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Assessment of Employee Contentment and Workplace Environment of Workers in Benaroshi Palli Area, Rangpur.

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Abstract

The objectives of this research are to assess the levels of contentment among workers and to analyze the working environment in factories situated in Benaroshi Palli, Rangpur. The introduction of Benaroshi sarees to Bangladesh from India occurred in 1947. Following Bangladesh's independence, migrating artisans in Dhaka sought refuge in the camps of Mirpur, where they preserved their saree weaving traditions. Over the years, the production of small handloom products has significantly increased. Besides Mirpur, the districts of Narayanganj, Pabna, and Rangpur also hold prominence. Within the Gangachara Upazila of Rangpur, there is a medium-sized village dedicated to Benaroshi sarees. These sarees are especially famous for their use in bridal attire. Despite the profitability of the Benaroshi saree industry, the artisans responsible for creating these sarees do not enjoy a lifestyle that reflects this financial success. The main goals of this study are to investigate the socio-economic conditions of the workers, their job satisfaction, the working environment, the obstacles they encounter, and to offer suitable recommendations for the workers in the Benaroshi Palli region. A total of 120 participants were surveyed through direct interviews and a structured questionnaire to collect data using purposive sampling methods. The results reveal that while the working conditions in the factories are generally acceptable, the level of worker contentment is significantly low. The machinery utilized is outdated and the demand for sarees in this sector has diminished, leading workers to pursue alternative employment for their survival. Without sufficient support, this industry may confront an uncertain future. An improved working environment is necessary, as many workers leave the industry due to insufficient recognition or benefits for their efforts. Consequently, it is crucial for industries, new entrepreneurs, and the government to implement necessary actions to ensure a better living and working environment for these individuals.

Keywords: Benaroshi Industry, Cottage Industry, Cultural Heritage, Handloom, Labor Rights, Artisan Welfare, HRM.

Vol. 9, No.08; 2025

ISSN: 2456-7760

Introduction

Bangladesh is a country filled in artistic, cultural and historical heritage. For a considerable period, textiles and clothing design have served as the primary means of showcasing this cultural legacy to the world. A key element of its textile sector is traditional weaving. The saree, recognized as the oldest garment globally, is the only historical unstitched fabric still in use today. This attire, characterized by an unstitched drape that ranges from 600 to 1200 millimeters in width and 4.5 to 9 meters in length, is predominantly worn by women in South Asia. Countries such as India, Pakistan, Bangladesh, Sri Lanka, and Nepal are known for their saree-wearing traditions. In contemporary times, the saree is regarded as a cultural emblem of the Indian subcontinent. The region is home to a diverse array of saree styles, many of which have gained international recognition, including kanjeevaram, nauvari, bandhani, tant, banarsi, chikankari, bomkai, chanderi, kasavu, muga, phulkari, and pochampally. These sarees are celebrated for their intricate needlework, luxurious silk, and elaborate gold and silver brocade, or zari, establishing them as some of the finest in all of *India (2021, March 12, The History of Sari: The Six-Yard Wonder. Suumaya Weaves)*. The intricately crafted and beautifully woven silk sarees are relatively heavy due to their exquisite engravings. The earliest mentions of Banaras' brocade and Zari fabrics date back to the 19th century. The tradition of producing high-quality and exquisite textiles and garments can be traced back to the Mughal dynasty. Among the most esteemed fabrics is muslin, which embodies the essence of the Bengali culture. In addition to muslin, other well-known fabrics include jamdani, Benaroshi, karchupi, and others. Among these, Benaroshi sarees are particularly distinguished. These sarees are primarily worn by Indian women during significant occasions such as weddings and are frequently complemented by the finest jewelry *(Malik, M. 2022, July 6, Buy a Real Banarasi Silk Saree)*. Consequently, it is crucial to comprehend the living conditions and livelihoods of those who work tirelessly to produce the exquisite Benaroshi sarees. The challenges encountered by these workers arise from insufficient backward linkages, low wages for artisans, a lack of modern technology, limited design variations, and the impact of Indian competition in the market. Recently, the government has started to implement various measures to foster the growth of this industry. This study aims to assess the level of job contentment among workers and the effectiveness of the working environment in the factories located in the Benaroshi Palli Area, particularly in the Rangpur district.

