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ADVANCED WORKING REPORT ON EMPLOYEE JOB SATISFACTION IN CONTEXT OF GM TEXTILES

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ADVANCED WORKING REPORT ON EMPLOYEE JOB SATISFACTION IN CONTEXT OF
GM TEXTILES

by

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An Internship Report Presented in Partial Fulfilment
Of the Requirements for the Degree
Bachelor of Business Administration

INDEPENDENT UNIVERSITY, BANGLADESH
May 2012

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has been approved
May, 2012

Momtaj Khanam School
of Business
Independent University, Bangladesh

May, 2012

Momtaz Khanam

Lecturer

School of Business

Independent University, Bangladesh.

Subject: Submission of Advanced Working Report for the Internship.

Dear Miss,

With due respect, I, Maria Sultana, would like to inform you that, it is a great pleasure for me to submit the “Advanced Working Report on EMPLOYEE JOB SATISFACTION IN CONTEXT OF GM TEXTILES”, as a requirement for BBA program. While conducting the report, I gathered lots of knowledge about many unknown facts, problems and prospects of.

Therefore, I firmly believe that, this report will be able to meet your approval. I would genuinely appreciate to make further corrections where it seems necessary by you. Your kind advice will encourage me to conduct more work in future.

Sincerely Yours,

Maria Sultana

ID: 0630189

ACKNOWLEDGEMENT

At the very beginning I would express my deepest gratitude to almighty God for giving me the strength to finish the task within the scheduled time. This paper represents my experiences in the RMG Textiles segment of GM Group. While I have given a great deal of effort from my side, there are a number of people who have assisted in making this paper possible. The report could never been completed without the help of some helpful and cooperative persons, and accommodating authorities. I would like to unfold the names of some of those supportive bodies. I express my heartiest gratitude and deepest respect to my internship advisor Miss. Momtaj Khanam, without whose priceless and fathomless supports I would not have been able to produce this report. Because, of the insights and knowledge provided by her I was greatly helped in compilation of this report. Also, I would like to acknowledge gratefully to Mr. Sabri Obaidul Akbor,(GM- Finance/Accounts), Mr. Anis (Sr. Operations in charge), who gave me some special directions, information and advice about overall systems and procedures from time to time. I also express special gratitude to Mr. Alaluddin (Production coordinator), Mr. Kabul (GM Production) Mr. Babu (QM) & Specially Mr. Mahmud Rejwanul Karim (Officer Purchasing department), who taught me about overall RMG related activities with significant, vital, imperative and essential information during face to face speech, and by providing some papers etc. My heartfelt thanks and gratitude are for Mr. Mohd, Fazle (Officer Factory operations), Mr. Kholil Hasnain (Export manager), Mr. Rashekul Islam (store manager), Mr. Hamid-ul-azim (Import manager), for their cordial co-operation and guidance in all the way to do my internship and to prepare this report.

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PART I. My Learning:

During my period as an intern, I obtained working experiences both in the head office of the GM Textiles and also its main factory which is located in Berulia. This section would first highlight my working experience in the head office of GM Textiles.

In the main head office of GM Textiles, there were four main departments:

- Merchandising
- Accounts/finance
- Commercial marketing
- Purchasing

My responsibilities in the accounts department included some of the most basic elements of accounts such as preparation of vouchers, and I was assigned to more of variance observation and calculation activities so as to see that how efficient was the company managing its resources and how efficiently was it operating. This involved the observation of many minor elements such as the working conditions, management styles, which I investigated in the research part in greater detail.

Accounts/Finance Department Activities:

Preparation of bank payment voucher

During the time I spent in the finance department, I used to prepare bank payment vouchers.

Bank payment voucher is used when payment is made for different types of expenses and to accounts payables out of the bank account of the organization. Photo copy of the check is attached to the voucher when payment is made through check.

Journal entry for bank payment voucher is:

Expense account Debit

Bank Account Credit

Preparation of bank receipt voucher

Bank receipt voucher is used when payment is received and deposited into the bank account of the organization. Deposit receipt is attached to the bank receipt voucher as supporting document.

The journal entry is:

Bank Account Debit

Cash Finance Credit

Budgeting for admin expenses

I used to assist the Assistant Manager Finance for making the budget for different kinds of expenses related to office and in maintaining the daily expenditures' record of the organization.

This was important to assess the efficiency in terms of cost management and operational efficiencies.

Budget variance

At the end of the period, the record of actual expenditures and budgeted expenditures are compared. So that it is possible to determine the difference of estimated and actual amounts of various kinds of expenses. And this comparison is helpful in making budget for next period. This was an essential portion of strategic management of the finance. I was not given much pressure from the financial perspective, but as I am a management major I observed the variances and used them to judge the overall efficiency of the firm in managing their resources

Maintenance of different files

Another responsibility of mine is to maintain the files for different kinds of documents.

Purchase Department activities:

The following is the purchase procedure of GM textiles:

Preparation of a Demand Order.

In cases when demands were identified in any of the departments, whether in the factory or the main offices, a demand order was required. The store officer guided me on how to prepare such purchase requisition which was then taken by me to the general manager for approval. I then had to arrange for sending the requisition to the head office (in case of when I was in the factory).

