

## **Effect of Some Factors of Organizational Culture in Retaining Employees in Readymade Garments Industries in Bangladesh: An observation**

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### **Abstracts:**

*The readymade garments industry of Bangladesh has been the key investment place for the investors of all over the world. This industry is bringing foreign currencies for the country and most of the employees are female. It is assumed that a satisfied employee may produce healthy, creative and work friendly mind. A strong culture is a powerful tool to drive behavior, because it helps employees to do a better job so that each employee at the beginning of his career needs to understand the culture and how culture is implemented and that is shown in this study. The present study aims to analyze and investigate the effect of the factors of organizational culture on employees' retention in readymade garments industries in Bangladesh which second largest private economic growth sector of Bangladesh after agriculture. This paper is done mainly based on the primary data where sample size is 90 out of 100 from them 60 (66.67%) are female and 30 (33.33%) are male employees where structured questionnaire with seven-point Likert scales and descriptive statistical tools with ANOVA are used to find the result and testing hypothesis. It is very difficult to make a specific framework for measuring the employees' retention in any organization. The present study revealed some factors as organizational culture such as; monetary benefits and compensation; working environment; job flexibility; supervisor-subordinate relationships; training; promotion management; children care facility; workload; skill recognition and opportunity of career growth to know the effect of organization culture on employees' retentions in readymade garments industry in Bangladesh. Moreover, this study revealed that supportive culture of the organization increase the satisfaction level of employees and decreases the turnover ratios from the organization and increases the employees' retention.*

**Key Words:** Organizational Culture, Employees' Retention, Readymade Garment Industries

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### Introduction

Organizational culture has been received extraordinary attention ever since the concept was developed by American scholars 1980's. By contrast with the management practices in Bangladesh, in companies and industries the concept of organizational culture and related theories were developed. The academic and the managerial practitioner have the reached consensus that culture is the core competency of an organization. It will impact effectiveness or performance of the individuals, the groups, and the whole industry.<sup>15</sup> In Bangladesh, a number of persons and groups are engaged as employees in readymade garments industry that is the lifeblood of the present Bangladesh's economy just after agriculture sector. In the late 1970s, the ready-made garment industry has started its victorious drive in Bangladesh. Though Bangladesh faced a real thrust in ready-made garment sector from the middle of 1980s to the middle of 1990s. The first apparel factory in Bangladesh has been established in 1960 at Dhaka. Bangladesh started exporting garments in 1976. Desh Garment Company was the first apparel factory in Bangladesh. In 1982, Bangladesh Garment Manufacturers and Exporters Association (BGMEA) were established for protecting the interests of the exporters and the manufacturers of RMG sector. In 1985 UK, France, Canada and USA imposed "Quota" restrictions on Bangladeshi products that were a serious challenge for the growth of this industry. Then persuasion of the General Agreement on Tariff and Trade (GATT) as well exclusive introduction of the Multi-fiber Arrangement (MFA) permitted the use of quota restriction that made possible expansion and growth of the garment industry in Bangladesh. A remarkable export growth is experienced by ready-made garment sector. Moreover, this sector contributes significantly to the GDP and also provides employment to around 4.2 million Bangladeshis, particularly women from low income families.<sup>16</sup>

In the 1980s, there were only 50 factories where a few thousand people were employed, while 4490 manufacturing units contributing around 78.7 percent to the total export earnings. In the year of 2012, it earned about \$424.23 billion; around 13 percent of the GDP by exporting readymade garments products to USA, Germany, UK, France and other E.U countries previously it was only around 3 percent in 1991.<sup>17</sup> Contribution of Bangladeshi readymade garments industry is 5% in the global marketplace at that time but this percentage was satisfactory because it was thought as prospective sector. It has been esteemed that Bangladeshi garments export could rise to be twice by the year of 2015 and tripled by the year of 2020 (Khan and Akter, 2012). Export targets were set at \$30.5 billion for the FY 2013-14 while earnings stood at \$30.18 billion. Bangladesh will be able to export US\$ 1.0 billion worth of RMG to China by the next few years. It is assumed that a demand worth of US\$ 650 billion clothing and apparel products by the 2020 in the global market. In that matter Bangladesh has the scope of contribute \$44.56 billion. China is an untapped opportunity for Bangladesh. At the same time, Bangladesh is a lucrative destination for cloth sourcing for the Chinese consumers at a 10 to 15 percent lower price due to duty-free access facility. Because of declining profit margins and capacity constraints in China, investors are looking at other lower-cost countries for making investment in the ready-made industry. Bangladesh is seen as

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<sup>15</sup> Xiaoxia Zhang and Bing Li, Organizational Culture and Employee Satisfaction: An Exploratory study, 2013

<sup>16</sup> Bazlul Khondhker, Abdur Razzaque, and Nazneen Ahmed, Exports, Employment and Working Conditions:- MFARMG Industry."

