

UNITED INTERNATIONAL UNIVERSITY

Project report

On

“AN ANALYSIS OF WORKER’S SATISFACTION IN CUMILLA EPZ”

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PROJECT REPORT ON “AN ANALYSIS OF WORKERS JOB SATISFACTION IN CUMILLA EPZ”.



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17th January, 2023

Dr. Gouranga Chandra Debnath

Associate Professor

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Subject: Submission of project report.

Dear Sir,

It is a pleasure to me to submitting the project report on “**AN ANALYSIS OF WORKER’S SATISFACTION IN CUMILLA EPZ**”. I have tried with my utmost effort to prepare the project report. My academic knowledge, personal knowledge helped me a lot. It helped me to connect my study knowledge with practical scenario. It was a wonderful experience to me to working on this different topic with different people.

I would like to thank you for your guidance and wonderful advice to preparing this report. It helped me a lot. I will be grateful and enthusiastically respond for any clarification if you need it.

I strongly hope and believe that you are kind enough to give approval to this report.

Sincerely,

Dalia Haroun Pinky.

111 171 094

Bachelor of Business Administration

School of Business and Economics.

Declaration of supervisor

The project report titled “**AN ANALYSIS OF WORKER’S SATISFACTION IN CUMILLA EPZ**” has been submitted by Dalia Haroun, ID- 111 171 094, major in HRM, Student of School of Business & Economic, as a partial fulfillment of the requirements for the Bachelor degree. She has been completed the report by herself under my supervision.

Dr. Gauranga Chandra Debnath

Associate Professor

School of Business & Economics

United International University

Acknowledgement:

I am near to my professional life. Apply my study on practical life was important in this stage. This project report helped me a lot to do so. Nothing was possible without support from various sources. I am very much happy to get direction and support from those people.

At 1st I would like to thank my Allah for the infinite grace to allow me to complete this report.

Then I would like to thank my honorable supervisor Dr. Gouranga Chandra Debnath sir for giving me the necessary guidance that played a crucial role during the project report making period.

Then I would like to thank my family members who really helped and support me a lot. Without their support completing the report with my little baby was impossible.

And finally, I would like thank those workers without whom the report was not possible. Yes, the workers of the Cumilla EPZ. I interviewed 30 people. Without their cooperation it was not possible. I would like to give a big thanks to them for giving me their precious time.

Executive Summary:

Job satisfaction of workers is very important. Every organization wants it. But the scenario is different in garments sector. The owner of garments doesn't really think about their workers satisfaction. The matter doesn't bother them.

Job satisfaction is a psychological thing because, the preference factors vary person to person. But still some factors are very crucial. In our country garments workers are most underrated. They work with nominal wages. Sometimes the wages are so low that their living costs are more than their wages.

I asked 15 questions, tried to ask simple questions based on different satisfaction factors. I received different answers. Some are happy or some are not. Workers are helpless they need a job to survive. Garment's job doesn't require much qualifications so that low class people find only this job is suitable for them.

After analyzing all the question answers I found workers are not really happy but to survive they need the job. Their opinion, freedom nothing is present in EPZ even enough safety is not available.

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CHAPTER 1: PREFACTORY PART



1.1 INTRODUCTION:

In a basic sense, job satisfaction refers workers feelings toward their job. It is related with one's emotion. It is their positive or negative feeling toward their job.

Job satisfaction is very important. It has a great impact on their performance. The more the workers are happy with their job the more they will provide to their performance.

Perspective of happiness varies person to person. There are lots of factors that has effect on job satisfaction. For example, Compensations, working conditions, safety, promotions, recognition and so on.

Job satisfaction increase employee's productivity, motivate them positively it can even increase loyalty of the employee. Job satisfaction is like a trump card. Though many organizations doesn't care about it but in developed country it is a very famous term. Day by day the world is understanding the necessity of employee's satisfaction and switching from old formula to new formula.

1.2 BACKGROUND OF THE PROJECT:

Garment's workers are one of the most under rated workers in Bangladesh. They face lots of difficulties along with safety issues but still many lower-level people's first priority is garment's job. Women are more tend to attract on it. Are they really satisfied with their job is a big question. Job satisfaction is a psychological fact. If any factor makes someone happy doesn't mean that factor will make others happy. So I want to analyze job satisfaction of Cumilla EPZ workers based on my asked questions.

It is under government control. Lots of workers works here. Analyzing them was very interesting to me. Also, I wanted to connect my study knowledge with practical environment.

1.3 OBJECTIVES OF THE PROJECT:

Broad objective: The broad objective of the project is to describe Cumilla EPZ workers job satisfaction.

Specific objectives:

- To know about workers, work pressure.
- To find out about their supervisor behaviour toward them.
- To analyse the fair salary.
- To evaluate about their accident avoiding steps.
- To know about women worker's benefit.
- To analyse their satisfaction with their workplace.
- To find out the problems related with objectives and finally,
- To make some recommendations / suggestions to overcome the problems.

1.4 METHODOLOGIES OF THE PROJECT:

Both primary and secondary data has been used to complete the project.

- **Primary data:** Question answer session of Cumilla EPZ's workers. (Sample size is 30).
- **Secondary data:** Books and internet.

1.5 LIMITATIONS OF THE PROJECT:

Every works has some limitations. I also faced so many problems when doing this project and the report. Cumilla EPZ don't have any official online page. So, I needed to research more for some information. Workers were in rush before their working hour or even in after the working hour. So, asking all the questions and finding the answer was difficult though I tried my best, made simple questions and got the success. I believe, if the limitations ware not in front of me the project maybe more clear and helpful.

CHAPTER: 2 ORGANIZATION's HISTORY



2.1 HISTORY OF EPZ in BANGLADESH:

In the world Bangladesh is the second largest apparel manufacturing country. This country has good reputation worldwide.

Export Processing Zone (EPZ) is basically a special domestic and foreign investment zone. This industry is the most dynamic sector of GDP growth in any country. For developing any EPZ, it is the behind hope that the country will attract investment, create employment, generate foreign exchange earnings and transfer technology.

Bangladesh was the first founder of EPZ in South Asia. Bangladesh Export Processing Zone Authority (BEPZA) is the regulator of all the EPZs. It was founded on 1980. Major General Abul Kalam Mohammad Ziaur Rahman is the current Executive of BEPZA.

