

Literature Review

Harrell (1958) has given a list of the determinants of job satisfaction by grouping them into three factors: a) Personal factors: sex, age, number of dependents, time on job, intelligence, education and personality. b) Factors inherent in the job: type of work, skill required, occupational status, geography, and size of the plant. and c) Factors controlled by the management: security, pay, fringe benefits, opportunity for advancement, working conditions, co-workers, responsibility, and supervision.

Ewen (1964) indicated that salary was sources of both satisfaction and dissatisfaction. It was also observed that work itself was a source of satisfaction as opposed to the Herzberg's theory predicted but, prestige and recognition both cause satisfaction and dissatisfaction. He concluded that there was no justification for generalizing the Herzberg's results beyond the situation in which they obtained.

Wernimont (1966) conducted a research on engineers and accountants and reported that both the groups of the subjects endorsed more "intrinsic" than "extrinsic" items when both situations were described. Achievement, work itself, and responsibility were mentioned most often in describing past satisfying situations, and lack of achievement and recognition was most often mentioned in dissatisfying situation. He concluded that both intrinsic and extrinsic factors could be sources of both satisfaction and dissatisfaction, but intrinsic factors were stronger in both the cases. So, satisfaction variables were not unidirectional in their effects and expectation had a strong influence on the extent of job satisfaction with job facets.

Mills (1967) revealed that achievement, recognition, and responsibility (satisfier) were major contributors but competence of supervisors (dissatisfier) appeared to be a major contributor to dissatisfaction but not satisfaction. The study also revealed that extra pay, working condition, and advancement seemed strong sources of both satisfaction and dissatisfaction as perceived by the respondents. Thus, the study also partially supported the two-factor theory.

Mukherjee (1970) examined the extent of generality of job satisfaction across the different aspects of job. The study indicated three meaningful factors such as satisfaction with management, feeling of achievement, and sense of involvement from an analytical point of view. Under the first category, there were four factors such as satisfaction with supervision, salary,
attitudes towards the management, and personal satisfaction with work. Under the second category there were three dimensions such as satisfaction with social and technical aspects, intrinsic self-actualization aspects, and recognition through advancement which were both hygiene and motivator factors. Factor three had identification with one's organization, concern with one's work, sense of duty, and responsibility and self-improvement with one's work.

**Sinha and Agarwala (1971)** indicated that workers who were satisfied tend to have better scores on adjustment than less satisfied respondents. They found positive correlation between satisfaction scores and different adjustment areas. The study further indicated that age, education, income, and length of service were associated with job satisfaction. The study suggested that there was a strong tendency among the more educated workers to display greater dissatisfaction. It was also observed that respondent with better adjustment scores with home, social, and emotional areas tended to be more satisfied.

**Singh and Pesto njee (1974)** observed from a study on supervisory behaviour and job satisfaction that supervisory behavior had a significant impact on job satisfaction. They suggested that employee centered supervision led to a higher satisfied work force as compared to production centered supervision, which was in line with "Human Relation" doctrine of management. The study also suggested that attach on the first line supervision enhances job satisfaction.

**Malavia (1977)** found a significant positive correlation between participation, and satisfaction and job effectiveness. The study also indicated that personal variables were correlated with participation.

**Habibullah (1980)** indicated that satisfaction with pay was significantly correlated with productivity. The study further indicated that there was a negative correlation between education and productivity. It was asserted that workers in general gave top priority on economic benefits. The study suggested giving recognition of employees as resourceful human being with emotion and sentiments rather than treating them as economic entities.

**Tandon and Dhawan (1981)** revealed that employees of different age groups exhibited different factors of job satisfaction such as white collar older employees' job satisfaction was influenced by opportunity to learn and training as challenge, while sense of desirable future was associated with younger white collar employees. The study also reported that white-collar
employees' had a higher satisfaction than the blue-collar workers did on two of the five factors of job satisfaction. The study also suggested different strategies were needed to enhance the job satisfaction of younger blue-collar workers as compared to that of other employees.

Singhal and Srivastava (1982) found that the ways of improving job satisfaction as perceived by the teachers' were promotional opportunity, higher pay, and working condition as the first, second, and third important respectively. On the other hand, higher level bureaucratic personnel perceived working condition, revised pay, and extreme line of procedure as the 1st, 2nd, and 3rd important ways for improving job satisfaction. While, middle level bureaucrat perceived promotion, working condition, and better pay as the 1st, 2nd, and 3rd important aspects for their job satisfaction. The study also indicated that pay was more important at the lower level than the higher level, while promotion was perceived to be more important to the higher level than the lower level.