<sup>17</sup> "BGMEA Upbeat on Export Growth". Bizbangladesh.com. Retrieved 2010-10-05

the 'Next China' because its apparel exports could triple by the year of 2020. It is hoped that the European and the US buyers plan to strengthen their presence in Bangladesh. For the smooth running of this sector, it is needed for retaining employees for a longer period. Obviously it is a challenge because employee retention can play a role for the firm's success. It must be handled carefully so that turnover rate can be reduced and an adverse effect on firm be controlled as well. An employee is likely to be more creative, flexible, innovative and loyal when he is given satisfaction in his working place.

Because unhappy employees are motivated by a fear of job loss and will not give hundred percent of their effort for very long (Harvard Professional Group, 1998) that is being seen in readymade garments industry of Bangladesh.

### Literature Review

**Gibson et al., (1997)**, oorganization culture is defined as the system that penetrates values and norms in each organization. Organization Culture is able to encourage and discourage the effectiveness that depend on the characteristics of values. **Schein, (1992)**, oorganization culture is basic pattern of assumption is created, found or developed by a group when they were adapting themselves with the external problems and internal integration of work. **Robbins, (2006)**, oorganization culture is a systems of collective meaning that has been followed by the members that differentiate the organization to others. **Schneider (1983)**, describes that organizational culture is a "value systems and assumptions" that guide the way of running its business operations. **Desatnic et al., (1986)**, defined the culture as the personality of an organization. Organizational culture related to the effectiveness indicated by some important organizational outcomes. **Zeneldin, (2000)**, retention is a complex concept, and there is no single recipe for keeping employees with a company. In literature, retention has been reviewed as "an obligation to continue to do business or exchange with a particular company on an ongoing basis". **Strauss et al., (2001)**, a more detailed and recent definition for the concept of retention is "Customers liking, identification, commitment, trust, readiness to recommend, and repurchase intentions while the first four being emotional-cognitive retention construct and the last two being behavioral intentions". **Logan, (2000)**, studies have also indicated that retention has been driven by several key factors that ought to be managed congruently such as organizational commitment, communication strategy, pay and benefits, flexible work schedule and career development systems. Employers have a need to keep their stuff for leaving and going to work for other companies. In fact, companies that offer employees development programs are finding success with retaining workers. Company has to make expenses associated with hiring and retraining new employees. **Denton, (2000)**, the literature on employee retention clearly explains that satisfied employees who are happy with their jobs are more devoted towards job and look forward improving their organizational customers' satisfaction. Employees who are satisfied have the higher intention of persisting with their organization, which results in a decreased turnover rate (**Mobley et al., 1979**). Further, numerous studies explain the importance of high employees' involvement and how it could enhance their retention (**Arthur, 1994**). In summary, the literature defines retention as a continuing relation between employees and their organization. **McHugh et al., (1993)**, argued that bad and poor culture of the organization will lower the level of job satisfaction and lower productivity from the employees, and finally all the factors contribute to decrease efficiency, performance and retention of the employees in the organization. **Jiang and Klein (2000)**, argued that supportive culture of the organization increase the satisfaction level of employees

and decrease the turnover ratios from the organization. **Aoms and Weathington (2008)**, argue that the organization with suitable culture positively affect not only the satisfaction of the employees but also the job commitment of the employees with the organization. **Chang and Lee (2007)**, emphasize over the group-oriented culture in the organization for raising employees' job satisfaction and retention. From the review of the above literature, the researchers figure that there are some significant factors of organizational culture that influence the employees' retention. The literature review indicates that most of the industries pay little attention to the factors of employees' retention. Based on this, the researchers find out that there is the necessity to analyze the significant factors of organizational culture that influence the employees' retention in readymade garments industries in Bangladesh.

### **Objectives of the Study**

Based on literature review, the objectives of the study explicitly are

- i. To identify and analyze the major factors involved in organizational culture that related with the employees' retention in readymade garments industries in Bangladesh.
- ii. To assess and find out the relationships between the factors of organizational culture and the employees' retention in readymade garments industries in Bangladesh.