At present in public sector eight EPZs are processing in Bangladesh and ninth number is in under construction. There are two private sector EPZs are also available.

Readymade garment industry has the highest investment in EPZ. First EPZ was Chittagong Export Processing Zone (CEPZ) which was established on 1983. Lists of all the EPZs in BD-

1. Chittagong Export Processing Zone (CEPZ)
2. Dhaka Export Processing Zone (DEPZ)
3. Mongla Export Processing Zone
4. Cumilla Export Processing Zone
5. Ishwardi Export Processing Zone
6. Uttara Export Processing Zone
7. Adamjee Export Processing Zone
8. Karnaphuli Export Processing Zone

Bangladesh government recently announced, in 15 years 100 new EPZ and SEZ (Special Economic Zone) will be establish. Which means the country is thinking big and if they succeed no one can stop the country's growth. Already many EPZ's are in under construction.

2.2 HISTORY CUMILLA EPZ:

Cumilla export processing zone was established on 2000. It is the 4th largest EPZ in Bangladesh.

It is situated in old Cumilla airport area, south side of the main town. The size of each plot is 2000 sq. Avg. and the zone area is 267.46 acres. It has total 243 industrial plots. It has own water supply system. (BEPZA website)

At present fifty investors (both Bangladeshi & foreigners) are running their factories there.

2.3 WORKERS OF EPZ:

As per a website at present 516,588 workers are working in these eight EPZs. Around 66% workers are women.

In Garments sector women are playing vital roles. Poor women are more comfort to do garments works rather any other works. Now, Poor girls don't want to be burden to their family. Which can be seen in EPZs also. But according to THE DAILY STAR report this year (2022) the number of female workers is decreased.

In the global pandemic period, lots of workers were unemployed. This industry was facing huge cancellation of orders so reduce the costs, factory owners retrenched many workers. But at present world is recovering the pandemic and worldwide businesses are expanding again the workers amount is increasing. So, it is hope that female workers number will also increase.

Also, in Cumilla EPZ, there are more women workers than men. They are becoming self-depending now. BEPZA is also taking steps toward women garments workers so Bangladeshi women can be independent.

CHAPTER 3: FINDING & ANALYSIS



I asked questions to the workers and the sample size was 30.

1. Are there too much work pressure in your EPZ?

Every workplace has work pressure. In the garment sector it is huge. Completing orders in time contains not only the reputation of the factory but also of the country. Without workers it is not possible. Here is the chart that represents the work pressure of Cumilla EPZ workers. (Sample size is 30)



Interpretation:

This column represents the work pressure of Cumilla EPZ's workers. I tried to give a visual reflection of workers opinion. 98% (29 persons) of them said that they have high work pressure in the EPZ and rest of them (1 person) replied he thinks there are low pressure.

In their opinion every second is precious here. Sometimes their wages are depending on their quantity of output in limited time. In the pandemic time their work pressure was low. But in just few months, they again started their flow of works same as before. They added that, in summer

season of our country they have pressure to ready winter cloths and in winter season they have pressure to ready summer cloths. But in September and February month of the year their pressure is sometimes low.

FINDINGS:

- I. The work pressure is high.

2. Do you get enough training?

Training is essential almost every works. Some works may require training and some may not. In factory workers works with technologies that may require training so I feel that question can be ask. Here is the visual representation. (Sample size is 30).



Interpretation:

This column represents if they get training or not. 82% (25 persons) of them said they get training as it is required as their working condition and 18% (5 persons) said they don't need it to complete their tasks.

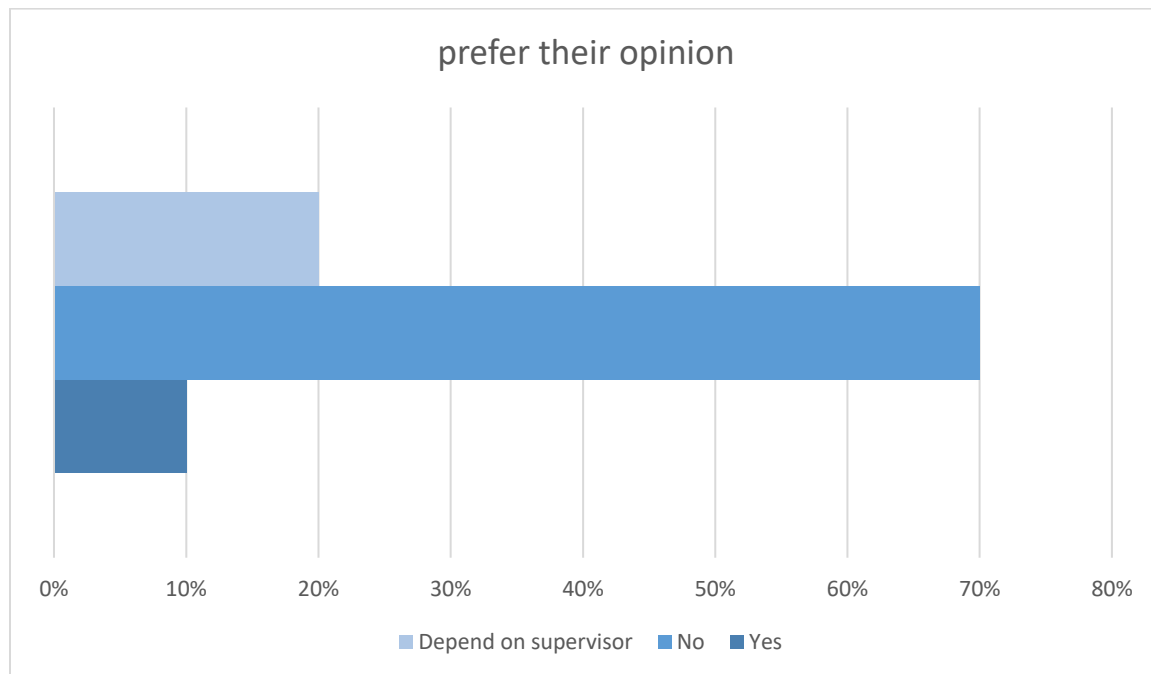
Basically, who works with the machines get the trainings. So, they can work productively. Who works with heavy machines gets more trainings to run the machine effectively or maybe correctly. After getting necessary trainings they can start their works.