Objectives of the Research

The major objectives of this research are to assess the level of contentment of employees and examining the working environment of Benaroshi Palli study area, Rangpur.

Rationale of the Study

The Benaroshi palli represents the oldest craft tradition in Bangladesh, attracting brides from far-off towns who come like pilgrims to a shrine for the legendary Benaroshi saree. The artisans who create this product play a vital role in preserving our national heritage. Consequently, it is imperative to acknowledge their satisfaction and the location of their production in the Rangpur region for future developments and improvements. Rangpur, a relatively underdeveloped

Vol. 9, No.08; 2025

ISSN: 2456-7760

divisional city in Bangladesh, lags several miles behind other cities and likely requires a significant industrial boost to generate substantial employment opportunities and alleviate poverty. Additionally, it is a city rich in tradition, culture, and long-established industries such as the Benaroshi palli. Numerous enterprises have been established in Rangpur with the aim of crafting these beautiful traditional items. Therefore, improving the working conditions and satisfaction levels of the workers is essential for achieving better results in the future. This research seeks to assess the level of worker satisfaction in their jobs and the quality of the workplace environment in the factories located in the Benaroshi Palli Area of Rangpur.

Literature Review

Fasil et al. (2025) conducted mixed-method research, utilizing both quantitative surveys and qualitative interviews with Bangladeshi handloom weavers to determine the factors influencing job satisfaction and work-life balance. Through statistical analyses and thematic coding, they identified five key factors: suitable working conditions, consistent income, manageable levels of stress, support from family, and accessible welfare programs. Negative aspects like inadequate ventilation, inconsistent pay, and extended working hours diminished satisfaction, whereas supportive family networks and government assistance boosted morale. The authors suggest specific interventions—enhancing workplace safety, stabilizing wages, implementing stress-reduction strategies, and providing comprehensive welfare—to improve satisfaction, balance work and family life, and retain skilled labor in the traditional craft industry.

Rahman and Ahnaf (2025) utilized participatory rural appraisal, focus groups, and interviews to investigate the socio-economic dynamics of Brahmapur village in Natore District, Bangladesh. The results indicate that agriculture is the primary source of household livelihoods, while limited female economic involvement and infrastructural shortcomings hinder development. Farmers encounter challenges in accessing modern tools, credit, and technology, which obstructs productivity. The authors suggest implementing technical training for farmers, programs aimed at empowering women, and strategic improvements to infrastructure—such as roads, irrigation, and marketplaces—to stimulate sustainable growth. The execution of these strategies would diversify income sources, enhance resilience, mitigate gender disparities, and foster inclusive rural prosperity for vulnerable communities reliant on subsistence agriculture.

Belim (2024) investigated the relationship between workplace safety and employee satisfaction at Pakiza Knit Composite Ltd through a qualitative explanatory design and a web survey involving thirty employees. Participants recognized the availability of basic protective equipment but pointed out deficiencies in safety training, enforcement, and emergency preparedness. Thematic analysis and correlation tests revealed that perceived safety is a strong predictor of morale: employees who feel secure report higher satisfaction levels, while perceived risks negatively impact well-being. Despite nominal adherence to regulations, inconsistent application and human-resource limitations—such as poor communication and limited resources—detract from establishing a strong safety culture. The study advocates for comprehensive training, upgrades to equipment, and proactive engagement from HR to improve safety, boost satisfaction, and enhance productivity.

Vol. 9, No.08; 2025

ISSN: 2456-7760

Rahman (2024) performed a qualitative legal analysis of the cottage industry in Bangladesh following the COVID-19 pandemic, examining both domestic and international legislation while interviewing various stakeholders. The pandemic-induced shutdowns significantly diminished production, compelled labor migration, and led to a decline in exports; however, the institutional support—comprising credit, grants, and legal awareness—was found to be insufficient. The research underscores the lack of emergency-funding provisions and the weak enforcement of protections for worker rights. Rahman calls for reforms that include digitalization, the establishment of statutory emergency funds, and the enhancement of legal protections to rejuvenate production, secure livelihoods, and maintain the cultural heritage of the sector. Improved institutional coordination and proportional financial support are considered essential for restoring socio-economic stability and ensuring future resilience among vulnerable cottage enterprises.