After the purchase department receives the document, I then had to take it to the accounts department for verification and then forward it to the office manager. The manager then sends it to the CEO for final approval. After receiving the required goods with bill, the purchase officer then taught me to prepare the Dispatch Advise as per items on the bills. I then had to deliver

these documents in the shape of complete set to the Accounting Department. The accounting department often sent me to the factory with the documents in the shape of summary. I then had to attach some other documents i.e. Gate entry pass, store intimation, GIRN (gate inspection receipt note) and deliver them to the factory store manager and have them signed before sending them back to the head office. Finally I had to go to the Accounting Department books and enter the approved bill in the ledger party wise.

The above portion covered my experiences in the head office. The following section would cover my observations and experiences in the factory:

I came to know that the factory was divided into a number of departments, knitting, sewing, dying, finishing and quality management, and also the STORE. My factory visiting frequency was once in a week or once in every two weeks. And, also, my supervisors were not much willing to let me stay in the factories for long periods as they thought it would be difficult for me to adjust with the different environment. Accordingly, the operations in charge in the factory provided me with guided tours in the departments and provided me with good summaries of the overall work flows. The following portions represent my observations along with all the other information I could collect.

Knitting:

The production process is similar for both direct and sub-contract orders. It starts from the knitting section. Markers are made according to the patterns and then cut the fabric in different sizes. A marker contains each and every part necessary for sewing a complete

garment and the marker is done according to the size ratio given in the purchase order. I noticed that the markers were serving as an efficient tool in the process of knitting.

Sewing:

I monitored the sewing work flow and made a number of observations. After knitting the fabric, they supply it in the sewing unit. Sewing unit is where the basic flow of information is utilized. This information flow is controlled and maintained by the senior production staff. Each and every senior production staff gets a technical sheet and a sample before starting production. A sewing unit or line is controlled or monitored by the line chief. They have 2/3 supervisors working under the line chief. Before the cutting section delivers the parts for sewing, the line chief sets the machine layout on the basis of the sample. Layout is the process after process arrangement of the machines. Then, they place the operators and helpers according to his plan, brief them about the product and show critical process to the operators. As soon as the cutting fabric is delivered, sewing begins. The quality manager places line quality in the critical points such as front panel, output table etc. Quality manager and quality controller monitor the production along with the line chief. I observed that the technical sheet and the sample serve as the key guidance in the course of sewing, and the chemistry between the people involved is also crucial.

Washing & Finishing:

After sewing a garment, it is necessary to wash it. There are different types of wash for different fabrics. I learnt that the garments were to be washed according to buyer's instruction. After washing, the garments are ready for finishing.

Finishing Section:

Finishing is basically checking if the goods have any defects or not and then giving it a finishing touch before inspection. In finishing section, there are finishing checkers for checking the garments if those have any defects or not. If there are defects, finishing operators alter those and correct them. I was shown how the garments are ironed. After ironing, there are quality checkers who check the getup of the body. If they pass the garment, it is sent for packing. Packing instructions were also set by the buyer. This whole process is monitored by the finishing in-charge and finishing supervisor.

Quality Department:

Quality department is responsible for both sewing and finishing section. Quality manager and controller roam in both sewing and finishing sections and ensure the quality of the products. The information flow is basically the co-ordination of these three sections (sewing, finishing and quality). The main utility of information flow in a garments factory is to maintain the product quality. If they have smooth flow of information, the quality of the garments will be up to the mark and the target will be met in due time. Packing goods means those are ready for inspection. Inspection is done by the buyer authorized person only. If the goods pass the inspection, those are ready for shipment. If they don't pass, we have to re-check the goods and then go for inspection again.

Store:

Last but not the least; the store plays a crucial role in a factory's operations. I learnt that it is one of the most important departments of a factory which only reports to the managing director. As I

was in the purchase department in the head office, I was familiar with links between these two departments and in case of the store, it is responsible for every purchase a factory makes. That means, fabrics, accessories, machines or and other inventory is under the store. Store keeps track of each and every inventory of the factory.

Problems that I have identified in case of GM Composite Textiles Ltd:

During my term as an intern in the office, I came across several aspects which were directly causing complications for GM Composite Textiles as a whole.. I have presented my experiences under the headings as follows:

Problems Related to Product Selection

GM Group suffers from not using adequate variety of high standard production materials such as fancy yarn, core yarn, slubby yarn etc. Some staffs from the group told me that such elements are often required for the apparel sector. The absence of such elements often pull the company backwards from the competition scenario. Also, many people from the production level claimed that the overall manufacturing system lacks necessary elements in different stages which is also preventing GM Group from infiltrating new market segments effectively.

Problems Related to Product Pricing

When participating in the global market, GM Group also have to face obstacles such as higher costs on imported materials compared to that of its competitors in countries such as

Pakistan, India. This is because the companies in those countries depend upon home-grown materials, whereas GM group has to depend solely on imported materials. As a result GM Group has to face uneven price competition with its competitors in international market, which in turn affects GM textiles.