### **Hypothesis**

H<sub>0</sub>: There is no direct relationship between factors of organizational culture and the employees' retention in readymade garments industries in Bangladesh.

H<sub>1</sub>: Supportive culture of the organization increases the satisfaction level of employees and decreases the employees' turnover from the organization.

### **Research Methodology**

In performing any applied research a clear and particular methodology needs to follow where methodology is a set of methods used in a particular area of research (M. Nuruzzaman 2011). The present study is to determine and analyze the factors and issues of organizational culture influencing employees' retention and their relationships in readymade garments industries in Bangladesh. This chapter will provide the detailed description of the different stages to collect and analyze data.

### **Source and Collection of Data**

This study uses structured questionnaire with seven-point Likert scale ranging from "strongly agree" to "strongly disagree" as the instrument of data collection. The questionnaire used in this study covers demographic variables and items related to organizational culture and employees' retention.

The study has been surveyed on the basis of 20 questions on organization culture and employees' retention. Data are collected from the employees of 5 readymade garments industries in Dhaka City of Bangladesh which are selected conveniently such as Ahmed

Garments Ltd., Rising Fashion Ltd., Nippon Garments Ltd., Ha-Meem Fashion Ltd. and Crown System Ltd. Secondary data also have been used in this study collected from various organizations, newspapers, periodicals, books, and journals.

**Sampling and Sample Size**

Sample size is considered to be critical in achieving sufficiently statistical power (McQuitty, 2004). Schreiber et al., (2006) points out that normality of the data and estimation methods jointly require a minimum sample size. The researchers distributed 100 questionnaires among randomly selected readymade garments industries in Dhaka City of Bangladesh and 90 were returned with the response rate of 90%. Table-1 represents the distribution of biographical variables of the respondents.

**Table-1**  
*Distribution of Participants According to Biographical Variables*

Demographic Variables	N	%	Demographic Variables	N	%
<b>1. Gender</b>			<b>1. Years of Service</b>		
Female	60	66.67	Less than 6 months	5	5.56
Male	30	33.33	6 months to 1 year	11	12.22
<b>Total</b>	90	100	1.1 years to 2.5 years	20	22.22
<b>2. Age</b>			2.6 years to 3.5 years	26	28.89
18-23 Years	30	33.33	3.6 years to 4.5 years	13	14.44
24-29 Years	25	27.78	4.6 years to over 5 years	15	16.67
30-35 Years	20	22.22	<b>Total</b>	90	100
36-40 Years	10	11.11	<b>2. Section</b>		
40 to above years	5	5.56	Cutting Department	10	11.11
<b>Total</b>	90	100	Assembling Department	45	50
<b>3. Marital Status</b>			Pressing Department	10	11.11
Married	5	5.56	Finishing Department	30	33.33
Not Married	3	3.33	Other Department	5	5.56
<b>Total</b>	9	9	<b>Total</b>	90	100

N = Total Respondents Surveyed

**Data Analysis Method**

After the collection of data from the field study they were edited and tabulated. For proper

editing, the field survey were sorted, scrutinized and checked to avoid laps and gaps. The

appliance of the scale is most applicable when perceptions of the respondents of a survey used in a study are required to measure. Researchers use diverse type of range Likert scale usually seven and five point. A seven-point Likert scale has been applied in this study where 1= strongly disagree (SDA), 2=disagree (DA), 3=somewhat disagree (SoDA), 4 = Indifferent (IND), 5=somewhat agree (SoAG), 6= Agree (AG) and 7=strongly agree (SAG). The collected data have been analyzed by descriptive statistics using SPSS and graphs and ANOVA.

### Results and Findings

Employee's retention attitude is measured by using major factors of organizational culture those are: a) Monetary Benefits and Compensation; b) Working Environment: i) job flexibility, ii) supervisor-subordinate relationships, iii) training, iv) children care facility and v) workload; c) Skill Recognition and d) Opportunity for Career Growth by the help of simple descriptive statistical tools and measures.