Osmani and Ashik (2023) conducted a survey involving 51 handloom weavers from Charghat Upazila, integrating case-study ethnography with descriptive statistics and multiple regression analysis to investigate production culture and consumption behaviors. Women are predominantly involved in the production of sustainable handcrafted textiles; however, household consumption and nutrition levels fall short of national averages. The regression analysis indicates that factors such as family size, hours spent weaving, ownership, and monthly income have a positive impact on consumption. The authors recommend adjusting wages in relation to hours worked and enhancing market access to improve incomes, household consumption, and overall living standards. Strengthening support systems could mitigate chronic under-consumption and promote socio-economic well-being among traditional artisans.

Majeed (2023) employed qualitative case studies to explore labor dynamics and deskilling in the carpet industry of Kashmir. Independent weavers maintain control over their designs, materials, and schedules, thereby preserving their autonomy and craftsmanship. In contrast, dependent 'putting-out' weavers receive fixed inputs from middlemen, which accelerates the erosion of their skills, while wage laborers in master-weaver workshops have very little agency. Consequently, hierarchical relationships dominated by intermediaries systematically undermine traditional skills and promote alienation. The study advocates for empowering weavers through cooperatives, collective bargaining, and legal design rights to protect craftsmanship, enhance autonomy, and mitigate the progressive deskilling that threatens the cultural and economic sustainability of the region.

Verma (2023) carried out a descriptive survey utilizing structured questionnaires among 120 handloom workers in the Ranipur block of Jhansi District, India, to evaluate their socio-economic conditions. The majority of respondents belong to Scheduled Castes, have limited educational backgrounds, and support large families. Their earnings are exceedingly low; 37.5% earn between ₹3,000 and ₹6,000 monthly, leading 46.7% to contemplate alternative occupations. Workplace challenges—including inadequate lighting, poor ventilation, lack of transport, and electricity—along with health issues, particularly musculoskeletal pain, contribute to dissatisfaction. Verma suggests initiatives aimed at improving education, access to credit,

Vol. 9, No.08; 2025

ISSN: 2456-7760

healthcare, and infrastructural facilities to alleviate poverty, enhance job satisfaction, and ensure sustainable livelihoods for marginalized weaving communities.

Chakma et al. (2022) conducted a survey involving 75 households engaged in backstrap weaving in the Rangamati Hill District of Bangladesh, utilizing structured questionnaires to assess their socio-economic conditions. It was found that 20% of these households are classified as very poor, with 77.3% depending exclusively on weaving for their livelihood. The level of educational attainment is notably low, as only 16% of individuals earn more than BDT40,000 per month. Assistance from non-governmental organizations (NGOs) reaches 69.3% of the households; however, 30.7% remain without support. Almost all participants express a need for government assistance in acquiring capital, raw materials, and access to markets. The authors conclude that state-funded programs are crucial for empowering ethnic weavers, enhancing production capacity, and improving household incomes in this culturally significant yet economically vulnerable community.

Ahmed and Sheereen (2022) examined secondary data to illustrate the socio-economic profiles of handloom weavers in Uttar Pradesh, utilizing percentage statistics and graphical representations. The majority of these artisans are male, belonging to either the Muslim community or Other Backward Classes, residing in rural kutcha houses, and demonstrating low levels of educational achievement. Self-employment is prevalent among 55% of the weavers; nevertheless, poverty remains a significant issue, with 59.5% earning less than INR5,000 monthly, and 53.2% carrying loans related to weaving, primarily sourced from government institutions and banks. Male weavers are more likely to possess bank accounts and Aadhaar IDs compared to their female counterparts. The study advocates for policy measures aimed at improving education, increasing access to credit, and enhancing social infrastructure to combat persistent poverty.

Rahman and Hossain (2021) conducted a survey involving 350 garment workers from 25 factories in Bangladesh, utilizing a modified Effort-Reward Imbalance questionnaire along with health interviews to evaluate occupational stress. The statistical analyses indicated that elevated stress levels significantly increase health risks, particularly affecting female workers who experience more severe stress and health issues. Contributing factors identified include extended working hours, production pressures, and insufficient ergonomic conditions. The authors recommend immediate interventions such as enhancing working environments, implementing stress management programs, and developing gender-sensitive policies to reduce health risks, improve well-being, and maintain productivity in Bangladesh's crucial ready-made garment industry.