Problems Related to Distribution Channel

The management had reported several instances of inefficiencies in the distribution channels of the organization with regard to the raw materials and final products. This includes poor coordination of the supply and delivery chains, also related with management of inventory systems and usage of tools such as JIT, as one employee told me.

Problems in Promotional Activities

During my presence in the marketing department, I noticed that GM Group has relatively low participation in the promotional aspects. This includes constant forms of contacts and liaison with the customers of GM Textiles in Italy, Germany and Canada. To attain higher recognition in international market and create and enter new potential market regular seminar, symposium, participation in international fair, advertising in respective international journals etc. should be greatly focused upon. However, more effort on physical travelling in abroad for seeking market is also essential. A large promotional budget is required regarding the matter. But such aspects are quite neglected.

Problems in Procurement Section

GM textiles also have deficiencies in its overall procurement systems .I concluded this upon the information which I gained myself from my work experience and also from the responses I received from other employees. Timely procurement of the raw materials, maintain economic inventory level of machineries and spares parts, keeping the safety level stock of final product to maintain a continuous supply to the market etc. are crucial. Trained up staffs and necessary budget is to be provided to maintain the system and furnish the jobs. But this aspect is quite neglected in case of the company. As a result, the productivity is not high in respect of its local and international competitors. Also due to lack of proper inventory their fund distribution is also imperfect. As a result their overall business performance is unsatisfactory.

Problems in Transportation

The company depends upon imported raw materials. So, its major transportation cost depends to import the materials i.e. on ocean freight, cost of freight forward and finally truck fare from Chittagong seaport to factory destination which is Birulia or Savar. This transportation costs is almost nil for the international competitors in many cases. So, they are in a more favourable position in view of cost competitiveness of raw material cost. Political instability and various political agitations like hartal, dock workers strike etc. affects the company .Due to hartal and strike sometimes imported raw material cannot be transferred from port area to the factories. As a result, factory production may be stopped due to lack of raw materials

Problems in Warehousing

I came to know that the factory did not use their full production capacity throughout the year. As a result they are failing to create loyal relationship with the customers. It is true that for utilizing factories full capacity factories needs more raw material, more financial support and strong marketing network to sell the product to the customers. Warehousing management is an issue here. Location of warehouse is also an important thing. Due to some planning errors, the warehousing locations of GM Group are often incompatible with the sequence of projects. So, access time and labours are required for internal transferring of materials.

Problems Related to Standardisation & Grading

Employees from the compliance section reported that problems are often found in cotton grading, in terms of the fibre maturity, colour, degree of yellowness, fibre thickness. Year of harvesting crops is also important because the strength of the fibre varies upon it. In cotton marketing sometimes cotton growers blend the previous year crops with new crops as a result fibre quality has been deteriorated. It is a high risk for the company, for which it needs to maintain strong liaison with its suppliers. Also, it requires expertise knowledge to identify the problems. The factory can incur loss for purchasing bad quality fibre.

Duties & taxes on spare parts, accessories and consumable

The product costing tags are often high due to many elements such as taxes and duty payments. Such elements are mostly applicable when GM Group intends to procure new machineries, or import spare parts or other raw materials, accessories.

Problems Related to Banks in context of exporting:

GM Group has its own appointed bank for monitoring its commercial transactions. However, employees from the finance/accounts departments reported of complications which I mentioned as points below:

- Banking irregularities.
- Documents negotiation time.
- L/C acceptance charges of the commercial bank.
- Procedure of making down payment for rescheduling loans.

Miscellaneous Problems

Some other problems that are often faced by the company as a whole include:

- Illiterate workers involved
- Gender quality.
- Problem of child labor.
- Political instability.
- Duty free market access for all product export.
- Smuggling.
- Leakage from bonded warehouse.
- Central Bonded Warehouse.

PART II: Research Work.

Research Proposal

Proposed Research Topic:

In context of my purpose, I intend to conduct an analysis to determine methods of enhancing the level of employee satisfaction by assessing the linkages of employee satisfaction with a number of variables.

Purpose of research:

The primary purpose of this research is to fulfil the requirements of my internship. A secondary purpose is that this research would also help me and the management of the company to get more insights into their workplace scenario which might also help them to improve their satisfaction.

The research will be focused on showing how different variables related to job environment will influence the degree of job satisfaction as well as the relationships amongst them. The research will also highlight how their interactions will be enabled and constrained by social and cultural influences. Such a research would help to provide insights into the importance of the factors, whose presence can help to make a difference in the working environment and hence help to positively influence productivity and satisfaction.

Framework and methodology:

To conduct my advanced working report, I applied research techniques to extract information to meet my purposes and also make use of basic survey techniques such as questionnaires. Among the established research techniques I used exploratory research method.

Chosen variables:

To measure the degree of workers satisfaction I used quite a handful of common workplace variables. Such as, content of Tasks, Working Methods, Division of Tasks, Working hours, In my context, I believe that these will help me to achieve my objectives. Also, I used the Minnesota Satisfaction questionnaire to gain more insights of the employees.