FINDINGS:

- i. Training is given when it is require to their working condition.

3. Do they give preference to your opinion?

When workers see that their opinion are getting preference they feel motivate. Many organizations do many things to make workers feel motivate. When workers are motivated, they may feel positive and their productivity may increase. So, giving preference to the worker is important. (Sample size is 30)



Interpretation:

This bar chart represents 70% (21 persons) of them don't get preference of their opinion, 10% (3 persons) of them said they get preference and 20% (6 persons) of them said it depends on the supervisor.

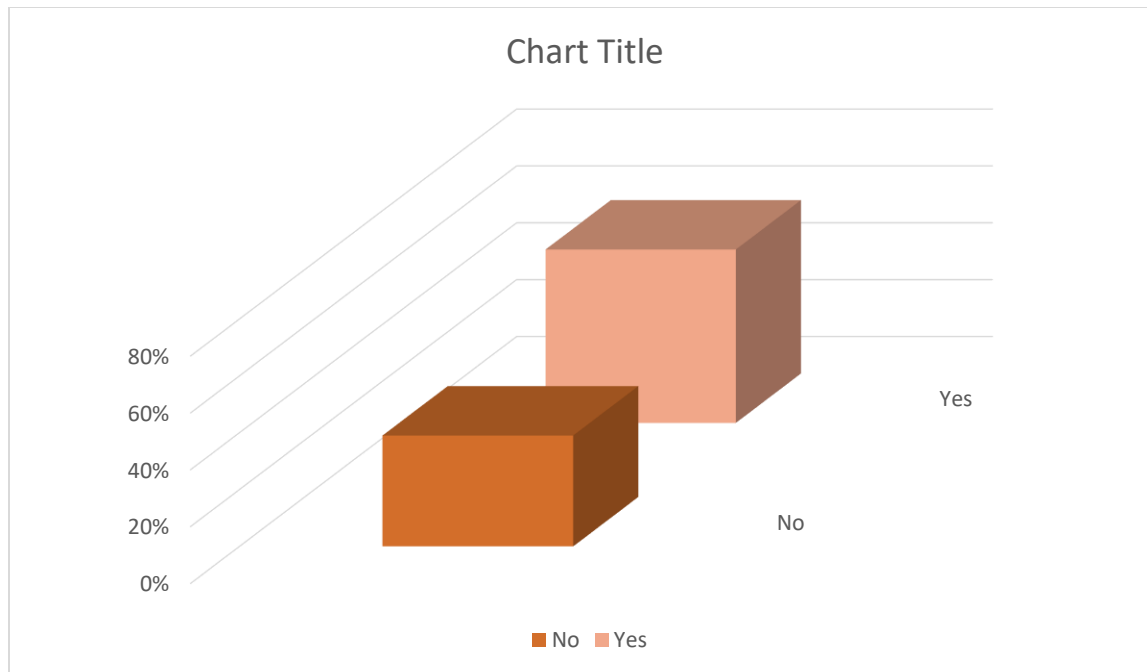
They said that they don't get enough opportunities to open up their opinion toward their supervisors. Some supervisors are friendly but most of them are not. They have welfare association where they can express their opinion. The welfare working for workers right.

FINDINGS:

- I. Don't give preference to the worker's opinion.
- II. Have worker's welfare society.

4. Are your supervisor is friendly?

Friendly supervisor may have a positive impact to the workers. Though more friendly behavior may have a negative impact. Different person has different personality so supervising style and other factors vary person to person. Workers feel free to share their thoughts to friendly supervisor. Here is visual presentation of Cumilla EPZ scenario. (Sample size is 30).



Interpretation:

Here I got a mixed reaction. 61% (18 workers) of them said they don't have friendly supervisor but 39% (12 workers) of them said they are having a friendly supervisor.

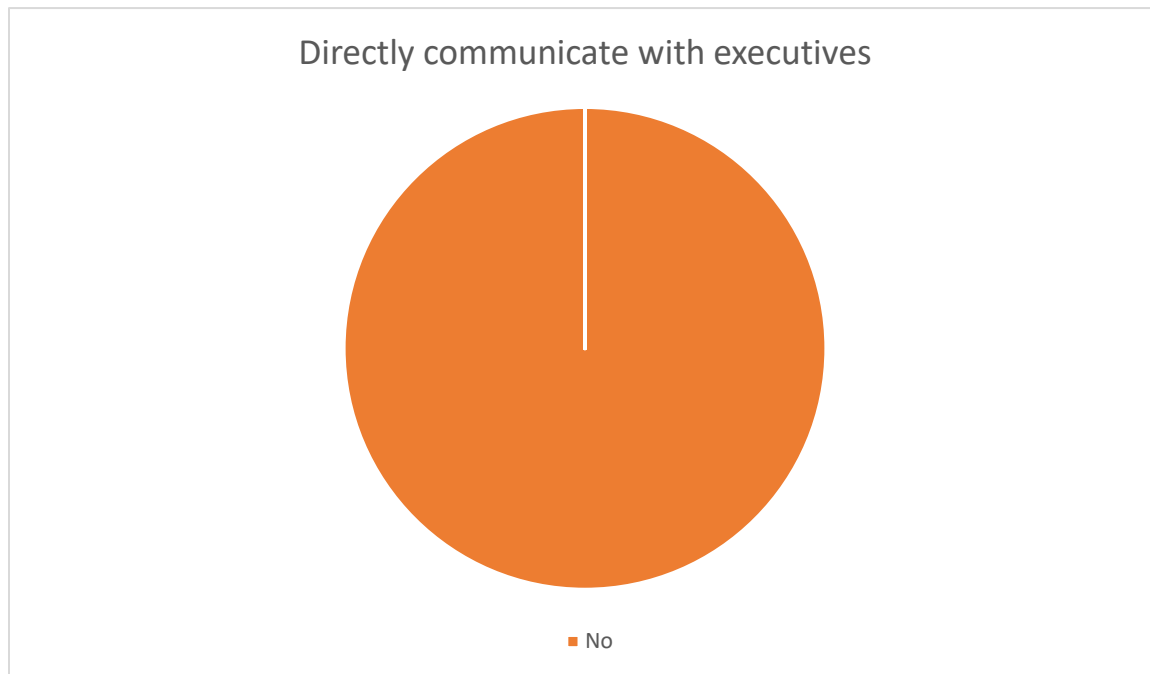
Maybe different departments and supervisors are reason of it. As the EPZ includes fifty factories.