Saha and Darwish (2020) utilized questionnaires and multiple regression analysis on data collected from 110 ready-made garment workers in Gazipur and Mymensingh to determine the factors influencing job satisfaction. Their findings revealed that compensation, benefits, supervisor behavior, and organizational policies have a significant positive impact, while working conditions, opportunities for career advancement, and coworker communication do not

Vol. 9, No.08; 2025

ISSN: 2456-7760

show any statistical significance. The results suggest that monetary and managerial factors are more influential than environmental and relational elements in driving job satisfaction. The authors advocate for the prioritization of equitable pay structures, supportive supervisory practices, and transparent organizational policies to boost employee morale and enhance overall organizational performance, while also recognizing the additional importance of improved working conditions and career development opportunities.

Rahman and Noman (2019) performed a field survey involving 100 households of Bangladeshi handloom weavers to evaluate poverty and food security through an analysis of calorie intake. The findings categorize 15% as hardcore poor, 46% as absolutely poor, and 39% as non-poor. Increased income and ownership of cultivable land have a positive effect on calorie consumption, while low wage rates continue to be the main barrier. The study calls on the Bangladesh Handloom Board, the government, and NGOs to enact sector-specific wage reforms, facilitate access to land, and implement nutrition programs to reduce poverty and enhance food security for vulnerable weaving communities.

Chowdhury and Hossain (2018) conducted a survey of 400 entrepreneurs and workers in the cottage industry within Khulna Division and analyzed secondary data from 2016-2017 to identify constraints and opportunities. The primary challenges identified include shortages of working capital, high costs of raw materials, outdated technology, limited access to credit, insufficient infrastructure, and minimal government support. Low returns and weak demand discourage youth involvement. The authors advocate for comprehensive reforms that include accessible financing, modernization of technology, improvements in infrastructure, and supportive policy frameworks to rejuvenate cottage industries, maintain rural employment, and stimulate regional economic growth.

Parvin and Haque (2017) employed multistage sampling to gather data from 311 weaver households in Sirajganj District, focusing on demographic and economic indicators. While numerous families exhibit enhanced income, assets, and health, notable shortcomings remain in education, access to credit, and government support. The authors recommend initiatives aimed at improving educational levels, broadening financial services, and strengthening institutional support to fully realize the economic potential of rural non-agricultural handloom households, thus improving livelihoods and mitigating inequality.

Islam and Hossain (2015) collected primary data from 57 owners of handloom units in Kumarkhali, utilizing a Cobb–Douglas production function and Tobit regression to assess technical inefficiency. The average inefficiency index is recorded at 0.245, with significant factors including the education of the owner, weaving experience, size of the unit, and age. The study concludes that enhancing weaver education, offering specialized training, and expanding unit operations could lead to a reduction in inefficiency, an increase in productivity, and a strengthening of competitiveness in Bangladesh's traditional textile industry.

Vol. 9, No.08; 2025

ISSN: 2456-7760

Amin (2016) conducted a qualitative case study at Meghna Cement Mills Ltd, utilizing semi-structured interviews and observations to assess job satisfaction levels among permanent and casual low-skilled workers. Permanent employees indicate a higher level of satisfaction attributed to fair compensation, benefits, job security, reasonable working hours, and union representation. In contrast, casual workers experience instability, limited benefits, and lower morale. The study underscores the importance of implementing equitable pay, welfare provisions, consistent work schedules, and supportive supervision to enhance motivation and retention of low-skilled manufacturing labor.

Islam and Hossain (2015) replicate the study, reaffirming the findings of technical inefficiency within the Kumarkhali handloom sector. Employing Cobb–Douglas and Tobit models, the authors report an average inefficiency of 0.245 and identify education, experience, unit size, and owner age as significant factors. The recommendations remain consistent: improve weaver education, provide targeted training, and increase unit capacities to boost productivity and economic sustainability in traditional weaving operations.

Rahman & Rahman (2015) conducted a comparison of the socio-economic conditions of handloom and power-loom workers in Sirajganj District, utilizing a combination of primary and secondary data. The findings indicate that power-loom workers receive higher wages and have superior assets, which are associated with smaller family sizes, enhanced education levels, and increased capital ownership. The study recommends enhancing education, improving access to credit, and providing vocational training for both groups to reduce disparities, improve livelihoods, and foster equitable development within the sector.

