EFFECT OF WORK ETHICS AND COMMUNICATION CLIMATE ON JOB SATISFACTION OF READYMADE GARMENT'S MUSLIM WORKERS IN BANGLADESH

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ABSTRACT

Conflict is unavoidable in all manufacturing industries, and it interrupts organizational performance. Workers in the sector experience job dissatisfaction as a result of this issue. RMG is the lifeline of the Bangladeshi economy. Though the RMG sector contributes the most export earning to the country, it is often shaken by volatility and experiences severe labor unrest because of job dissatisfaction. Employee job satisfaction is a key component of organizational performance. This study proposes work ethics and a positive communication climate as solutions to the aforementioned problem. In this study, the JD-R and contingency theory are used to propose that WE and CC provide workers with resources, such as skills, freedom, feedback, and opportunities for RMG growth. In this

quantitative study, structured questionnaire surveys with random sampling technique were used to collect data. Data were gathered from the top ten factories in Bangladesh. A total of 120 Muslim workers took part in the survey. PLS-SEM was used to analyze the data. According to the findings, poor communication in the RMG workplace leads to poor performance and low morale. Moreover, the study's findings evaluated the industry on the effects of work ethics on worker job satisfaction in the sector for conflict resolution.

Keywords: *Job Satisfaction, Work Ethics, Communication Climate, Conflict Resolution.*

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1. INTRODUCTION

Previous investigations have amply demonstrated the importance of job satisfaction in an organization, both now and in the past (Abraham, 1996; Abraham, 2000; Bommer et al., 2005; Bommer & O'Leary-Kelly, 2003; Doleman et al., 2021; Faramarzpour et al., 2021; Santisi et al., 2022). Job dissatisfaction decreased commitment to companies, increased downsizing in organizations, increased employee turnover rate, decreased work force performance, increased layoff rates,

alienation from work, and decreased organizational performance (Abraham, 1996; Abraham, 2000; Bommer et al., 2005; Bommer & O'Leary-Kelly, 2003; Santisi et al., 2022). It is critical to remember that human factors such as motivation, excitement, satisfaction, and dissatisfaction must be considered when determining job satisfaction (Jalagat et al., 2016). Job dissatisfaction also creates unrest and dispute (Alam et al., 2020). As conflict causes tension and animosity among team members, it is believed to affect team performance and employee satisfaction (Wu, Zhu, & Hu, 2023). The origins of conflicts have also become the focus of scholarly inquiry (Wu et al., 2023). Conflict management strategy occurs independently of conflict features and focuses on investigating the optimal conflict resolution technique that team members can employ to successfully manage the conflict they encounter (Todorova, Goh, & Weingart, 2022). Conflict resolution or conflict management is a mechanism that helps to explain the effects of dispute on team outcomes (Todorova et al., 2022). Employees who are satisfied with their jobs are more likely to motivate their coworkers, allowing the organization to achieve extraordinary results (Jalagat et al., 2016; Miah, 2018; Santisi et al., 2022). The intention to quit and looking for a new job are found to have a significant negative inverse relationship with job satisfaction (Doleman et al., 2021).

The readymade garment sector has become the lifeline of some Asia-African economies (Alam, 2020; Hasan, 2018). After China, 'Made in Bangladesh' ranks second in the world (Hasan, 2018). Bangladesh is a South Asian country. It is the world's eighth-most populous country, with a population of over 165 million people, and Islam is the most widely practiced religion,