Findings:

- I. Not all the supervisors are friendly.

5. Can you communicate directly with your executives?

Most of the organizations don't allow lower-level workers to communicate directly to the executives. Executives are those who run the business that means most senior persons of the organization. Communication is very important. It's a believe that, which organization have a great communication, can have more success. Because it increases workers confidence. when they can directly say their opinion to the executives the miscommunication rate will decrease. (Sample size is 30).



Interpretation:

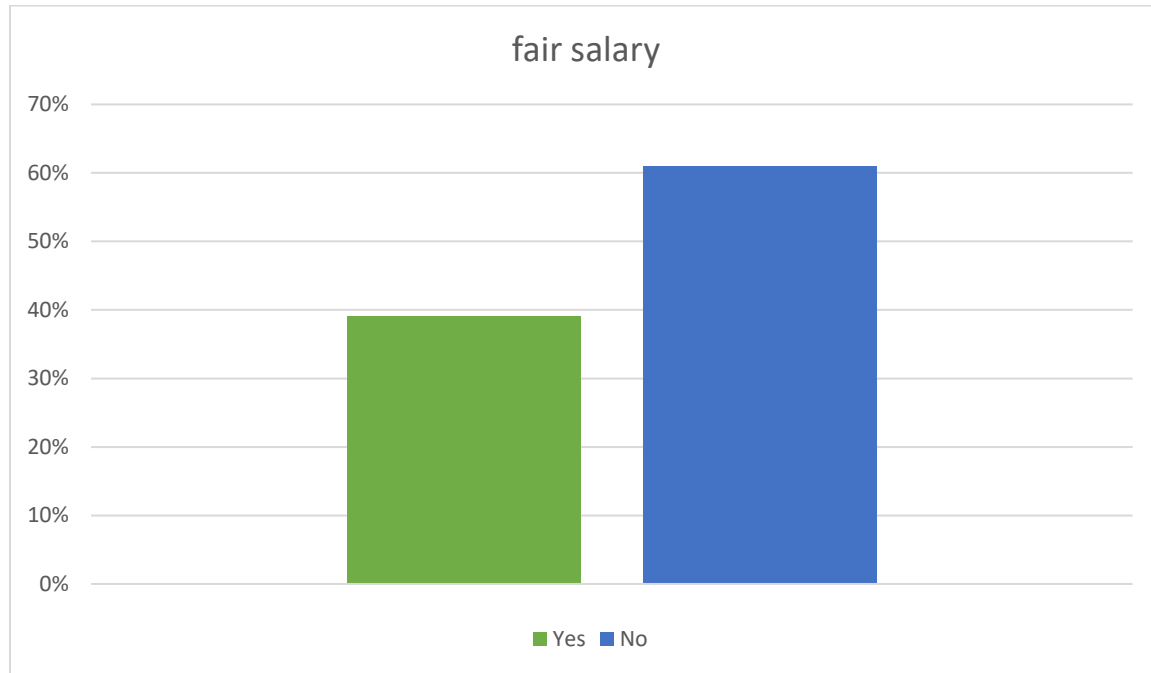
All the 30 workers said they are not allowed to talk to the executives rather their supervisor may discuss it with his/her senior according to the necessity or their welfare society will help them. But no one here is allowed to communicate with the executives.

FINDINGS:

- I. No one is allowed to talk with the executives.

6. Do you think you get fair salary?

It is the most important thing to any person. Doing research of any garment and not asking about it is impossible. Garment's workers are mainly low earned people in this country. Though their works are increasing the GDP of the country but the workers are not getting their fair wages. Though all the garments are not same. This low wage system is one of the major reasons of attracting foreign investors. Workers want to work even with lowest wage. (Sample size is 30)



Interpretation:

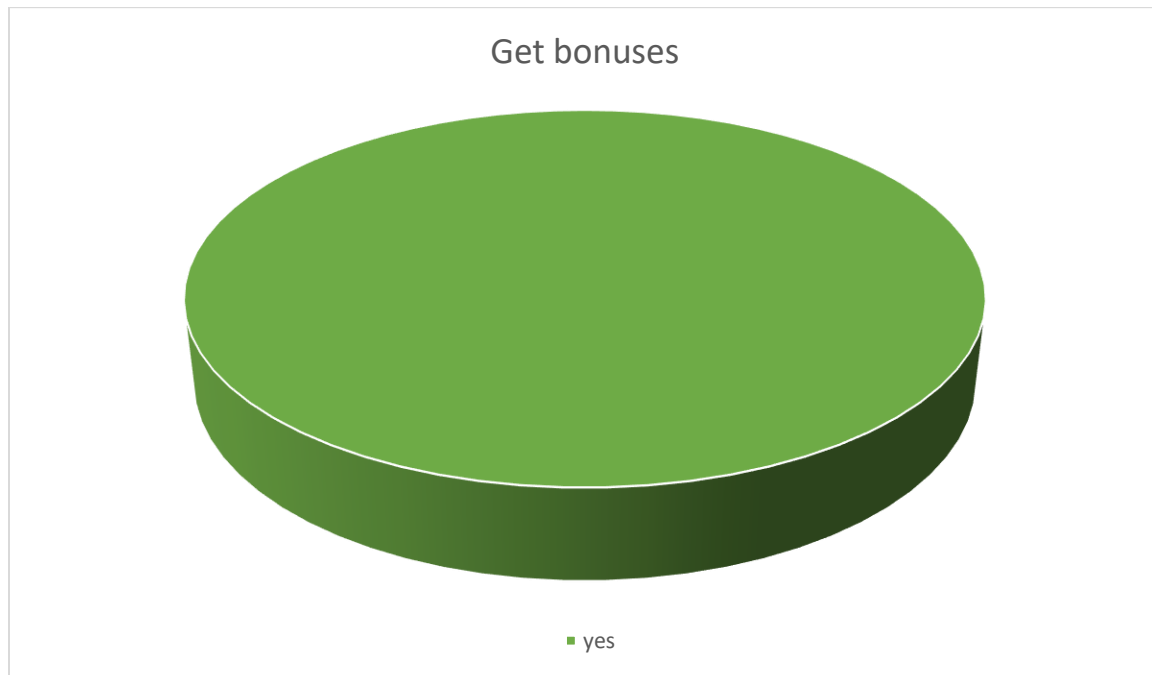
61% (18 workers) responded no to that question and rest 39% (12 workers) responded yes. Most of them said they are not getting enough salary. Their living costs are near to their income. But those people who leaves in rural areas, their costs are manageable with their salary. Costs are low in rural areas that maybe the reason of it. The worker's regular working hour is 9:00 to 5:00 and beside that they do over time to earn more.