Hossain (2012) examined data from handloom censuses and government reports to characterize the weaving sector in Bangladesh. There are approximately 183,512 units operating 505,556 looms, yet only 61.7% of these looms are operational. This industry plays a crucial role in supplying domestic fabric, creating rural employment—especially for women—and contributing to exports, poverty alleviation, and the preservation of cultural heritage. The author advocates for strong government support in the form of credit, modern machinery, marketing initiatives, and infrastructure development to protect and enhance the socio-economic and cultural significance of this traditional industry.

Research Gap

Although the cultural significance and economic impact of Bangladesh's traditional handloom and saree-weaving industries (Benaroshi Palli), there has been a lack of localized research. The handloom sector generates approximately 600 million meters of fabric each year, fulfilling around 40% of domestic demand, and stands as the largest cottage industry in Bangladesh. However, empirical studies focusing on the Benaroshi Palli community in Rangpur are absent. The existing literature predominantly emphasizes the export-driven ready-made garment (RMG) industry in urban areas, leaving small-scale rural craft sectors insufficiently examined. Even within the realm of handloom research, investigations typically cover broader districts; for instance, a recent study involving 311 weaver households concentrated on Sirajganj District,

Vol. 9, No.08; 2025

ISSN: 2456-7760

while similar data for the weaving villages in Rangpur is lacking. This trend is also evident across South Asia, where India's handloom sector ranks as the second-largest employment source after agriculture, yet research on artisan job satisfaction and workplace conditions remains limited. It is important to note that handloom workers often belong to marginalized communities and endure unstable, decentralized working environments, yet comprehensive studies on their socio-economic conditions and work settings are generally absent from the literature. In conclusion, there exists a significant research gap regarding employee satisfaction and workplace conditions in localized traditional textile environments such as Benaroshi Palli in Rangpur, which warrants the current study. Sources indicate the significance of Bangladesh's handloom sector and its rural workforce, while prior research on textile workers has largely focused on the urban garment industry or aggregated surveys of handloom communities, such as those in Sirajganj, with minimal attention given to Rangpur's Benaroshi Palli. Regional statistics, including those from India's handloom sector, similarly highlight the industry's scale but fail to address worker satisfaction.

Methodology of the Study

Research Design

The study will employ a descriptive research design centered on conducting a survey. The decision to use a descriptive survey is considered appropriate for this research, given that the data collection site is Benaroshi Palli in the Gangachara upazila of Rangpur District.

Data Sources

This research will incorporate both primary and secondary data sources. Primary data will be collected from individuals with experience working in various factories at Benaroshi Palli through the use of questionnaires. Secondary data will be obtained from both published and unpublished materials related to the subject, including journals, newspapers, books, magazines, websites specific to Bangladesh, and any other relevant documentaries or publications.

Sampling Design

The total population for this research is 300 *(Source: Pre-survey)*. Purposive sampling has been selected as the sampling technique for this study. Purposive sampling is most suitable when the research requires feedback from a specific group that possesses relevant experience or characteristics. In this study, only those workers who have experience in various factories at Benaroshi Palli are relevant, which makes purposive sampling an effective approach for capturing informed perspectives. Given the constraints of time and resources, it is not feasible to survey all 300 workers; therefore, a selected subset of 120 participants, accounting for 40% of the total population, allows for reliable analysis while minimizing the risks of receiving low-quality responses that may result from random sampling.

Vol. 9, No.08; 2025

ISSN: 2456-7760

Data Analysis and Interpretation

The research employs a quantitative research design. The researcher plans to apply appropriate data analysis methods, including descriptive statistics (such as frequency distributions, tables, mean scores, standard deviations, and percentages) and inferential statistics (including Pearson's correlation, weighted averages based on Likert scale analysis, reliability tests, and other pertinent tools) to make inferences and generalize about the characteristics of the population based on the sample data. The standard weighted average is identified using the formula: "(Strongly agree + Agree + Neutral + Disagree + Strongly disagree)" divided by "Total number of points." Therefore, the calculation for the standard weighted average is: (5 + 4 + 3 + 2 + 1) / 5 = 15 / 5 = 3. Based on this calculation, a standard value of 3 has been defined. The score achieved is determined by the formula: (Score for Each Level × Number of Respondents). The average is then calculated by dividing the total score by the sample size. Descriptive and inferential statistics, such as frequencies, means, Pearson's correlation, and weighted averages, assist in recognizing trends and relationships within the data. Reliability tests, such as Cronbach's alpha, confirm the consistency of responses. Furthermore, the collected data will be analyzed using IBM's Statistical Package for Social Sciences (SPSS) version 23 for deeper insights. The use of SPSS software allows for effective and accurate analysis, thereby enhancing the credibility, clarity and reproducibility of the results in this descriptive study on worker experiences.