Literature Review:

Job Satisfaction

Investigated by several disciplines such as psychology, sociology, economics and management sciences, job satisfaction is a frequently studied subject in work and organisational literature. This is mainly due to the fact that many experts believe that job satisfaction trends can affect labour market behaviour and influence work productivity, work effort, employee absenteeism and staff turnover. Moreover, job satisfaction is considered a strong predictor of overall individual well-being (Diaz-Serrano and Cabral Vieira, 2005), as well as a good predictor of intentions or decisions of employees to leave a job (Gazioglu and Tansel, 2002). Beyond the research literature and studies, job satisfaction is also important in everyday life. Organisations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work (Spector, 1997). This makes job satisfaction an issue of substantial importance for both employers and employees. As many studies suggest, employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction. However, employees should also 'be happy in their work, given the amount of time they have to devote to it throughout their working lives' (Nguyen, Taylor and Bradley, 2003a). The following passage summarises the importance of job satisfaction for both employers and their workers: Job satisfaction is important in its own right as a part of social welfare, and this (simple) taxonomy [of a good job] allows a start to be made on such questions as 'In what respects are older workers' jobs better than those of younger workers?' (And vice versa), 'Who has the good jobs?' and 'Are good jobs being replaced by bad jobs?' In addition, measures of job quality seem to be useful predictors of future labour market behaviour. Workers' decisions about whether to work or

not, what kind of job to accept or stay in, and how hard to work are all likely to depend in part upon the worker's subjective evaluation of their work, in other words on their job satisfaction.

(Clark, 1998)

Job satisfaction has been defined in several different ways and a definitive designation for the term is unlikely to materialise. A simple or general way to define it therefore is as an attitudinal variable: Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.

(Spector, 1997)

An alternative approach is that proposed by Sousa-Poza and Sousa-Poza, based on the assumption that there are basic and universal human needs, and that, if an individual's needs are fulfilled in their current situation, then that individual will be happy. This framework postulates that job satisfaction depends on the balance between work-role inputs - such as education, working time, effort - and work-role outputs - wages, fringe benefits, status, working conditions, intrinsic aspects of the job. If work-role outputs ('pleasures') increase relative to work-role inputs ('pains'), then job satisfaction will increase (Sousa-Poza and Sousa-Poza, 2000).

Other theorists (e.g. Rose, 2001) have viewed job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions. Intrinsic sources of satisfaction depend on the individual characteristics of the person, such as the ability to use initiative, relations with supervisors, or the work that the person actually performs; these are symbolic or qualitative facets of the job. Extrinsic sources of satisfaction are situational and depend on the environment, such as pay, promotion, or job security; these are financial and other material

rewards or advantages of a job. Both extrinsic and intrinsic job facets should be represented, as equally as possible, in a composite measure of overall job satisfaction.

This distinction, as described by Rose, relates to the double meaning of the word 'job': the work tasks performed and the post occupied by the person performing those tasks.

The meaning of 'job' as a post or appointment is of primary importance. Every job is an instance of the employment relationship, embodying a contract (substantive or implied) to exchange an ability to work (labour, provide service, exercise ingenuity, direct efforts of others, etc) for rewards (both material and symbolic). True, performing work tasks provides a stream of experiences, technical and social, that can energise psychosocial responses; any resulting data summarising these reactions are indispensable. However, such data must not be weighted higher than those concerning experience of the overt (or ostensible) contractual terms - above all, those concerning pay and job security. (Rose, 2001)

The relationship between the individual and the factors determining job satisfaction has been extensively researched in developed countries. In 1992, it was estimated that over 5,000 articles and dissertations have examined the topic of job satisfaction (Cranny et al., 1992), and this is a continuing topic for research. An early assumption can be made that interest in the subject illustrates the significance that employee satisfaction seriously influences the total operation of an organization. Staples et al. (1998) suggest that the reason for this interest is that work takes up such a significant amount of a person's life, and by increasing an individual's overall satisfaction with his or her work life improves the overall well-being of the individual, the organization, and the society where both the individual and the organization reside. **Survey Section:**

Results of the questionnaire survey based on responses/rating from 25 employees. The questionnaire is provided in Appendix A

Data Analysis and findings:

Content Of Tasks-

Regarding this aspect, a majority of the respondents expressed that they were satisfied. Those two people had recently joined the company as junior executives in the compliance department.

- Also, the mean score of this question was 3.56 which indicated that their overall satisfaction with relation to the satisfaction with contents of tasks was very satisfied.
- The standard deviation of this question was 1.76. This indicated a low amount of dispersion from the mean value, hence meaning that on an average all the responses are near to very satisfied.

Based on this it could be said that overall, the respondents were very satisfied with the content of tasks

Working Methods-

In this context, many employees expressed their satisfaction with regard to the type of authority that is being imposed in the firm, the organizational culture and the ways of executing the assigned responsibilities. A majority of the respondents were positive towards the working methods, with the exception of few being moderately satisfied and 4 people being dissatisfied with the methods. They claim that they are given least degree of freedom or the ability to imply their own thoughts into the working activities.

- The mean score of this response stood at 3.4, which means its satisfied, thus indicating that their satisfaction in terms of working methods were satisfied. this was an average representation.
- The standard deviation of this question was 1.55. this indicated a low amount of dispersion from the mean value, hence meaning that on an average all the responses are near to satisfied.