Mishra (1983) revealed that the employees of disturbed organisation were more dissatisfied than the employees of a comparatively peaceful organization. The study further indicated that job security, participation in decision making, and management policy had a significant influence on the overall job satisfaction. It was also observed that respondents were dissatisfied when they compared themselves with persons higher in organizational hierarchy, and were satisfied when they compared their overall job satisfaction with persons lower in organizational hierarchy.

Vroom (1964) reviewed ten studies concerning the relationship between satisfaction and absenteeism, four studies of them supported the existence of a negative relationship between satisfaction and absenteeism, three studies did not support it, and three other studies indicated that satisfaction-absenteeism relationship was a function of a number of other moderator variables.

Porter and Steers (1973) conducted a comprehensive review and suggested that absenteeism and turnover should not be considered to be similar responses. They pointed out that absenteeism was much more "spontaneous", while quitting the job was a more carefully considered decision. They further indicated that under certain extreme conditions, absenteeism might function as a short-term substitute for quitting job.
Lawler and Porter, (1963) suggested that only voluntary absences could be affected by satisfaction.

Khandwalla and Jain (1984) indicated that lower level managers’ were more satisfied with personal growth and achievement needs, power needs, and altruistic needs. The study also indicated that some aspects of job satisfaction, particularly the personal growth and achievement seemed to be a higher contagion of job satisfaction stronger than others, such as opportunity to serve the society and opportunity for promotion. They also indicated that management goals also tend to affect growth, power, and existence related to positive job satisfaction but interpersonal and altruistic need affect satisfaction negatively. Thus, it can be concluded that job satisfaction was not just a matter of the managers’ personality or that of his job or position in the hierarchy etc.

Singh and Pestonjee (1990) conducted a study on the 500 bank employees (250 officers and 250 clerks) of a nationalized bank in Western India. The findings of the study were (a) there was a significant difference between the mean score of overall job satisfaction of clerks and officers. Occupational level did not seem to have a significant influence on job satisfaction in management area, off-the-job area, and overall job satisfaction; (b) occupational level had a significant influence on job satisfaction of both the categories of bank employees. Clerical cadres were more satisfied in job area, social relations area, and on-the-job area in comparison to officer cadres in terms of job satisfaction; (c) job satisfaction was influenced by job involvement of bank employees; (d) the greater the sense of participation, the greater was the job satisfaction; and (e) job involvement and participation both enhanced job satisfaction of bank employees.

Pestonjee (1991) found 14 factors as sources of job satisfaction such as: recognition, achievement, possibility of growth, advancement, salary, interpersonal relations with others (such as superiors, subordinates, peers), supervision-technical, responsibility, company policy and administration, working conditions, work itself, factors in personal life, status, and job security.

Sharma and Bhaskar (1991) indicated that experience, recognition, and appreciation were the important determinants of job satisfaction as perceived by the respondents. The study further indicated that between the personal and organizational factors, the latter played a more decisive role in producing the feeling of job satisfaction with one's work experience than the
former. As to the organizational factors were large extents under the control of management, it should be possible for an organization to manipulate those factors in such a way so as to improve the level of job satisfaction and reduce dissatisfaction. Closer examinations of the three critical determinants of job satisfaction showed that they belonged to the category of Herzberg's motivators and that none of the hygiene factor had emerged as satisfier, (Herzberg et al., 1957).

Mathew (1992) found that area of activities such as decision making, interaction, mental activity, supervision, man-machine-control, training, planning, specific academic, sales promotion, and selection-recruitment were significantly related with work satisfaction. The study indicated that clerical activity was negatively related to satisfaction with work. The study also concluded that reality of managers’ work had a significant impact on satisfaction. Managers' satisfaction with job was determined by what managers really did at their job.

Khaleque et al., (1992) found that a significant number of industrial workers were satisfied with their job. They indicated a significant positive influence of job satisfaction on performance and mental health of the industrial workers.