Analysis of Data

Demographic Analysis

Age of the Respondents

The data presented in Table 1 indicates that 14 out of 120 respondents (11.7% of the total) are within the age bracket of 18-25. Furthermore, 46 respondents (38.3% of the total) fall within the age range of 25-30. Additionally, 44 respondents (36.7% of the total) belong to the age group of 30-40. There are also 12 respondents (10.0% of the total) in the 40-50 age range, while the remaining 4 respondents (3.3% of the total) are aged over 50. The data reveals that the largest proportion of respondents, at 38.3%, are aged between 25 and 30 years.

Table 1: Age Distribution of the Respondents

Particulars	**Frequency**	**Percent**
18 to 25	14	11.7
25 to 30	46	38.3
30 to 40	44	36.7
40 to 50	12	10.0
50 and above	4	3.3
Total	**120**	**100.0**

Vol. 9, No.08; 2025

ISSN: 2456-7760

Gender of the Respondents

The analysis derived from Table 2 indicates that among the 120 respondents, 91 are male, which constitutes 75.8% of the total participants, while the remaining 29, representing 24.2%, are female. Moreover, the predominant demographic in this study, accounting for 75.8%, is male.

Table 2: Gender Distribution of the Respondents

Particulars	Frequency	Percent
Male	91	75.8
Female	29	24.2
Others	0	0
Total	**120**	**100.0**

Marital Status of the Respondents

According to the data in Table 3, it is clear that 119 out of 120 respondents (99.2% of the total) are married, while only 1 respondent (0.8% of the total) is unmarried.

Table 3: Marital Status of the Respondents

Particulars	Frequency	Percent
Married	119	99.2
Unmarried	1	.8
Widowed	0	0
Total	**120**	**100.0**

Educational Qualification of the Respondents

Referring to the information in Table 4, it is apparent that 13 out of 120 respondents (10.8% of the total) are illiterate. Additionally, 53 respondents (44.2% of the total) have attained a primary education. There are also 18 respondents (15.0% of the total) who have successfully completed the JSC exam. Furthermore, 22 respondents (18.3% of the total) have finished their SSC. Lastly, the remaining 14 respondents (11.7% of the total) have obtained their HSC degree. In terms of educational qualifications, 44.2% of the respondents have achieved primary education, with no respondents indicating the completion of graduation or post-graduation.

Table 4: Educational Qualification of the Respondents

Particulars	Frequency	Percent
Illiterate	13	10.8
Primary	53	44.2
JSC	18	15.0
SSC	22	18.3

Vol. 9, No.08; 2025

ISSN: 2456-7760

HSC	14	11.7
Graduate	0	0
Post Graduate	0	0
Total	**120**	**100.0**

Working Experience of the Respondents

According to the data presented in Table 5, it indicates that 14 out of 120 respondents (11.7% of the total) possess less than 5 years of work experience. In contrast, 56 respondents out of 120 (46.7% of the total) have between 5 to 10 years of experience. Furthermore, 45 respondents out of 120 (37.5% of the total) have between 10 to 15 years of experience. There are 4 respondents out of 120 (3.3% of the total) with 15 to 20 years of experience, and finally, 1 respondent (0.8% of the total) has more than 20 years of work experience. In terms of their professional experience, 46.7% of respondents have between 5 to 10 years of work experience, while only one respondent has 20 years or more.

Table 5: Working Experience of the Respondents

Particulars	**Frequency**	**Percent**
less than 5 years	14	11.7
5 to 10 years	56	46.7
10 to 15 years	45	37.5
15 to 20 years	4	3.3
20 years and above	1	.8
Total	**120**	**100.0**

Working Hours of the Respondents

The information provided in Table 6 indicates that 26 out of 120 respondents (21.7% of the total) work less than 8 hours. Meanwhile, 31 respondents out of 120 (25.8% of the total) report working 8 hours. The majority, comprising 63 respondents out of 120 (52.5% of the total), have working hours that exceed 8 hours. Additionally, 52.5% of the employees at the Benaroshi Palli factory work more than 8 hours each day.