FINDINGS:

- I. Most of the workers are not satisfied with their salary.

7. Do you get Bonuses?

Bonus works as motivation to any employee. In Bangladesh two EID festive bonuses are very common and many organizations gives other bonuses also. In garments sector over time is very common because completing order pressure is very high here. Garments offers extra money for it also. (Sample size is 30)



INTERPRETATION:

All the 30 workers said yes, they get bonuses. 2 festive bonuses in a year is mandatory here. Bonuses increase workers motivation. This EPZ workers are also getting bonuses. Though the Amount is minimal.

FINDING:

- I. Get bonuses.

8. Do you get your salary on time?

It is another unavoidable question for garment's workers. In Bangladesh strike and lay-up for arrears are very common. Most of factory owners don't give salary on time. It is more common in private sector. Workers even have living problems because of arrears. But lots of owners do this hateful thing. (Sample size is 30)



Interpretation:

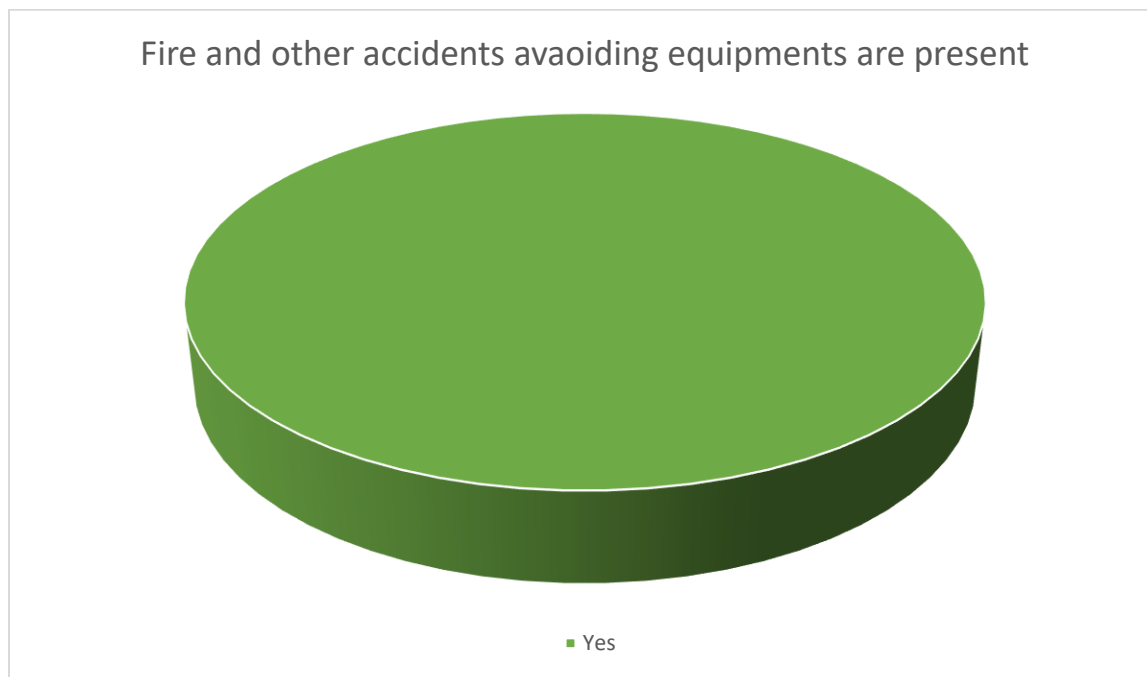
96% (28 workers) of them said they get salary on time and 4% (2 workers) said not always they get it on time. On 7th date of every month, they get the salary. The EPZ is giving salaries of the employee timely. Which is very important. Salary is major things to the garment's workers. Workers also added if EPZ authority can give it 1st date of the month it would be more effective to them.

FINDING:

- I. Giving salary on 7th date of month but they want it 1st date of the month.

9. Do your EPZ has enough equipments to avoid fire and other accidents for workers?

Fire accident is very common in BD. Almost whole year anyone can hear about garment fire accidents here and there. In the winter season number become increase. Other accidents are also very common. The Rana Plaza incident is one of the big tragedies in garment's history and had a very bad impact and rise the safety question of workers. Foreign investors losted interest to investment in Bangladesh because of that incident. Back in 2019 Cumilla EPZ also faced a fire accident. At RN spinning mill around at 9:30 pm the fire had started and quickly engulf to the whole factory. 14 firefighting units abled to douse the flames around 5:30 am. (Sample size is 30)



Interpretation:

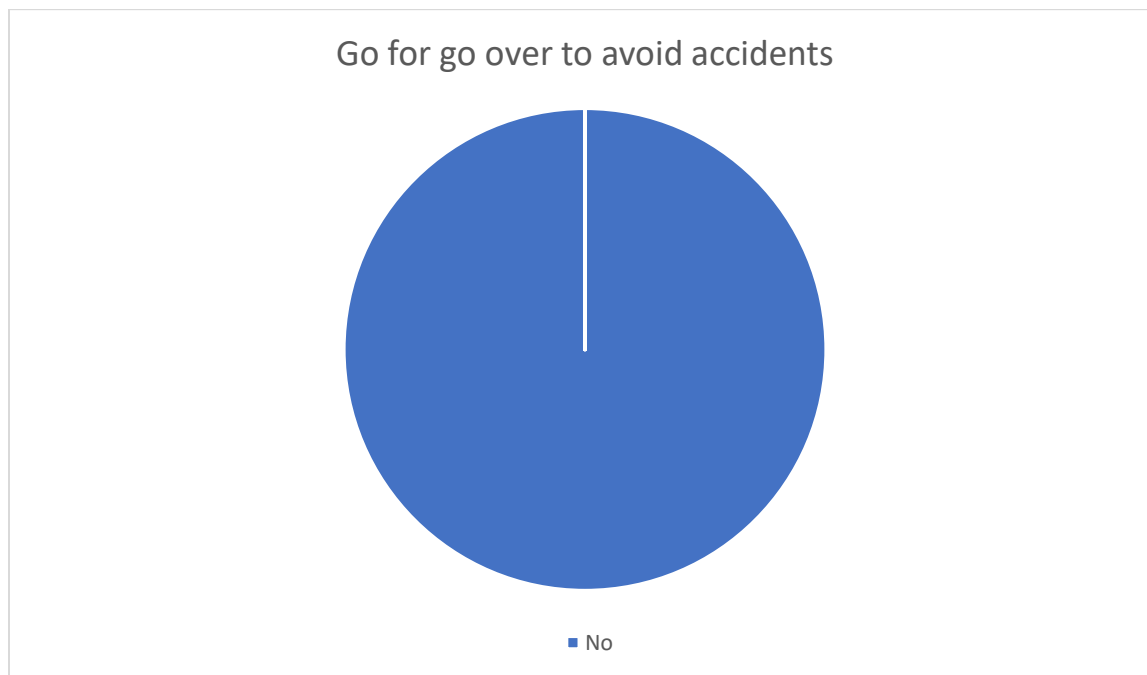
Everyone said EPZ has all the equipment to avoid the risk of accidents.

FINDINGS:

- I. It has the safety equipment.

10. Do you go over regularly to avoid accidents?

Garments accidents are very common in BD. So it is required that not only having necessary equipment every organization should know how to use them. Beside it, organizations most importantly garments should arrange go over to practice what to do if any accident occur. But most of the garments in Bangladesh don't do that. (Sample size is 30)



Interpretation:

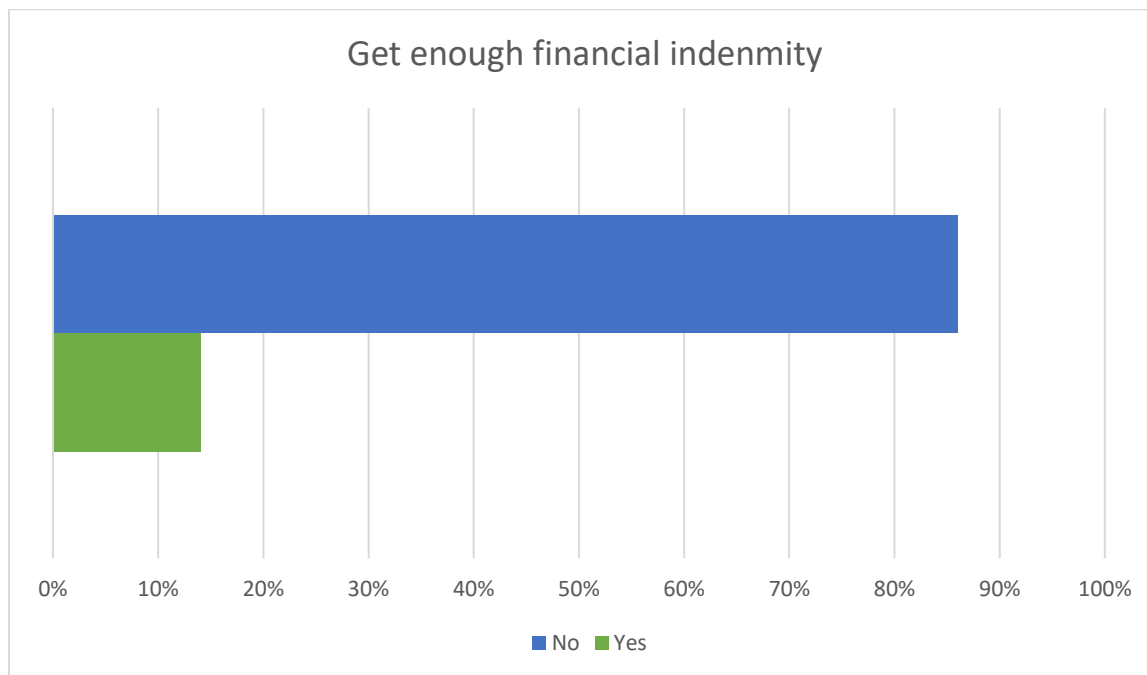
All the 30 workers answer no on the question. Even some of them were very surprised to hear the question. The EPZ never arranged this kind of go over.

FINDING:

- I. The EPZ never arranged any go over to train their employees.

11. Do you get enough financial indemnity if any accident occurs?

When any accident occurs in workplace it is responsibility of that Organization to give indemnity to the workers or if the worker dies give the indemnity to the workers respective family member. But factory owners are very Famous for not giving indemnity. Or if they give it the amount is just a show off. Here is Cumilla EPZ's situation. (Sample size is 30)



Interpretation:

14% (4 workers) of the workers thinks the given indemnity is enough but 86% (26 workers) thinks the financial indemnity is not enough. Though I failed to collect broad information on it.

FINDINGS:

- I. Given indemnity is not enough.