These statistics confirm that the sample population were very satisfied with the working methods which were being used.

Division of Tasks:

This aspect was highly appreciated by 15 of the 25 employees highly, whereas the rest 6 had mediocre level of satisfaction and 4 respondents were dissatisfied. Those who are satisfied claim that the division of any task is made in accordance with the chemistry among people and departments so as to boost overall efficiency. However, the 4 dissatisfied people claimed that excess pressure was being exerted among them very often.

- The mean score of this response stood at 3.4, which means its more close to satisfied, thus indicating that their satisfaction in terms of division of tasks were satisfied. this was an average representation.
- The standard deviation of this question was 1.55. this indicated a low amount of dispersion from the mean value, hence meaning that on an average all the responses are near to satisfied.

These statistics confirm that the sample population were very satisfied with the division of tasks

Working Hours:

Being a group of industries, office shifts normally follow the 9-5 routine, however variations in workload patterns are a common phenomenon and employees are expected to comply. The survey revealed that 15 people were content with the working hours, 6 people were able to cope up with the work schedules, however 4 of the employees expressed discontent over the working hours and complained of not being able to make a balance between family and work life. Also reported of high stress.

- the mean score of this response stood at 3.4, which means its more close to satisfied, thus indicating that their satisfaction in terms of working hours were satisfied. This was an average representation.
- The standard deviation of this question was 1.55. This indicated a low amount of dispersion from the mean value, hence meaning that on an average all the responses are near to satisfied.

These statistics confirm that the sample population were very satisfied with the working hours that were maintained in the company

The Chance To Tell Other Workers How To Do Things, The Chance To Be Responsible For Work Planning And Leading:

This basically was regarding the level of authority and power which were granted to the employees of different departments as per my selection of respondents. A major group of the respondents who were in service for around 4-5 years, they reported that they had considerable freedom in mentoring other colleagues and sharing their perceptions and also, had considerable hold over the operations of low level workers as well. They are also delegated the power to layout the major operating plans, such as the head of accounts, finance and other departments. However, 5 of the sample employees reported that their voices were not heard by others and that their ability to influence others were limited. This was probably due to their job positions and experience.

- The mean score of this response stood at 3.84, which means its more close to very satisfied, thus indicating that their satisfaction in terms of getting the chance to tell other workers how to do things, the chance to be responsible for work planning and leading were very satisfied. This was an average representation.

- The standard deviation of this question was 2. this indicated a low amount of dispersion from the mean value, hence meaning that on an average all the responses are near to very satisfied.

These statistics confirm that the sample population were very satisfied with the mentioned aspect.

The chance to do work that is well suited to one's capabilities:

This criteria was applied on the sample size to determine the overall satisfaction of work done by employees and their performance. This factor was seen to be greatly influencing the level of performance. As in those employees who were placed at the right place were able to work more productively and were also happy about their work. 20 employees were content, but 5 employees were seen to be stating that they were not given works suited to their capabilities, such as instead of getting placed in the marketing department they were placed in the factorial cutting department. This was affecting their productivity but at the same time, this was due to the aspect of job rotation of some new employees.

- the mean score of this response stood at 3.8, which means its more close to very satisfied, thus indicating that their satisfaction in terms of getting the chance to do work that is well suited to one's capabilities were very satisfied. this was an average representation.
- the standard deviation of this question was 2. this indicated a low amount of dispersion from the mean value, hence meaning that on an average all the responses are near to very satisfied.

these statistics confirm that the sample population were very satisfied with the mentioned aspect.

The physical surroundings of the workplace:

This is a global determinant of job performance and satisfaction. The environmental theme of the workplace places considerable influence in the nature of employee behaviour and their respective scopes of performance. Based on the survey it was found that 15 workers were highly content with the official decoration and the theme, the rest were also happy with exception of 5 employees who reported that cleanliness and proper organization of surroundings are an issue, which often affects their productivity negatively.

- The mean score of this response stood at 3.76, which means its more close to very satisfied, thus indicating that their satisfaction in terms of the physical surroundings of the workplace were very satisfied. this was an average representation.
- the standard deviation of this question was 1.96. this indicated a low amount of dispersion from the mean value, hence meaning that on an average all the responses are near to very satisfied.

These statistics confirm that the sample population were very satisfied with the mentioned aspect.

Being able to do things that don't go against the conscience-

This relates to the ability to carry our work activities in light of the ethical standards and practices. Now, this question is quite a difficult question for employees to answer as I

experienced. My sample had mostly responded with positive statements, however, some people of the management claimed that they often had to deal with workers complaints in an unfair manner to protect the interests of the company under certain circumstances. Such as emergency leaves are not approved at times of task assignments.

- the mean score of this response stood at 4.56, which means its more close to very satisfied, thus indicating that their satisfaction in terms of being able to do things that don't go against the conscience were very satisfied. this was an average representation.
- the standard deviation of this question was 2.25. this indicated a medium amount of dispersion from the mean value, hence meaning that on an average all the responses are almost near to very satisfied.

these statistics confirm that the sample population were extremely satisfied with the mentioned aspect.