with approximately 91.1% of the population adhering to it (Bangladesh Bureau of Statistics, 2022). The readymade garment (RMG) sector has produced a large number of job opportunities for the populace, particularly the Muslim population. The majority of these people are from rural areas where unemployment is a real problem. Due to a dearth of alternative employment opportunities and pervasive poverty, RMG provides essential job and income opportunities for about 4.4 million people in Bangladesh (Hasan, 2018; The Daily Star, 2018). As a matter of fact, this single sector alone contributes about 16% of the GDP of the country (Quamruzzaman, 2014). Women make up more than 80% of the workforce in this sector and most of them are Muslim (Hasan, 2018). It generates 13% of the country's GDP and more than 80% of all export earnings (Hasan, 2018, Quamruzzaman, 2014). In 2018, this sector earned nearly 83.49% of the foreign currency by exporting garments (Alam et al., 2020; BGMEA, 2019). Bangladesh's economy is now more globally integrated than it has ever been as a result, and RMG exports from Bangladesh are growing quickly (Bangladesh Economic Review, 2021). Despite this noteworthy accomplishment, this industry is experiencing labor unrest because of job dissatisfaction. As a result, labor unrest is a natural part of the RMG sector in Bangladesh, where it has been brutal conflict, significant labor unrest, and volatility almost every year, which costs a lot of money and countless hours of labor (Hasan, 2018). As a result, the majority of researchers want to focus on this topic in order to learn more about job satisfaction and its relationship to organizational performance (Miah, 2018; Santisi et al., 2022). Previous research revealed a significant direct connection between the

organizational ethical climate's elements and job satisfaction (Faramarzpour et al., 2021). On the other hand, the communication climate has a big direct impact on job satisfaction in an organization. The purpose of this study is to determine whether communication and work ethics are more important contributors to job dissatisfaction than other factors.

The following are the study's objectives:

(i)   The first objective of the study is to discover the links between work ethics, communication atmosphere, and job happiness.

(ii)   The second objective of this research is to learn more about how work ethics and a pleasant communication environment affect employee job satisfaction in firms.

(iii)   The third objective of the research is to look into how contented employees might help with productivity and organizational development.

This study adds to the current empirical knowledge regarding the general effect of work ethics and communication climate on job satisfaction and business growth in the RMG sector of Bangladesh. This will also provide useful management implications by offering the most recent methods based on the study's findings. This will also add to the current literature on job satisfaction in manufacturing industries, such as the readymade garment sector.

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2. REVIEW OF LITERATURE

The study undertakes a review of the relevant literature to determine how work ethics and communication climate affect job satisfaction.

2.1 Job Satisfaction

In 1969, the concept of job satisfaction was introduced by Locke. He expressed job satisfaction as a mode of positive emotions resulting from emotional evaluation of working conditions (Locke, 1969). From a general point of view, job satisfaction can be regarded as feelings and emotions received by the employees based on their work experience (Azad et al., 2019). Job satisfaction is defined as a welcomed and positive emotional state and a result of individual's evaluation of his/her job or job experience. In addition, job satisfaction is the result of employees' perception of what they think is important and what their job has well provided them with (Luthans, 2007). Stride et al. (2008) concluded that while intrinsic job satisfaction covers individual effective responses to business aspects involved with the jobs (e.g., change, chance to use the skills, and autonomy), extrinsic job satisfaction embroils the external aspects of the job (e.g., wages and management practices). The concept is born out of such factors as working conditions, organizational discipline, communication climate or relations prevailing the work environment, and social and cultural factors (Faramarzpour et al., 2015). Based on previous research, today it is recognized that lack of job satisfaction is a factor which can also affect many other factors as absenteeism, accessibility, motivation, effectiveness, conflicts, and the quality of health

care services; all of which together will form the overall efficiency of any organization (Locke, 1969).

Previous studies found that factors influencing job satisfaction included professional independence, role conflict, role ambiguity, leadership expectations, organizational atmosphere, leadership behaviors, and organizational characteristics (Arian et al., 2018; Gormley, 2003). Emory et al. (2017) identified six occupational factors as having a positive effect on job satisfaction and intention to stay (individual family policies, colleagues, occupation process clarity and transparency, organizational leadership style, participation in organizational policy-making, and interaction between different parts of the department).