12. Do you get enough leave when you need it?

Beside weekly holiday workers may need more leave for medical issue or others. This policy vary organization to organization. Work pressure company policy and many other things are factor to consider workers leave. (Sample size is 30)



Interpretation:

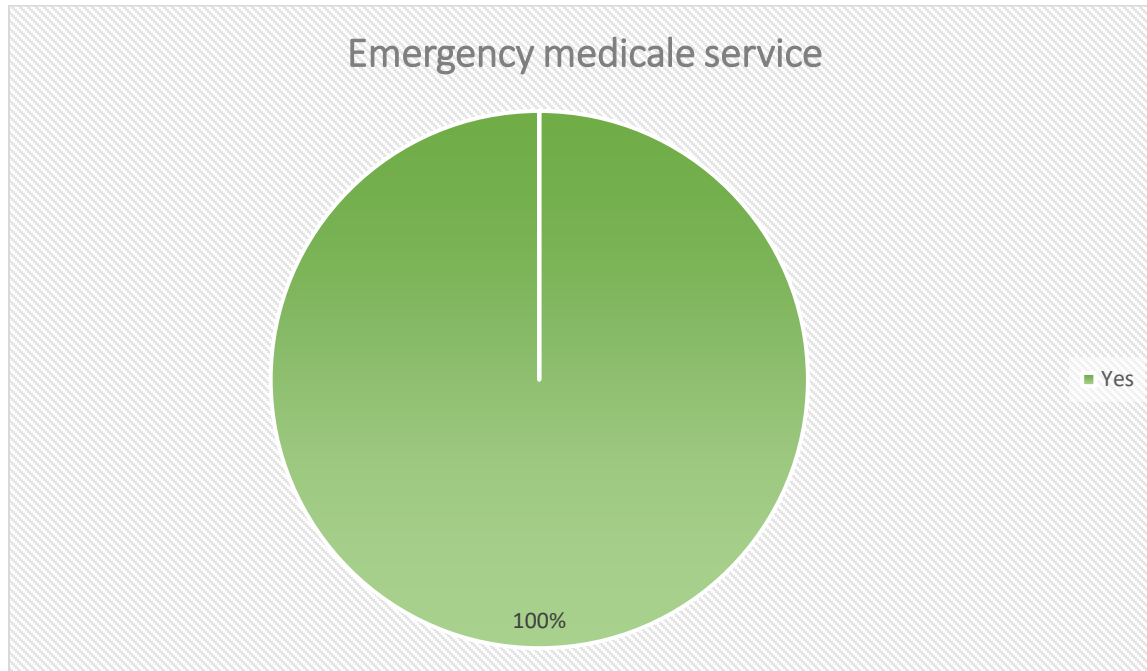
65% (20 workers) said they get needed leave only if it is medical issue. There is medical sector in every factory and a duty doctor is always present here. He decides if the worker need rest or not and the supervisor then take the leave decision. But no worker is allowed to take leave for more than 3 days. 35% (10 workers) thinks they don't get enough leave. There are always work pressure if any worker is absent the pressure increases more so supervisors don't allow for leave.

FINDING:

- I. Leave are allowed but the number is very low.

13. Do they provide emergency medical service?

Garments workers usually works with heavy machines with tight time schedule. If enough safety is not taken or because of carelessness accidents may occur to any worker. When they need emergency medical. So as per law every factory should have medical center and a doctor should always present there. (Sample size is 30)



Interpretation:

100% (30 workers) of the workers said there are medical center in their EPZ and always a doctor is present here. When any worker face accident that doctor do the first treatment. Then, the worker sends to hospital if it is necessary.

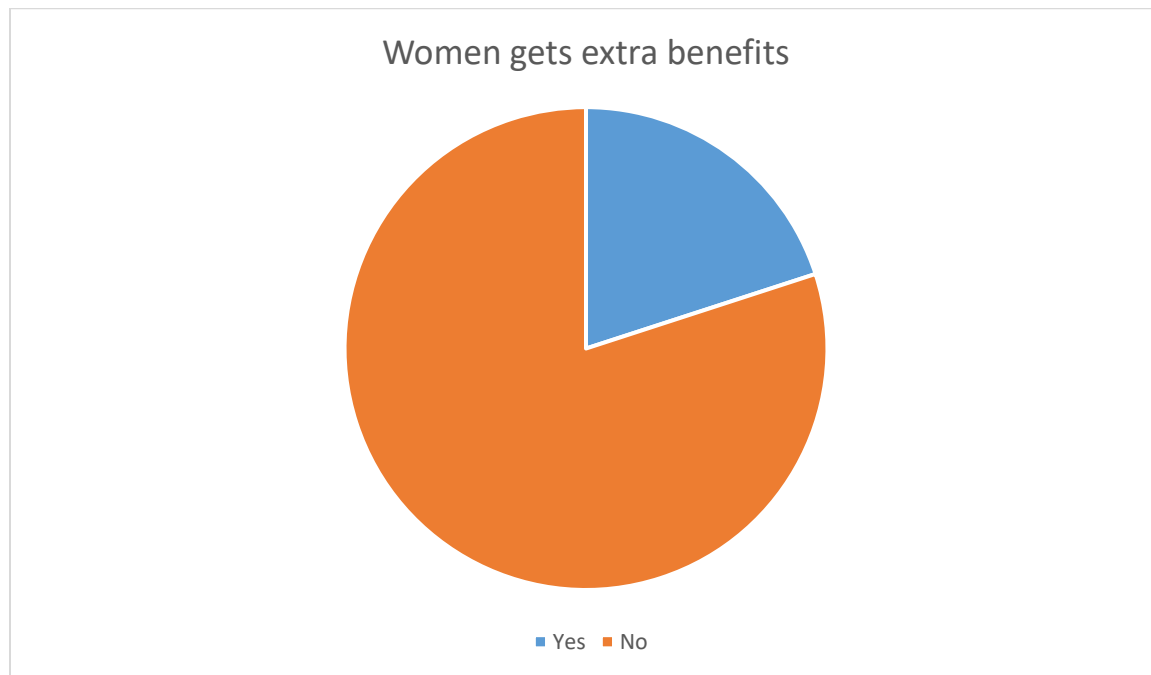
FINDING:

- I. Emergency medical is present in the EPZ.