How the pay is compared with that for similar jobs in other companies, and the social position in the community that goes with the job:

This aspect was surveyed in the sample employee set to judge whether the compensation packages that are provided to them are satisfying their societal satisfaction requirement. Such a need was also characterized in the Maslows hierarchy of needs as the need for social recognition. The employees acknowledged the importance of this aspect by stating that they do often compare their positions with that of their peers working in similar companies and use this base to judge their position. Most employees were happy from this aspect except the 5 potential new comers. This is also quite usual, as the new comers lack experience and will be given raises in the future.

- the mean score of this response stood at 3.76, which means its more close to very satisfied, thus indicating that their satisfaction in terms of how the pay is compared with that for similar jobs in other companies, and the social position in the community that goes with the job were very satisfied. this was an average representation.
- the standard deviation of this question was 1.85. this indicated a low amount of dispersion from the mean value, hence meaning that on an average all the responses are near to very satisfied.

these statistics confirm that the sample population were extremely satisfied with the mentioned aspect.

Feeling of accomplishment from the job:

This refers to the overall satisfaction which the employees derive from performing in their respective positions. This relates with that of the societal aspect that was mentioned earlier, apart from that this also relates the level of performance which employees would be showing in their work. The survey sample of employees showed that a majority of the employees were satisfied with what they were doing and getting from it, which is a benefit for the company as well as the individual career path of the employees. However, a minor portion stated that they were not sure of what value they are producing and hence disappointed.

- The mean score of this response stood at 3.8, which means it's more close to very satisfied, thus indicating that their satisfaction in terms of feeling of accomplishment from the job was very satisfied. This was an average representation.

- The standard deviation of this question was 2.05. this indicated a medium amount of dispersion from the mean value, hence meaning that on an average all the responses are near to very satisfied.

these statistics confirm that the sample population were extremely satisfied with the mentioned aspect.

Job security:

This is an important criteria that employees are concerned about when working in an organization, especially due to the increased rate of competition both in the performance and job market. The population sample which I selected, depicted that most of the employees are quite secured with there positions in the organization, due to confidence in their capabilities of performance and contribution to the development of the company. The company in turn gives them good benefits and also provides several key people such as the operations in charge, the head of compliance, accounts departments with future options of career development. However, as usual, some employees are not sure of their future possibilities and chances of development in the company given their current situations. This is dependent upon their performance and level of experience.

- The mean score of this response stood at 3.8, which means it's more close to very satisfied, thus indicating that their satisfaction in terms of job security were very satisfied. This was an average representation.

- The standard deviation of this question was 2.05. This indicated a medium amount of dispersion from the mean value, hence meaning that on an average all the responses are near to very satisfied.

These statistics confirm that the sample population were extremely satisfied with the mentioned aspect.

Recommendation on basis of my participation in GM composite textiles ltd. (factory and ho)

On basis of the research that I had conducted on my selected sample from the population, I came up with some of my own recommendations which could serve as effective mediums to solve some of the problems which were reported by my respondents. Summarizing the complications as a whole, I have listed a number of criterias which the management of GM Composite should focus on to enhance the overall levels of job satisfaction. They are listed with the recommendations as follows:

- **Job security :** This element is important for the higher level management of the company so as to ensure that experienced people do not leave the company. In case if experienced people start feeling insecure about their positions, the company can fall into difficult circumstances as experienced people in this sector are often hard to find. Though GM group has a good level of job security for its employees, there are some employees who are in a confused state of mind. Hence more emphasis should be given on this aspect.
- **Relationship with immediate supervisor:** I would recommend that employees should be able to establish a more transparent and open relationship with their immediate supervisors as this would lead to increases in the levels of motivation, efficiency and overall effectiveness of the work operations. In many cases some employees feel that they cannot openly express their opinions and intentions, the supervisors should be directed to establish a more closer relationship with their juniors to ensure that employees feel comfortable at the workplace.

- **Communication between employees and senior management:** Some of my respondents mentioned that in many cases, they felt that their voices and demands were not heard by the senior management levels. This often resulted in attaining a feeling of being ignored and inferiority. I would recommend that the top management look forward to setting up routine meetings with some of its key employees and take attempts to hear them out rather. This would definitely enhance overall job satisfaction.
- **Opportunities to use skills and abilities & management recognition of employee job performance:** This portion was very much emphasized in my questionnaire regarding the degree of flexibility that was being provided by the management of the company towards its employees. This factor in general is also an important portion of overall job satisfaction as reported by many of my respondents. Though most of them are content, some employees feel that they are exposed to excess domination by their superiors and are not allowed to apply their own knowledge and experiences. The management should take attempts to give their employees a chance to demonstrate their contribution towards the company and also, give proper recognition for their work.
- **Technological advances:** Some of the respondents also expressed concern about the need for advancements in terms of equipment and procedures. I would recommend implementing more modern technology and production methodology. Now there is a lot of software by which production monitoring, measuring efficiency, inventory control, performance appraisal etc. can be done successfully. So, the textile factories under GM group should introduce the latest technology for its operational accountability.