*Table-2*  
*Respondents' Perception*

Factors	Points							Total
	SDA (1)	DA (2)	SoDA (3)	IND. (4)	SoAG (5)	AG (6)	SAG (7)	
Monetary Benefits and Compensation	1	1	2	15	24	29	18	90
Job Flexibility	1	1	4	23	33	16	12	90
Supervisor-Subordinate Relationships	0	1	2	15	21	34	17	90
Proper Training Facility	2	1	3	14	38	18	15	90
Child Care Facility	0	0	3	3	10	24	50	90
Satisfaction Work Load	1	7	12	32	15	10	13	90
Skill Recognition	1	1	2	17	21	29	19	90
Career Growth	1	2	3	4	23	35	22	90

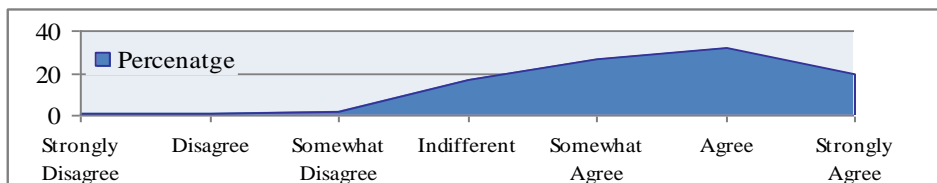
Source: Field Survey

**Table-3**  
*Descriptive Statistics on the Organizational Culture Questionnaire (N= 90)*

<i>Independent Variables</i>	<i>Mean</i>	<i>Median</i>	<i>Mode</i>	<i>Std. Devia.</i>	<i>Variance</i>	<i>Skew.</i>	<i>Kurt.</i>
Monetary Benefits and Compensation	5.43	6	6	1.218	1.484	-.814	1.102
Job Flexibility	5.03	5	5	1.203	1.448	-.303	.553
Promotion Management	5.44	6	6	1.341	1.800	-.807	.271
Supervisor- Subordinate Relationships	5.47	6	6	1.114	1.241	-.641	.099
Training Facility	5.21	5	5	1.240	1.539	-.810	1.837
Child Care Facility	6.26	7	7	1.014	1.029	-1.552	2.125
Working Load	4.50	4	4	1.493	2.230	.145	-.577
Sill Recognition	5.42	6	6	1.280	1.640	-.939	1.477
Career Growth	5.64	6	6	1.238	1.535	-1.355	2.405

**Table-4**  
*Employees' Retention Factors Management*

Code Variables					95% Confidence Interval of the Difference	
	t	df	Sig (2-tailed)	Mean Difference	Lower	Upper
Monetary Benefits	42.30	89	.000	5.43	5.17	5.68
Job Flexibility	39.678	89	.000	5.03	4.78	5.28
Employees Promotion	38.49	89	.000	5.44	5.16	5.72
Supervisor-Subordinate Relationship	46.64	89	.000	5.47	5.24	5.71
Training Facility	39.84	89	.000	5.21	4.95	5.47
Child Care Facility	58.60	89	.000	6.26	6.05	6.47
Working Load	28.58	89	.000	4.50	4.18	4.81
Skill Recognition	40.16	89	.000	5.42	5.15	5.69
Career Growth	43.21	89	.000	5.64	5.38	5.90



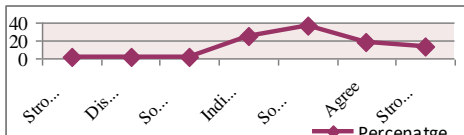
The tables 2 and 3 are representing the mean scores of the questions surveyed of 5.43 on seven-point Likert Scale that the average employees strongly agreed that the monetary benefits and compensations are important factors as organizational culture for retaining them in the organization. The median score assigned by the respondents that is representing agreed aspiration of the employees regarding their retention in terms of monetary benefits and compensations as organizational culture in readymade garments industries in Bangladesh. The mode score found in the table 2 is six which also indicate that majority respondents are agreed about the monetary benefits and compensations as organizational culture for their retention in the organization. The table 2 is showing the deviation of the surveyed opinions about monetary benefits and compensations as organizational culture in figures of standard deviation 1.218, variance 1.484, skewness -.814, and kurtosis 1.102 respectively.

**Graph- 1 Monetary benefits and compensation in Percentage**

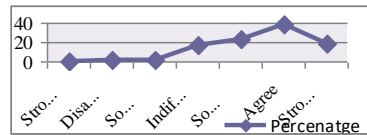
Collected data and graph 1 represents that about 26.67%, 32.22% and 20% of the employees in total 78.89% are respectively somewhat agreed, agreed and strongly agreed that monetary benefits and compensations (salary, bonus, transportation and medical allowances) are very significant influencing factors for their retention in the organization. Only 4.44% percentages of employees are seen disagree about the factors.