Haque (1992) conducted a research on perceived quality of working life and job satisfaction of jute industrial workers (200) and reported that there was no significant impact of age, experience, and education on the overall job satisfaction of the industrial workers. The study also indicated that i) majority of the respondents (66.5%) had job satisfaction, and rest of the 33.5% had job dissatisfaction, ii). QWL was positively correlated with job satisfaction and record of production, iii). job satisfaction was positively correlated with performance, and iv). accident and absenteeism were positively correlated.

Hoque and Hossain (1992) conducted a study on 900 industrial workers and found that the mean age and experience of the respondents were about 35 and 15 years respectively. They also found that 76.77% respondents were satisfied with their present job and 23.33% were dissatisfied, and this difference was statistically significant (p<.001). The study indicated that job security, good relations with co-workers, supervision, recognition for good work, and work environment were rated as more important than wage, promotional opportunity, autonomy in work, participation in decision making, and open communication with the boss for their overall job satisfaction. The results also showed that some personal factors such as age, experience, education, mental health, and skill had significant positive influence on overall job satisfaction.
The important causes of job dissatisfaction as perceived by the respondents were poor wage, poor working condition, unfavorable nature of work, poor supervision, lack of promotional opportunity, lack of job security, and lack of fear treatment from the management. The study however maintained that wages was one of the least important factors of job satisfaction, but the most important cause of job dissatisfaction at work.

**Khaleque and Sarker (1992)** found that the workers with relatively longer job experience have significantly greater job dissatisfaction, poorer quality of working life and more health problems than those of the workers with shorter job experience. The study further revealed that significantly greater numbers of the respondents were dissatisfied with their job security, wage, and management policy, autonomy in work, nature of the job and participation in management. However, majority of the workers were satisfied with their relations with fellow-workers, work environment, family life and social life. The study further revealed the most important causes of job dissatisfaction as perceived by the workers were job insecurity, poor wages, no scope for promotion, irregular overtime payment, irregular payment of wages, misconduct of management, and less vacation.

**Rahman (1994)** found that 93% of the garment supervisors were satisfied with their job and the rest were dissatisfied. The results of the study indicated that open communication with boss, job security, proper supervision, recognition for good work, good relation with colleagues were considered more important for their job satisfaction than job status, salary, working environment, and autonomy in work by the respondents. The study further indicated that some of the personal factors such as education, income, and sex had significant influence on the overall job satisfaction of the subjects. The study also revealed that job satisfaction had significant influence on overall performance. The results further revealed that poor salary, lack of bonus facility, lack of recreational facilities, lack of promotional opportunity, and poor working condition were the major important causes of dissatisfaction as perceived by the respondents.

**Rahman and Banu (1994)** conducted a comparative study on 76 industrial employees, 38 from public and private sector organizations. Among them 46 were workers and 30 supervisors. The mean age and experience of the respondents were about 34 and 36 years respectively. About 33% of the respondents had primary education, and the rest 55%, and 12% had secondary and higher secondary level of education. The study revealed that the respondents'
satisfaction with regard to pay, promotional opportunities, and co-workers were higher among the supervisors in the public sector and were lower among the workers in the private sector. However, their satisfaction with work was the highest for the supervisors in the public sector, but lowest for the supervisors in the private sector. The study further indicated that the respondents' satisfaction with supervision differed significantly only by their categories, the category of employee and type of enterprise each had independent effects on their life satisfaction. The study also revealed that life satisfaction was significantly and positively correlated with each of the five job facets such as work, pay, supervision, promotional opportunities, co-workers as well as the educational level of the respondents. The results showed that life satisfaction had the highest correlation with satisfaction in pay and lowest correlation with the respondents' educational level.

Haque (1995) conducted a research on 102 mid-level managers of jute and textile industries and found that job satisfaction was correlated with salary and education ($r = 0.30, 0.21$ respectively). It was also observed that satisfaction was correlated with age and experience ($r = 0.21, -0.45$ respectively) of the subjects. It was also observed that a positive correlation existed between salary and education ($r = 0.25$). The study indicated that job satisfaction was highest for the managers having salary range from TK.7001-22500, and medium and lowest for the range from TK.5001-7000 and TK.3020-5000 respectively.

Hossain (1997) in his study on workers of a sanitary ware factory found that performance and health were positively correlated with job satisfaction and negatively correlated with fatigue. Fatigue was also negatively correlated with mental health and performance. The study also found that stress was positively correlated with fatigue, and mental health was positively correlated with performance. The results of the study clearly indicate that those are significant correlation of job satisfaction, fatigue, and mental health on human performance.