2.2 Work Ethics

Work ethics is a concept derived from the Greek word "ethos," which means "values and attitude." It describes one's character or the position of a society (Garner, 1984). Work ethics are sets of values that guide conduct and operations and encourage employees to act with more integrity, responsibility, and accountability (Haregeweyn, 2019). The framework for the ethical climate in the workplace was first presented by Victor and Cullen in 1978. (Schluter, 2008). One of the key determinants of internal relationships and employee opinions is the ethical environment, which contains some patterns dictating employee behavior and displaying the ethical nature of the company. The term "ethical atmosphere" refers to how people generally perceive particular organizational behaviors and procedures that have ethical components (Asgari, 2019; Schluter, 2008). However, the ethical environment in the

readymade garment (RMG) is a type of organizational environment made up of workers' interpersonal interactions, more practical communication in their factory activities, and their relationships for the employers, employees, and customers. The organizational values, performance, actions affecting the people and organizational structures and systems all have an impact on how the staff perceives the ethical atmosphere of the company. According to researchers, determining an organization's ethical climate involves assessing how its employees see activities that either a) address decisions with underlying ethical problems, b) create an environment where employees can behave ethically, or both, or c) both (Shafipour, 2016). A dominating kind of ethical climate can be seen in a particular working group, but such a climate is not actually shared by the entire organization, according to studies on ethical climate, which have shown that ethical climate fluctuates between subunits, jobs, and tenure levels (Hair et al., 2005). Numerous research have shown a beneficial relationship between ethics and job satisfaction (Asgari et al, 2019; Etebari Asl et al., 2017). When there are ethical issues, the organization provides its employees with clear norms and guidelines, which contribute to some of the pleasure. In these situations, people view the workplace culture as ethical. According to researchers, ethical environment may be viewed as a hygiene component in Herzberg's motivation hygiene theory, and its absence can cause employees to be dissatisfied while its presence is a motivator and makes the staff have a favorable opinion of their jobs and stay longer in the organization (Etebari Asl et al., 2017). Employee satisfaction and commitment are higher when they believe that their firm operates in an ethical manner and that its

connections and interactions are fair (Lewis, 2006). According to studies, businesses can affect how ethically conscious their workforce is, which in turn affects how satisfied they are with their jobs (Borhani et al., 2012; Joolaee, 2013). Poor job performance can be caused by low workplace morale (Aldulaimi, 2016). Based on the aforesaid assumptions, the following hypothesis can be framed:

H1: Work ethics directly effect on job satisfaction in organization.

2.3 Communication Climate

Communication is described as the transfer of information, ideas, thoughts, attitudes, and so on from a sender to a receiver so that the latter may comprehend it (Khan & Taher, 2014). Another definition of communication is the process of transferring information and establishing common ground from one individual to another (Keyton, 2011). The following steps are included in the communication process: thought, encoding, transmission, reception, decoding, comprehension, and feedback (Khan & Taher, 2014; Heinz and Koontz, 1994).

Employee affective commitment to behavioral support is directly influenced by an open and participatory communication climate. Communication climate encourages openness and engagement, which increases employee identification with the organization and leads to a favorable employee reaction to change (Neill, Men, & Yue, 2020).

Employees' shared perceptions of the psychological environment, relationship quality, and communication in their organizations are termed as communication climate (Goldhaber,

1993; Neill et al., 2020; Smidts et al., 2001). Poole (1985) claimed that communication climate is a distinct organizational practice that should be treated independently of other organizational climate subgroups such as motivational climate and accomplishment climate. Individual and corporate communication climates can exist and be analyzed (Neill et al., 2020). A communication climate in an organization reflects its members' common perceptions of openness, voice, and engagement (Smidts et al., 2001). Because the communication atmosphere is designed to recommend that each employee be given appropriate information as well as opportunity to speak up, get involved, be heard, and actively contribute (Neill et al., 2020; Smidts et al., 2001).