- **The need for further training:** Indirectly many respondents expressed the need for more advanced training and also the need for a more adept textile engineer. On such grounds I would recommend more training and employing highly experienced Textile engineers. Labour cost is cheap but labour productivity, effectiveness, skilled are very low. As a result this cheap labour could not bring profit for the company .So; steps should to take to train up this unskilled and semiskilled worker. Some officials from the human resource department claimed that too much of illiterate workers often form unpleasant relations with worker unions and are often responsible for creating chaos in the working environment. My observations state that there is a lack of high professional Textile engineer. As a result the production often suffers from inferior quality and buyers claim are common for their product. Introducing professional body factory productivity and effectiveness should be highly emphasized.
- **Some minor issues:** Besides the above things there are some problems related with marketing functions such as product selection, pricing, distribution, promotion, procurements, transportation, internal warehousing, standardization & grading, financing and risk-taking etc. Proper market research and analysis these problems can be solved.

Conclusion:

This entire research work was primarily designed to gain a comprehensive degree of insight into the elements which are responsible for the element of overall employee satisfaction in the working environment of GM. Composite. After my own participation and the overall work which was done, I would like to conclude this paper by stating that the selected variables are all highly responsible for influencing the element of satisfaction of the employees. Overall, the satisfaction levels of the employees are quite satisfactory. However, if the identified areas of deficiencies are treated with care, then there are chances that the employee satisfaction would be enhanced further.

APPENDIX

APPENDIX A

1=NOT SATISFIED 2=SLIGHTLY SATISFIED 3=SATISFIED 4=VERY SATISFIED
5=EXTREMELY SATISFIED SAMPLE SIZE=25

CRITERIAS	1	2	3	4	5
Content of tasks	2	4	2	1 2	5
Working methods	4	2	4	1 0	5
Division of tasks	4	2	4	1 0	5
Working hours	4	2	4	1 0	5
The chance to tell other workers how to do things, The chance to be responsible for work planning and leading	5	1	2	2	15
The chance to do work that is well suited to one's capabilities	5	2	1	2	15
The physical surroundings of the workplace	5	2	2	1	15
Being able to do things that don't go against the conscience	0	2	2	1	20
How the pay is compared with that for similar jobs in other companies. The social position in the community that goes with the job	5	2	1	2	15
Feeling of accomplishment from the job	5	2	1	2	15
Job security	5	2	1	2	15

APPENDIX B

COMPANY PROFILE (Knit)

Quality comes first, Profit is a logical sequence

It is pretty clear from our aphorism that we are concern about providing high quality goods. We care about our customer's valuable time, which is also precious to us. So we emphasize on delivering as much as it is possible.

At the time of its establishments G.M Composite has created a philosophy that developing strong working relationships and building trust is the key to success. So, according to this philosophy we have decided to set our aim of "To be the one in quality assurance". Since then we have worked on the thick and thin, tried to improve ourselves day by day and make a new objective to meet our aim.

For the best quality management we have chosen some finest factories in the country to work for us. Moreover we set some standards which are followed by the company in order to keep up the good quality. We use a combination tools such as self-assessment, random sampling and internal audit of the goods as long as we don't get the quality that we are looking for. If these standards prove to be difficult for the factories to comply with, we are committed to give our outmost support to factory until they are able to do so.

APPENDIX C

NAME OF COMPANY	G.M. Composite Textile Ltd.
CORPORATE OFFICE ADDRESS :-	G.M. GROUP G.M. Complex (3 RD Floor) 150 Green Road, Tejgaon, Dhaka-1215, Bangladesh.
TELEPHONE & FAX NUMBER :-	Tel: 880-2-9128079, 9129709, 9128980, 9130257 880-2-9128239 Fax:
E-MAIL ADDRESS	merchan1@gmgroupbd.com, merchan2@gmgroupbd.com, gmoula@gmgroup.com
MERCHANDISING OFFICE :-	G.M Complex
BOARD OF DIRECTORS	MR. GOLAM MOULA (Chairman & Managing Director) MR. GOLAM MD. IFTEKHAR (Director) MRS. RAHELA KHATUN (Director)
ASSOCIATE COMPANIES Industry :-	*G.M. ESTABLISHMENT (PVT) LTD. (100% Export Oriented Woven Garment Industry) *R.M. ATTIRETS LTD. (100% Export Oriented Garment Industry) *Prime Packaging Industries Ltd. *G.M. Properties Ltd. (Land & Building Developer) *G.M. Dairy Ltd. *G.M. Re-Rolling Mills Ltd. *N.S. Enterprise (Trading)

COMPOSITE TEXTILE ADDRESS :-	Samair, Birulia, Savar, Dhaka, Bangladesh.
NATURE OF BUSINESS	Garments, Knitting, Dyeing & Finishing.
BANKING Address :-	<p align="center">SONALI BANK B.B Avenue Corp. Branch, 28, B.B Avenue, Dhaka, Bangladesh. Tel: 880-2-9550284, 9557968 Fax: 880-2-9555164 Telex: 642172 Sbbba Bj Swift # BSONBDDHABBA</p>
ANNUAL TURN OVER	U.S. Dollar 10.50 Million
MAJOR BUYER	<ul style="list-style-type: none"> ❑ Success Apparels, U.S.A. ❑ Rhonetex Inc. France. ❑ Regatta Limited. United Kingdom. ❑ HCT Textile Vertriebs GMBH. Germany. ❑ NKD Germany. ❑ PRIME CANADA Canada. ❑ TERONVA Italy. ❑ VEGOTEX.