14. Do women workers get extra benefits?

This generation says equal rights of both genders. But sometimes many Organizations give less benefits to women workers. Because they think women are not capable for all types of work. On the other hand, sometimes, some works are required for particular gender. In EPZ there are many heavy works that may not possible by the women. On the other hand, BEPZA trying hard to give

extra benefits to women workers to ensure independency of women so women of the EPZ may get extra benefits. (Sample size is 30)



Interpretation:

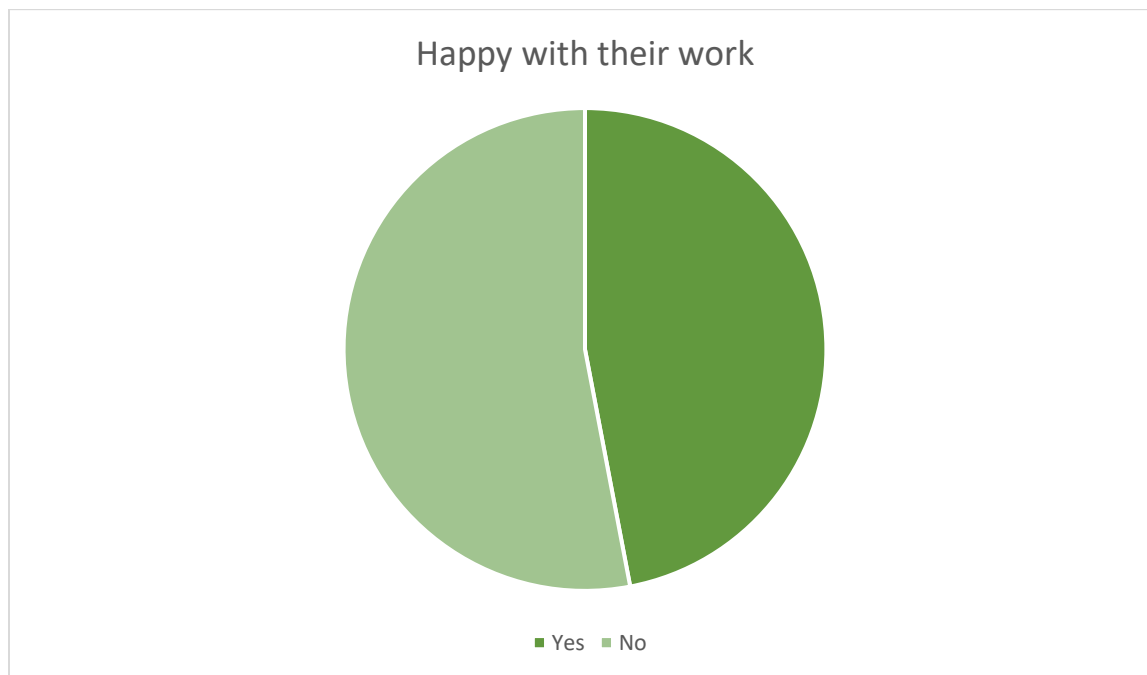
80% (24 workers) of them said they don't get extra benefits and they are even work after 9:00 pm for ensuring security. But rest 20% (6 workers) thinks they get benefits. They also added women are allowed for 16 week's maternity leave.

Finding:

- I. Women don't get any extra benefits.

15. Are you happy with your workplace?

Happiness with workplace is very important. If someone is not happy with his Workplace, he can't input your 100% to your work. Though in garments people situation may different. The job is very important to them they have much options so it doesn't matter to them if they are happy or not with their workplace. (Sample size is 30)



Interpretation:

I found mixed reaction for that question. 47% (14 workers) of them said they are happy with the EPZ. They don't have other option but with their quality they can do only that job. 53% (16 workers) of them said they are not happy with your workplace. Too much strictness, tight schedule, hard work maybe the reason of it. But as they are helpless so they work in the EPZ.

Finding:

- I. Though they don't like the job but they have to do it.

CHAPTER 4: RECOMMENDATION & CONCLUSION



FINDINGS:

Before recommending I gathered together my findings from the question answers.

1. High work pressure.
2. Don't give preference to the workers opinion.
3. Not all supervisors are friendly.
4. No one is allowed to talk with the executives.
5. Most of the workers are not satisfied with their salary.
6. Workers want the salary on 1st date of the month.
7. EPZ never arrange any go over to train their employees.
8. Given indemnity is not enough
9. Leave are allowed but the number is low.
10. Though they don't like the job but they have to do it.

Recommendations:

1. EPZ should do more analysis to reduce work pressure of the workers.
2. Should listen what workers want and give prioritise to their opinion.
3. Supervisors should be friendly. Though more friendly behaviour may have negative impact but still strictness.
4. Executives may arrange discussion session 1 day of every month so workers can communicate with their executives.
5. Salary grade should be increase.
6. Salary should give on 1st to 3rd day of the month.
7. Go over should be arrange time to time to train the workers.
8. Indemnity amount should be increase.
9. Leave number should be increase.
10. EPZ should do research and understand why their workers are not happy and try to solve the problems.

EPZ can do research on employees and take some steps to reduce employee dissatisfactions.

Conclusion:

Every topic has some good side and some bad side. Cumilla EPZ is also same. The EPZ is doing some great things but the negative side is also present. Workers are helpless. They are not happy with their job but they have to do it to survive. The EPZ is doing some unfair staff but the workers are helpless.

The EPZ is also doing some get works. They give salary in time; give bonuses some supervisors are friendly also. If believe the workers opinion, most of the workers are happy with the EPZ. So, if the EPZ take some steps to reducing the problem the result will undoubtedly very good.

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4. <https://textilelearner.net/life-of-garment-workers-in-bangladesh/>

APPENDIX:

1. আপনার ইপিজেডে কাজের চাপ কি অনেক বেশি?
2. পর্যাপ্ত ট্রেনিং কী প্রদান করা হয়?
3. আপনার মতামতকে কী প্রাধান্য দেয়া হয়?
4. আপনার সুপারভাইজার কী বন্ধুসুলভ?
5. সিনিয়রদের সাথে সরাসরি যোগাযোগ করতে পারেন?
6. আপনাকে কি ন্যায্য বেতন প্রদান করা হয়?
7. বোনাস প্রদান করা হয়?
8. আপনাদের বেতন কী সময়মত প্রদান করা হয়?
9. আগুন বা অন্য যে কোনো দুর্ঘটনার এরানোর পর্যাপ্ত ব্যবস্থা রয়েছে?
10. এসব দুর্ঘটনা মোকাবেলার মহড়া প্রদান করা হয়?
11. ক্ষতির জন্য কি পর্যাপ্ত ক্ষতিপূরণ প্রদান করা হয়?
12. প্রয়োজনে কি পর্যাপ্ত ছুটি প্রদান করা হয়?
13. জরুরি মেডিকেল ব্যবস্থা কী প্রদান করা হয়?

14. মহিলাদের কী বিশেষ সুবিধা প্রদান করা হয়?

১৬. আপনি কি আপনার প্রতিষ্ঠান নিয়ে সন্তুষ্ট?