Previous research, however, examined stress rather than anxiety in relation to intercultural communication (Ulrey & Amason 2001) and job satisfaction (Fairbrother & Warn 2003). As a result, communication has an effect on job satisfaction (Bücker et al., 2014). According to results of another study, the communication climate has a strong direct impact on job satisfaction (Doleman, Twigg, Bayes & Chivers, 2021).

Therefore, testing the link between job satisfaction and communication climate, on the other hand, is required. Therefore, this study frames the following hypothesis:

H2: There is a significant relationship between communication climate and Jobs satisfaction.

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3. RESEARCH METHODOLOGY

A descriptive research design was employed in the study. This study employed the quantitative research methodology, and a questionnaire served as the survey tool. 120 stakeholders (owners, managers, officials, and employees) from 10 ready-made apparel manufacturing industries in Bangladesh participated in the survey. According to G-Power, the required sample size for this study is 118, and the effect sizes of the three (3) predictor variables are.15 (f 2 =.15),.05 (=.05), and.85 (power (1 -)). The method of selecting participants for the study was simple random sampling, which was used throughout. According to several ethical standards, including getting their informed consent, data from the chosen individuals was gathered through an online survey questionnaire. With the following response options: strongly disagree (1), disagree (2), disagree (3), undecided (4), agree (4), and strongly agree, the dependent and independent variables were evaluated using a Likert scale (5).

4. DATA ANALYSIS AND FINDINGS

SPSS was used to analyze the data after it had been meticulously coded. The results, which were presented as tables and graphs, were interpreted using the key elements.

4.1 Demographic Characteristics

The study's target population was Muslim workers in Bangladesh's RGM sector. The respondents' demographic profile is as follows:
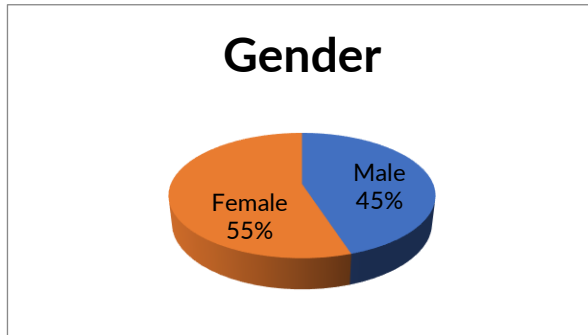
Figure 1. Gender (male and female) ratio of the respondents
(Source: Survey, 2022)

Figure 1 shows that 45% of the 120 RMG industries respondents were male and 55% percent were female.

According to figure 2, the group with the highest percentage of respondents was those who were between the ages of 21 and 30 (42.5%), followed by the group who were between the ages of less than 40 and more than 31 (40%).
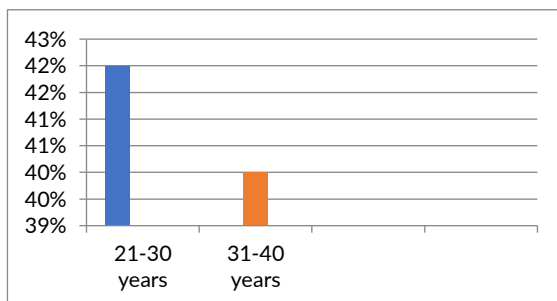

Figure 2. Age distribution of the respondents
(Source: Survey, 2022)

[150]
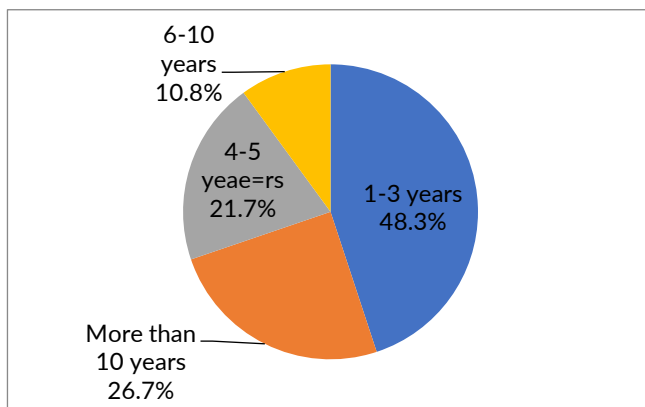
Figure 3. Working experience of the respondents
(Source: Survey, 2022)