Table 6: Working Hours of the Respondents

Particulars	**Frequency**	**Percent**
less than 8 hours	26	21.7
8 hours	31	25.8
more than 8 hours	63	52.5
Total	**120**	**100.0**

Vol. 9, No.08; 2025

ISSN: 2456-7760

Wage Paying System of the Respondents

Considering the statistics displayed in Table 7, it is clear that 117 out of 120 respondents (97.5% of the total) receive their wages through sarees, while the remaining 3 respondents (2.5% of the total) utilize alternative methods for wage payments. The payment structure for these workers is primarily determined by the quantity of sarees they produce.

Table 7: Wage Paying System of the Respondents

Particulars	**Frequency**	**Percent**
Per Hour	0	0
Per Saree	117	97.5
Others	3	2.5
Total	**120**	**100.0**

Analysis of Weighted Average

The examination of the weighted averages at Benaroshi factories uncovers a notable gap between the sophisticated physical infrastructure and the insufficient human resource practices. Employees report high levels of satisfaction regarding elements such as lighting, ventilation, space, and sanitation; however, their satisfaction concerning compensation, recognition, and career progression is alarmingly low. The particularly poor scores in recognition (1.93), promotion opportunities (2.00), and child education allowances (1.83) underscore significant deficiencies in the support systems available to employees. Furthermore, moderate ratings in job security (2.80), participation in decision-making (2.70), and relationships with management suggest a lack of stability and effective communication. While the overall satisfaction score is recorded at 3.02, the results indicate that employee well-being is adversely affected by ineffective HR policies. To address this imbalance, it is crucial for Benaroshi factories to prioritize enhancements in employee recognition, ensure equitable wages, establish clear pathways for advancement, and improve family-related benefits to boost morale, retention, and productivity.

Table 8: Results of Weighted Average Analysis

SL No.	**Factors**	**Weighted Average**
	Employee Contentment	
1	Receiving Wages on Time	3.46
2	Wages Satisfaction Amount	2.48
3	Giving Recognition	1.93
4	Promotion or Advancement Facilities	2.00
5	Sufficient Festival Bonuses	2.93
6	Sufficient Medical Allowances	4.00

Vol. 9, No.08; 2025

ISSN: 2456-7760

7	Sufficient rent allowances	4.00
8	Receiving Proper Child Education Allowances	1.83
9	Job Security	2.80
10	Involving in Decision-Making	2.70
	Workplace Environment	
11	Sufficient Space Availability	4.05
12	Adequate Lighting and Ventilation Facilities	4.13
13	Clean Drinking Water Facilities	3.50
14	Appropriate Sanitary Facilities	3.92
15	Scheduled Lunch Breaks	3.57
16	Behavioral Satisfaction of Owners	3.31
17	Fair Communication Between Worker and Owner	3.28
18	Adequate Maternity Leave	3.20
19	Suitability for keeping child during working hours	3,42
20	Job Responsibilities Causing Mental Stress	3.23
21	Satisfaction Level of Improving Socio-Economic Condition	3.26
22	Overall Satisfaction Level of Working in Benaroshi Factories	3.02

Reliability Test

Employee Contentment

The information displayed in the table indicates that a reliability level of 0.559 is suitable for the scope of the investigation. Nevertheless, it is important to highlight that Cronbach's Alpha is noted at 0.492, which falls short of the acceptable threshold. This suggests that the scales utilized in this research exhibit a low degree of consistency and reliability, even though they may still hold significance for subsequent research endeavors.

Workplace Environment

The table demonstrates that a reliability level of 0.842 is deemed appropriate for the scale employed in this study. Additionally, the Cronbach's Alpha figure of 0.888, as shown in the table, is nearly aligned with the standard benchmark. The scales used in this research exhibit a strong level of consistency and reliability, making them suitable for application in future research initiatives.