**a. Working Environment**

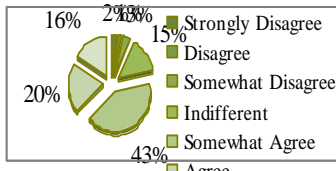
Graph-2 Job Flexibility



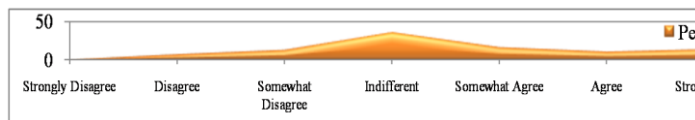
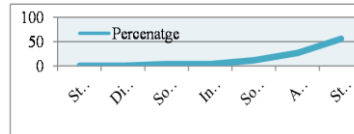
Graph- 3 Supervisor-Subordinate Relationships



Graph- 4. Proper Training Facilities



Graph- 5 Child Care Facilities



Graph- 6 Satisfactory Work Load

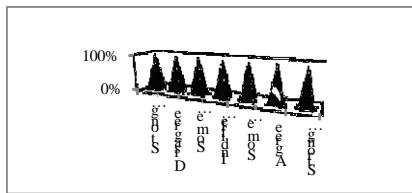


Better working environment is one of the most important factors and preconditions for healthy organization culture and employees retention in the organization are presented by the tables 2 to 3 and graphs from 2 to 6 indicated as; job flexibility, supervisor-subordinate relationships, proper training, children care facility and working load. From them, the most influencing factors for employees retention as organizational culture is children care supports as field study and the analyzed table 1 is indicating that about 77.78% respondents are female, and 72.22% are married. Table 2, 3 and graph 5 shows means score of the questions of questionnaire is 6.26 on seven-point Likert Scale that most of the respondents have been directed from highly agreed and the highest percentage of 55.56% respondents are strongly agreed about the support of children care culture in the organization for the purpose giving more attention to their respective works.

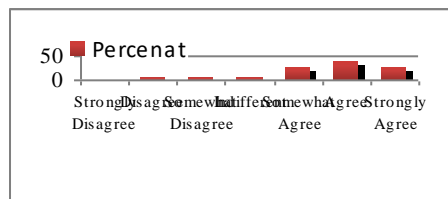
Here the mode score also seven that indicate maximum respondents are highly agreed for arranging children care facility. Then the employees want to focus on supervisor-subordinate relationships as organization culture where the table 2 and graph 3 presenting mean and median scores of the field survey are 5.47 and 6 respectively on seven-point Likert Scale. Mode score and percentage the table 2 and graph 3 are presenting 6 and 37.78% respectively for agreed. In case of job flexibility and proper training facilities as factors of organization culture for employees retention getting from the table 2 and graphs 2 showing mode scores five and percentages 36.67%, 42.22% respectively indicating somewhat agreed where the mean scores on seven-point Likert Scale are 5.03 and 5.21 giving the idea of argument to somewhat agreed. Graph 6 is indicating the minimum scores of mean, median and mode on seven-point Likert Scale as 4.50, 4 and four respectively. This table shows that the respondents are indifferent and directed to somewhat agreed regarding the force of

workload. About highest of 35.56% of the respondents are in neutral zone of workload. The most significant values of standard deviation (1.014) and variance (1.029) of the forces of work environment as organization culture for retaining the employees is child care facility where the maximum deviation and variance has seen in workload factor of 1.493 and 2.230 respectively.

Graph-7 Skill Recognition by the Management



Graph-8 Opportunity of Career Growth



The stacked pyramid and bar charts 7 and 8, the above table 2 and 3 are presenting the result of the field survey about the effect of skill recognition by the management and opportunity for career growth in their retention in organization as the factors of organizational culture of the employees of readymade garments industries in Bangladesh. The result shows that maximum 32 percentages of the employees are agreed for skill recognition, and 38.89% also are agreed for opportunity for career growth. So, the assurance of maintaining these factors inspires the employees retaining in the organization. The both mode and median values of the study are 6 that is most of the respondents have been agreed regarding about skill recognition by the management and opportunity for career growth.

The mean values are 5.42 and 5.64 on seven-point Likert Scale. As well the standard deviation and variance values for skill recognition are 1.280, 1.280 and for opportunity for career growth are 1.640, 1.535.