Figure 3 shows that of those, more than half (48.3%) had worked for the companies for 1-3 years, 26.7% had done so for more than 10 years, 21.7% for 4-5 years, and 10.8% had done so for between 6 and 10 years.

Table 1. Demographic Profile of Respondents

Category	n	%
Gender		
Male	54	45.0
Female	66	55.0
Marital Status		
Married	89	74.2
Unmarried	24	20.0
Single	7	5.8
Age		

21 – 30	51	42.5
31-40	48	40.0
41-50	16	13.3
51-60	4	3.3
More than 60	1	.8
Experience in Present Organization		
1 -3 yrs	49	40.8
4 - 5 yrs	26	21.7
6 - 10 yrs	13	10.8
More than 10 yrs	32	26.7
Total Work Experience		
1 -3 yrs	43	35.8
4 - 5 yrs	20	16.7
6 - 10 yrs	18	15.0
More than 10 yrs	39	32.5
Position		
Operator	27	22.5
Supervisor	19	15.8
Technician	5	4.2
Inspector	6	5.0
Sample man	2	1.7
Others	61	50.8
Education		
Primary	1	.8
Secondary	75	62.5
Higher Secondary	19	15.8
Graduate_(Masters)	7	5.8

| Post Graduate (M. Phil/PhD) | 18 | 15.0 |

4.2 Correlation Test

Table 2. Pearson Correlation Test

Variable		Communication_ Climate	Job_ Satisfaction	Work_ Ethics
Communication_ Climate	Pearson Correlation	1	.496**	.441**
	Sig. (2-tailed)		.000	.000
Job_ Satisfaction	Pearson Correlation	.496**	1	.507**
	Sig. (2-tailed)	.000		.000
Work_ Ethics	Pearson Correlation	.441**	.507**	1
	Sig. (2-tailed)	.000	.000	

**. Correlation is significant at the 0.01 level (2-tailed).

According to table 2, work ethics and communication climate have a strong positive correlation (r=0.507, p=0.000) and a significant positive correlation (r=0.496, p=0.000). Every variable in the table is significant, as evidenced by the P values of less than 0.05.

4.3 Hypothesis Testing

H1: Work ethics directly effect on job satisfaction in organization.

There are two useful signs in the table 2. The first is the Pearson Relationship, also referred to as the R value. The relationship's

kind and quality are shown by the R value. With a R value of 0.507, there is a significant positive link between work ethics and job satisfaction. The significance value, also known as the P value, is the second useful indicator. The P value must be 0.05 or less for the link to be significant. The P value for the table was 0.000. The link between work ethics and job satisfaction is therefore important. In other words, the first Hypothesis—that there is a significant connection between work ethics and job satisfaction—is supported.

H2: There is a significant relationship between communication climate and Jobs satisfaction.

The table 2 has two useful indicators. The Pearson Relationship, commonly known as R value, is one. The R value reflects the nature and quality of the relationship. With a R value of 0.496, there is a substantial positive link between job satisfaction and communication climate. The significance value, also known as the P value, is the second useful indicator. The P value must be 0.05 or less for the link to be significant. The table displayed a P value of 0.000. As a result, the link between job satisfaction and communication climate is important. In other words, hypothesis two is supported, stating that there is a significant association between job satisfaction and communication climate.

4.4 Multiple Regressions

Multiple regressions examine several independent variables with the dependent variable to determine the possible linear relationship.

