand major challenges in readymade garment sector of relationship between workers and owners in Bangladesh.

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