Joshi and Sharma (1997) conducted a study on a sample of 124 managers from different levels in a private sector organization located in Gujarat. The study found that all the 15 job and organization related variables (such as scope for advancement, grievance handling, monetary benefits, participative management, objective and rationality, recognition and appreciation, training, welfare facilities, support and warmth, communication, top management commitment,
resourcing and recruiting, career planning, performance appraisal, and job content) were positively and significantly related to managerial job satisfaction. The study further revealed only two variables, i.e. job content and training to be the best predictors of job satisfaction.

Nazir (1998) in his study on 245 clerks of a private bank (in Srinagar of India) found that 76% of the respondents were satisfied with their job, and the rest 24% of them were dissatisfied. The important causes of job satisfaction as perceived by the respondents were duration of work, nature of work, relation with co-workers, recognition for good performance, working condition etc. An adequate earnings was assigned as one of the least important factors for job satisfaction, but second stronger source of job dissatisfaction by the respondents. The employees perceived various job factors as sources of satisfaction and dissatisfaction which nullify the unidirectionality of factors as proposed by Herzberg et al. Job related facets such as duration of work, nature of work, relation with co-workers, recognition for good performance, comfortable working condition, adequate earnings, responsibility, job security, promotional opportunity etc. had shown significant effects on the overall job satisfaction. It was also observed that except income and level of education, no other background variables such as age, number of dependents, and marital status were found to be associated with the overall job satisfaction. The major important causes of job dissatisfaction as perceived by the bank clerks were long working hours, inadequate earnings, lack of sound management policy, lack of opportunity for ability utilization, and lack of recognition.

Hossain (1998) in a study on Hybrid Automated Manufacturing Industrial workers of Bangladesh found that average age, and experience of the workers were 32.67 years, and 10 years respectively. The educational qualification of the subjects varied from primary to higher secondary levels. The study found that performance was positively correlated with job satisfaction and mental health of the respondents.

Rahman and Hossain (1998) indicated that mean age, education, income, and experience of the respondents were 39.33 years, 5 years of schooling, TK.1,728.4, and 16.17 years respectively. The results revealed that the majority of the respondents had lower QWL (Quality of Working Life) and QWL had significant positive impact on performance, but negative impact on absenteeism.
**Hossain and Islam (1999)** in their study of quality of working life and job satisfaction of nurses (63) of government hospitals found that the mean age, income, and experience of the respondents were 32-42 years, TK. 5,000, and 11 years respectively. They indicated that job satisfaction differed according to size of organizations and time of shifts i.e. job satisfaction was significantly higher among the nurses of small organizations than the nurses of large organizations, and the nurses of morning shift than the nurses of any other shift. The study indicated that there were significant positive correlations between age and experience, age and income, experience and income, and job satisfaction with performance. The study also revealed that problems faced by the morning shift nurses were presence of more patients, to handle more visitors, and longer round by the doctors. On the other hand, afternoon and night shift nurses faced more security problem than the nurses of morning shift.

**Hoque and Rahman (1999)** on a comparative study on private and public sectors textile workers of Bangladesh and found that a) their mean age, experience, and income were 34.5 years, average 9.58 years, and TK.2251 respectively, b) 57% of the respondents were primary educated and 96 % were married, c) workers of public sector textile mills have significantly higher absenteeism than their counterparts in the private sector, d) workers of public sector textile mills perceived significantly less job satisfaction than their counterparts in the private sector, e) absenteeism has significant negative correlation with job satisfaction and positive correlation with accident, and f) absenteeism differs significantly according to experience and income of the workers.

**Hossain (2000)** suggested that job satisfaction had a significant positive correlation with performance, but significant negative correlations with job stress and propensity to quit the job. Job satisfaction had the highest positive contribution to performance. He found bank employees perceived their job as highly stressful irrespective of their rank and status in the organisation. He also indicated that banking employees of Bangladesh were highly dissatisfied with their salary, lack of fair promotional opportunity, low job status, and absence .