Table 3. Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.591[a]	.349	.338	.25588	1.684

a. Predictors: (Constant), Communication_Climate, Work_Ethics

b. Dependent Variable: Job_Satisfaction

According to the table 3, r-square is 0.349, indicating that there is a strong positive significant link between the independent variable (work ethics and communication climate) and the dependent variable (job satisfaction).

4.5 ANOVA

Table 4. ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.114	2	2.057	31.421	.000[b]
	Residual	7.660	117	.065		
	Total	11.775	119			

a. Dependent Variable: Job_Satisfaction

b. Predictors: (Constant), Communication_climate, Work_Ethics

The table 4 above showed that there are independent variables that have a substantial linear association with job satisfaction. The following table will be examined to establish the precise variables.

Table 5. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.936	.338		5.724	.000		
	Work_Ethics	.367	.085	.358	4.305	.000	.806	1.241
	Communication_climate	.223	.055	.339	4.078	.000	.806	1.241

a. Dependent Variable: Job_Satisfaction

According to table 5, all P values are less than 0.05. In a linear form, all independent variables appeared to be significantly favorable associated to job satisfaction. The B value represents the variable's share of the overall relationship. As we can see, Work Ethics has the most significant percentage, which is 0. .358. As a result, Work Ethics is the most powerful independent variable. Communication climate, on the other hand, is the weakest independent variable, with a percentage of 0.339.

4.6 Limitations of the Study

This study has various limitations that should be considered when evaluating the findings. These flaws are either related to the sample and sample size, or to methodological or theoretical choices. Out of the 64 districts in Bangladesh, statistics were collected from only three districts: Dhaka, the capital city, and two other districts (Gazipur and Narayangonj). This study did not employ a probabilistic technique with sampling error, which can have an impact on the outcome of any investigation. The

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sample size must be considered. The study used just 120 respondents from a total of 20 thousand persons on the employee lists of ten factories. Future research may look into the possibility of other internal or external impacts beyond the existing model.

5. CONCLUSION AND RECOMMENDATION FOR FUTURE RESEARCH

Although this study has some limitations, the following conclusion will provide some insights to managers on how to increase employee job satisfaction in Bangladesh's Readymade Garment Sector. Based on an examination of employee job satisfaction, researchers discovered a strong positive association with work ethics. According to the findings of this study, professionals or managers are more inclined to put in more effort on the job satisfaction of the employees. Furthermore, we discovered that a better communication climate can improve job satisfaction. At the same time, this study discovered that two things that most please an employee in a business are work ethics and an effective communication environment. The coefficient table revealed that the p value for work ethics is 0.358 while the p value for communication atmosphere is 0.339. As a result, we can conclude that work ethics and communication climate are very important components of job satisfaction that can assist employees in motivating their work in the workplace and avoiding conflict. Finally, this study found happy employees are more committed to the firm than unhappy employees. Further research into the observed negligible impacts is required to determine the causes (e.g. the direct effect of work ethics, communication climate on

job satisfaction; the mediating effect of organization climate on conflict management, etc.). Given the study's limitations, future research should look into the use of multidimensional factors as a "Management of Industrial Conflict" alternative to single dimensional variables.

According to the findings, we recommend that various programs be developed and implemented to improve the quality of the working environment by introducing work ethics and a better communication environment, which would ultimately increase their job satisfaction, performance and productivity.

This study has various limitations that should be considered when evaluating the findings. These flaws are either related to the sample and sample size, or to methodological or theoretical choices. Out of the 64 districts in Bangladesh, statistics were collected from only three districts: Dhaka, the capital city, and two other districts (Gazipur and Narayangonj). This study did not employ a probabilistic technique with sampling error, which can have an impact on the outcome of any investigation. The sample size must be considered. The study used just 120 respondents from a total of 20 thousand persons on the employee lists of ten factories. Future research may look into the possibility of other internal or external impacts beyond the existing model.

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