Correlation Analysis

This correlation analysis of workplace satisfaction involving 120 respondents has revealed significant interconnected clusters and unique factors that affect employee perceptions. The most prominent connection was found between recognition and career advancement, which is further enhanced by wage satisfaction. This indicates that effective compensation and recognition systems together improve perceptions of professional growth. In contrast, inclusion in organizational decision-making, although associated with timely wage payments and educational

Vol. 9, No.08; 2025

ISSN: 2456-7760

allowances, functions independently of conventional reward and promotion systems, implying it serves as a separate driver of procedural fairness. Job security was identified as a largely independent aspect of satisfaction, while the timely receipt of wages served primarily as a basic hygiene factor with limited broader associations. From a strategic perspective, the findings advocate for a dual approach: enhancing employment satisfaction and workplace environment to foster career development, alongside promoting decision-making autonomy to elevate perceptions of financial reliability, thereby supporting differentiated human resource strategies.

Findings

An analysis of 120 Benaroshi factory employees in Rangpur presents a demographic profile that is predominantly male (75.8%), married (99.2%), and experienced (46.7% with 5–10 years of service), with a majority having attained only primary-level education (44.2%) and primarily falling within the 25–30 age bracket (38.3%). The working conditions are demanding, as more than half of the workforce (52.5%) works beyond an 8-hour day, with compensation almost entirely based on a per-saree model (97.5%) [Table: 1-7]. Although this workforce exhibits stability, the study reveals a notable gap between the physical work environment and management practices that focus on employee welfare. Satisfaction levels regarding infrastructure—such as lighting, ventilation (4.13), and workspace (4.05)—are high; however, the overall satisfaction score (3.02) conceals significant shortcomings in human resource areas. Major issues include insufficient support for child education (1.83), lack of employee recognition (1.93), and few opportunities for promotion (2.00). These low ratings, along with dissatisfaction regarding wages (2.48) and involvement in decision-making (2.70), indicate a systemic disregard for employee motivation, development, and well-being [Table-8]. From a methodological perspective, while the metrics for the workplace environment show high reliability (Cronbach's Alpha: 0.888), the low reliability of the employee satisfaction measures (0.492) implies that the survey tools may not adequately capture the complexities of job satisfaction. Correlation analysis indicates that recognition, career progression, and compensation are critical interrelated factors influencing satisfaction. The results necessitate prompt strategic reforms in human resource management. To bridge the gap between adequate infrastructure and human-centered satisfaction, it is essential to adopt policies that emphasize recognition, fair compensation, career advancement and family-friendly benefits. The findings reveal both consensus and discrepancies with existing literature concerning the satisfaction levels of textile workers. While demographic variables, dissatisfaction with wages, and long working hours align with prior research, a notable satisfaction with infrastructure and a significant discontent regarding recognition and career growth mark considerable deviations. These unique results stem from advancements in methodology, a more seasoned workforce, and improvements in factory conditions. The outcomes align with Maslow's, Herzberg's, and Expectancy theories, illustrating a shift from fundamental survival needs to elevated motivational requirements. Strategically, the textile sector must evolve beyond basic conditions to address challenges related to recognition and professional growth to enhance authentic job satisfaction. Future studies should utilize more sophisticated measurement tools.

Vol. 9, No.08; 2025

ISSN: 2456-7760

Conclusion

The Benaroshi industry, a cherished traditional cottage industry in Bangladesh, is currently facing the peril of extinction due to neglect and systemic challenges. This decline threatens not only the livelihoods of thousands of skilled artisans but also the cultural heritage represented in the intricate craftsmanship of Benaroshi sarees. Without immediate and strategic intervention, the industry risks suffering the same fate as the once-renowned Dhakai muslin, which has now become a lost art. Key issues include the lack of formal recognition and respect for workers, inadequate structural development, absence of social security, and exploitative labor practices. Workers, who constitute the backbone of this industry, often endure poor living conditions and receive disproportionately low compensation compared to traders and middlemen. Addressing these disparities is essential for a sustainable revival. Solutions must include policy support, investment in worker welfare, skill development initiatives, and efforts to modernize production while preserving traditional techniques. Ensuring future security and fair treatment for workers will not only improve their living standards but also attract new generations to continue this craft. Recognizing the cultural and economic importance of the Benaroshi industry is vital to prevent its disappearance and to uphold the dignity of the artisans who bring this rich textile heritage to life.

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