**Morshed (2007)** claims in his research that the damage would not happen if government can formulate & implement comprehensive & effective labor law that incorporates labor rights in the Garments Industry which is inevitable for Jobs Satisfaction of Garments workers.
BB Report (2008) The Readymade Garments (RMG) industry of Bangladesh has been the key export industry and a main source of foreign exchange for last 25 years. The sector rapidly becomes important in terms of employment, foreign exchange comings and its contribution to the national economy. But it is a matter and great regret that garments workers salary structure is not increased. If it is increased the performance of garments sector will be outstanding. (E PB, 2007, BB Report, 2008).

Ahamed F., (2011) Consequently, the Bangladesh government can form a wage commission comprising government representatives, RMG Owners, buyers, TU representatives and other stake holder groups, to set a fresh minimum wage structure. In addition, the compliance call should also monitor whether the wage paid complies with that set by the commission.

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Kaliski, (2001) Job satisfaction is a worker’s sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one’s efforts. Job satisfaction further implies enthusiasm and happiness with one’s work. Job
satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment.

George et al., (2002) Job satisfaction is the collection of feeling and beliefs that people have about their current job. People’s levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay.

Sweney and McFarlin (2003) Even though the effects are modest the fact that job satisfaction contributes to decreasing the level of employee absenteeism remains. So satisfaction is worth paying attention to, especially since it is potentially under your control – unlike some of the other causes of absenteeism (e.g. illness, accidents). But as we said circumstances can alter this equation. As a manager you could be implicitly encouraging absenteeism by enforcing company policies. If people are paid for sick days, and if they must be “used or lost” this is pretty strong encouragement for employees to be absent. In other words, you’ve helped create a culture of absenteeism that can overcome the “satisfaction” effect.

Luthans (2004) The preponderance of research evidence indicates that there is no strong linkage between satisfaction and productivity. For example a comprehensive meta-analysis of the research literature finds only a.17 best estimate correlation between job satisfaction and productivity. Satisfied workers will not necessarily be the highest producers. There are many possible moderating variables, the most important of which seems to be rewards. If people receive rewards they feel are equitable, they will be satisfies and this is likely to result in greater performance effort. Also, recent research evidence indicates that satisfaction may not necessarily lead to individual performance improvement but does lead to departmental and organizational level improvements. Finally there is a still considerable debate weather satisfaction lead to performance or performance leads to satisfaction.

Mullins (2005) Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, foreexample, be associated with a personal feeling of achievement, either quantitative or qualitative.
Armstrong (2006) The term job satisfactions refer to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction.

Morshed (2007) In his research, it has been reported that the damage would not happen if government can formulate & implement comprehensive & effective labor law that incorporates labor rights in the Garments Industry which is inevitable for Jobs Satisfaction of Garments workers.

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Christen, Iyer and Soberman (2009) They provide a model of job satisfaction presented in which the following elements are included:

1. Job related factors,
2. Role perceptions,
3. Job performance and
5.

Aziri (2010) We consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact the new managerial paradigm which insists that employees should
be treated and considered primarily as human beings that have their own wants, needs, personal desires.

**Absar (2011)** Although, the employers of RMG sector claim that jobs satisfaction of the workers have already been improved substantially through their engagement but the reality is different. Observation shows that the jobs satisfactions of the workers are not much improved by their involvement with these companies. It is popularly perceived by the workers of this sector that jobs satisfaction is not even at the subsistence level.

**Ahamed F (2012)** Standard working conditions, better wages, minimum working hours, incentives and respect for equality can change into better and more satisfied workers and a lower turnover of staff. In the RMG sector workers constantly feel that they have been largely deprived of the rights and benefits in the existing labour laws, especially the rights and benefits related to issue of appointment letters, job security, provident fund, gratuity and working hours. The reasons is that most of the garment factories do not practices HR and IR issues and have no well-defined HR or Personnel unit. In the RMG sector, workers are controlled by a work supervisor who works on behalf of the factory owner. But the typical work supervisor has no training in leadership, human resource policies, law and legislation, and health and safety policies.

**Sarwar, S., & Abugre, J. (2013)** According to studies, there are several definitions of job satisfaction emotional pleasing status of employees which is the outcome of achievements. The fulfillment of needs of the individual employees through employees’ work while some studies explained that cognition, emotions and Behavioral aspects to identify the JS in organizational settings.

**Nazrul (2014)** has shown in his research that the total exports were dramatically increased because of applying compliance in order to confirm wage satisfaction. In 2014, total exports were increased 30176.80 in Million US Dollars which was 81 % of the total exports.