GARMENTS FLOOR WITH TOTAL INDUSTRY AREA	<p style="text-align: center;"> 27,500 SFT For Cutting & Store. 27,500 SFT For KNITTING 27,500 SFT For Sewing floor 1 Total 3 floor space= 82,500 SFT </p>
TOTAL SEWING CAPACITY	<p style="text-align: center;">Total = 11 Line</p>
PRODUCTION CAPACITY	<p style="text-align: center;"> 17,600.00 PCS PER DAY (BASIC T-SHIRT) 4,57600.00 PCS PER MONTH (BASIC T-SHIRT) </p>
LIST OF MACHINERY	<p style="text-align: center;">ATTACHED SHEET</p>

PRODUCTION

Product Item :-

- T-SHIRT
- POLO SHIRT
- TANK TOP
- Y/D FDR STRIPE JERSEY, RIB & POLO
- KNIT SHORTS
- NIGHTWEAR
- ETC.

Production of Fabrics Type :-

- S/JERSEY.
- CRAPE JERSEY As follows buyer swatch design.
- SLUBE JERSEY.
- RIB 1X1, 2X2, 2X1 ETC.
- PIQUE
- LACOSE
- DROP NEEDLE JERSEY or ETC.
- INTERLOCK ETC.
- FLEECE Cotton or CVC.

S/JERSEY

KNITTING

MACHINE :-

	1 Set	Junn Logn	Taiwan
	1 Set	Junn Logn	Taiwan
1. 17"DIA	1 Set	Junn Logn	Taiwan
24	1 Set	Junn Logn	Taiwan
GAUGE	1 Set	Junn Logn	Taiwan
X 51	1 Set	Junn Logn	Taiwan
FEEDER	1 Set	Junn Logn	Taiwan
S	1 Set	Junn Logn	Taiwan
2. 18"DIA	1 Set	Junn Logn	Taiwan
24	1 Set	Junn Logn	Taiwan
GAUGE	1 Set	Junn Logn Junn	Taiwan
X 54	1 Set	Logn	Taiwan
FEEDER	1 Set	Junn Logn	Taiwan
S	1 Set	Junn Logn	Taiwan
3. 19"DIA		Junn Logn	Taiwan
24		Junn Logn	Taiwan
GAUGE	1 Set		
X 57	1 Set		
FEEDER	1 Set	Junn Logn	Taiwan
S	1 Set	Junn Logn	Taiwan
4. 20"DIA	1 Set	Junn Logn	Taiwan
24	1 Set	Junn Logn	Taiwan
GAUGE	1 Set	Junn Logn	Taiwan
X 60		Junn Logn	Taiwan
FEEDER		Junn Logn	Taiwan
S	1 Set	Junn Logn	Taiwan
5. 21"DIA	1 Set	Junn Logn	Taiwan
24	1 Set		Taiwan
GAUGE	1 Set		
X 63	1 Set	Junn Logn	Taiwan
FEEDER	1 Set	Junn Logn	Taiwan
S	1 Set	Junn Logn	Taiwan
6. 22"DIA		Junn Logn	Taiwan
24	1 Set	Junn Logn	Taiwan
GAUGE	1 Set	Junn Logn	Taiwan
X 66		Junn Logn	Taiwan
FEEDER		Junn Logn	Taiwan
S	6 Unit		Taiwan
7. 23"DIA			
24		Junn Logn	
GAUGE		Junn Logn	Taiwan
X 69			Taiwan
FEEDER			
S			
8. 24"DIA		Kaoe Heng	
24			

LIST OF PER FLOOR GARMENTS MACHINERY:-

Dyeing Project is under-process.

DYING MACHINERY :-]

SL.NO	DESCRIPTION	QUANTITY	BRAND
01.	50 KG DYEING MACHING	1 No	FONGS
02.	550 KG DYEING MACHINE	1 No	FONGS
03.	800 KG DYEING MACHINE	1 No	FONGS
04.	1650 KG DYEING MACHINE	1 No	FONGS
05.	1000 KG DYEING MACHINE	1 No	FONGS

Daily Capacity total (4,050 Kg per batch @ 3) = 12,150.00 Kg per day

06.	LAB DYEING OF 24 BEAKER	1 No
07.	LIGHT BOX	1 No
08.	LAB HYDROEXTRACTOR	1 No

FINISHING :

09.	SQUEEZER 7000 KG/DAY	1 No
10.	TENTIONLESS DRYER 8000 KG/DAY	1 No
11.	CALENDER 8000 KG/DAY	1 No
12.	COMPACTOR 8000 KG/DAY (TUBE TEX)	1 No
13.	TUMBLE DRYER 60 KG	1 No

UTILITY :

01. BOILER 5 TON CAPACITY

02. GENERATOR 1125 KVA

2 No

ROYAL DELIM
KOREA
WANKESHA
U.S.A.