**Table: 5**  
**ANALYSIS OF VARIANCE (ANOVA<sup>b</sup>)**

Model	Sum of Square	df	Mean Square	F	Sig.
Regression	78.071	7	11.153	15.812	.001 <sup>a</sup>
Residual	33.21	82	0.405		
Total		89			

*a. Predictor Constant:* Monetary Benefits, Job Flexibility, Employees Promotion, Supervisor-Subordinate Relationship, Training Facility, Child Care Facility, Working Load, Skill Recognition, Career Growth

*b. Dependent Variable: Employees Retention*

The analysis of variance of the data collected from field shows the result in above table 5 that at 0.01 level of significance the null hypothesis is rejected on the basis of the independent variables such as Monetary Benefits, Job Flexibility, Employees Promotion, Supervisor-Subordinate Relationship, Training Facility, Child Care Facility, Working Load, Skill Recognition, Career

Growth and the dependent is Employees Retention. The F-value of this study is higher than the table value and it can mention that there is the direct relationship between factors of organizational culture and the employees' retention in readymade garments industries in Bangladesh and supportive culture of the organization increases the satisfaction level of employees and decreases the employees' turnover from the organization.

### **Discussion and Interpretation**

The purpose of this study was to determine and analyze the factors of organizational culture that influence the employees' retention in readymade garments and make their relationships. As indicated in the table 2 to 3 and graphs from 1 to 8, the factors of organization culture is significantly inspire the employees to carry their works in the organization. In table 1, showed that the minimum working duration is less than six months and more than five years and more is the maximum. The table is also showing that about 26 respondents that are 28.89% also belongs to the duration of 2.6 years to 3.5 years, 20 respondents among 90 lies in the range of 1.1 years to 2.5 years and the percentage is 22.22. Only 15 employees' working time is 4.6 years to over 5 years. As a result from the table, it can realize the duration of workers turnover in readymade garments industries in Bangladesh. For removing the turnover of the employees, it is required to introduce and implement the favorable way for the employees' retention. In this study, the favorable way is determined by organizational culture. The table 2 to 3 and graphs 1 to 8 giving the results of percentages and descriptive statistics of the factors of organization culture (monetary benefits and compensation; working Environment; job flexibility; supervisor-subordinate relationships; training; children care facility; workload; skill

recognition; opportunity for career growth). The factors monetary benefits and compensation and children care facility are seen as the most influencing whereas workload is seen as the least influencing factor. In a nutshell, if proper monetary benefits, skill recognition and children care facilities will be ensured then the readymade garment industries of Bangladesh will experience higher employees retention. This study showed that supportive culture of the organization increase the satisfaction level of employees and decreases the turnover ratios from the organization and increases the employees' retention.

### **Conclusion**

This research makes an empirical study of organizational culture and explores the relationship between culture and employees' retention under the particular industry of Bangladesh. Since in this present study, a few factors are considered for making the relationships of culture and employee retention. For this shortcoming the results of this study are not ready to be generalized or come into in a general conclusion. But according to the previous part of discussion and interpretation is seen about diagnosis of the factors of organizational culture and its effect on the employees' retention in an organization. Readymade garments exporters are now breathing easy as foreign buyers are beginning to return, with Bangladesh getting down to business after a spell of political upheaval. The government, the International Labour Organisation (ILO) and the buyers have been working together to improve working conditions in garment factories following the Rana Plaza tragedy on April 24, 2013. The discontent of employees over wages has also subsided to a significant extent with the implementation of the new wage board award. It is assumed that if the current stability is allowed to hold, Bangladesh position in the global ready-made market will get a major boost. For achieving, maintaining and strengthening the boost, there is no alternative to pay attention to the workers and their benefits as well work conditions because again it should mention here that skill people can contribute any organization as a person of creative, innovative, effective and efficient. If the industry authority will be aware regarding the employees' turnover then skilled workforce can be brought up for the organization.

This research has some limitations and future work can be done. Although we had a few days visit to this investigated readymade garments industries and had some informal talks with some employees, this research was conducted mostly in a quantitative way. It will be better to continue some qualitative research and make comparison between qualitative and quantitative results. Another limitation comes from sample size of survey data. It can provide more evidence to investigate industries across geographies. Finally, concerning more about individual personalities such as gender, age and education can bring fruitful results to organizational culture in employees' retention in readymade garments industries in Bangladesh.

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