Job Satisfaction of Beauty Parlor Worker of Bangladesh

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ABSTRACT:
The beauty parlor industry is one of the fastest growing industries of Bangladesh. The lifestyle of people of our country has changed rapidly over the past few years. Realizing the importance of sound health and presentation, people are becoming more concerned about their health and beauty. Thousands of beauty-care service providers or beauty parlors have sprung up all over the country in the last decade. Beauty care industry providing employment for an estimated 100,000 women in Bangladesh. This paper focuses on the job satisfaction of the workers of the beauty parlors of Tangail, Bangladesh. The data collection method is primary survey on workers of beauty care industry supported by secondary research on previous research, industry report, government paper, and interview of resource persons. To explore this study data has been collected from 100 respondents who are working different beauty parlors situated in Tangail district of Bangladesh. The simple random sampling technique has been used for collecting data. Percentage analysis, correlation and regression analysis are the primary tools used for the data analysis. The analysis shows that correlation between dependent and independent variable is 0.825 and unstandardized coefficient (B) of different variables show that parlor workers of Tangail are dissatisfied with their salary structure, leave policy, job security and other job facilities. Most Bangladeshi parlor owners have failed to see any causal connection between worker satisfaction and service quality. But employees' satisfaction is the most powerful part of increasing productivity in any sector. So it has to be taken care of in order to achieve ultimate goals of the beauty care sector in Bangladesh.

Keywords: Beauty parlor, Job satisfaction, Workers, Salary, Leave policy

INTRODUCTION
Background of the Study

From the ancient time till now, we can trace many descriptions of beauty and beauty care practices in the poetry, literature and arts (Peiss, 2000). Beauty is considered as "seemingly frivolous, superficial, and female" (Peiss, 2000, p. 485) and it is expected that beautification would be a women's trait. Previously, women in Bangladesh used to maintain these beautification practices as in-house (domestic) activities. As globalization intensifies, the concept of beauty and the necessity of being beautiful have gone through an evolutionary change. Now women tend to spend more time, energy and money on beautification by visiting beauty parlors or salons (Schwer and Daneshvary, 2000; Joy, Sherry, Troilo and Deschenes, 2010). Today, beauty care becomes a big business, which can contribute to an economy significantly (Peiss, 2000) .Large scale production, global distribution networks, extensive advertisement efforts, scientific marketing and sales at a large scale, all these have contributed to the emergence of beauty as an industry (Peiss, 2000). Bangladesh, a South Asian developing country is no exception from this. In this region, beauty is always considered as an important attribute for female.

Employee satisfaction is a measure of how

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happy workers are with their job and working environment. Job satisfaction, a worker's sense of achievement and success, is directly linked to productivity as well as to personal wellbeing (Source: Harvard Professional Group, 1998). A satisfied worker is more likely to be creative, flexible, innovative and loyal. Unhappy employees are motivate by a fear of job loss, and will not give 100 % of their effort for very long. Though fear is a powerful motivator, it is also a temporary one, and as soon as the threat is lifted, performance will decline. There are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement .To measure employee satisfaction, many companies will have mandatory surveys or face-to –face meetings with employees to gain information .Both of these tactics have pros and cons, and should be chosen carefully. Surveys and meetings can truly get to the center of the data surrounding employee satisfaction, and can be great tools identify specific problems leading to lowered morale. Job satisfaction means an attitude that reflects the extent to which an individual is gratified by or fulfilled in his or her work. It's indicated that personal factors such as an individual needs and objective, determine this attitude along with group and organization factors, such as relationships with coworkers and supervisor, working environment, salary structure, leave policy and other working conditions.

Scope of the Study

This study covers the factors affecting job satisfaction of the workers of parlors of Tangail. The organizational factors include working environment, salary structure, relationship with owners and coworkers, job security, workplace security, leave policy, child care facility; Individual factors include age, marital status, income they are the independent variables; Overall job satisfaction is the dependent variable. This study has emphasized on the following scope:

- ✓ This study is helpful to the beauty care industry for conducting further research.
- ✓ This study helps to identify the pulse of satisfaction and dissatisfaction level of parlor workers and taking remedial action to improve service quality.

- ✓ It is helpful to identify the employer's level of satisfaction towards effectiveness and efficiency measure.
- ✓ This study helps to make a managerial decision to the employees of the beauty care industry.

Limitations of the Study

This research faced some problems and limitations during the entire process of the study. Some of those are:

- ✓ The survey is subjected to the bias and prejudices of the respondents. Hence 100% accuracy can't be measured.
- ✓ It was not possible to incorporate a huge survey and take a big sample size, as most of the parlor workers were reluctant to disclose their internal policy and provide responses because of the confidentiality and busy work hours.
- ✓ Since the respondents were asked to fill up the questionnaire, there is a lot of chance that they were not completely truthful about their opinion and filled up the questionnaire out of reluctance.

Objectives of the Study

The objectives of the study can be stated as follows:

- ✓ To identify the present status of satisfaction level of parlor workers of Tangail, Bangladesh.
- ✓ To identify, categorize and analyze the individual impact factors that affect parlor workers satisfaction level.
- ✓ To provide some recommendations for raising appropriate job satisfaction.

Literature Review

Worker satisfaction is defined as workers overall effective state of mind resulting from an approval of all aspects of his work (Hossan et al., 2012b).

It is also revealed that work satisfaction might increase when an employee participates in decision making, he can trust his supervisors, recognize his job as challenging and intrinsically rewarding (Gürbüz, 2009).

Yi, Jia & Luo (2014) also found that referent, expert and reward powers used by supervisors or

managers have positive relationship with satisfaction with supervision.

A worker's level of pleasure toward his work varies with specific aspect of the work. These depend on mainly payment (Shabnam and Sarker, 2012). According to the same study the maternity benefit with full payment and health care facility of the worker also can ensure the labor satisfaction of the RMG workers.

Bangladesh is a developing country with low per capita income; salary plays an immense role here to determine the worker satisfaction and industry's productivity. So when workers are greatly dissatisfied with the salary, they must not be happy with the benefit packages they get. Workers quality of work-life depends on festival bonus, attendance bonus and wage increment of a worker (Zohir, 2007).

When someone's work is interesting, pay is fair then a situational approach leads one to predict worker is pleased with their work (Taylor, 2008). This study also include satisfaction of worker depends on adequate provident benefits and supportive financial benefit.

In this context the development of beauty parlor industry in Bangladesh flourishes silently. According to the recent studies, it is suggested that the beauty salon industry is worth around BDT 10 billion and it is growing each day. The sector has been contributing to the economy of the country by employment and revenue generation (IDLC, 2014).

However, most challenging aspects of being in beauty parlor profession was getting social acceptance and respectability, since this is a profession quite different from being a doctor, or banker or even the traditional and conventional professions associated with women. In considering the social status, many of them informed that the impediments came from parents who did not like them to enter into business (MIDAS, 2009).

It is evident from literature review that physical beauty is an advantage in every sphere of life. Physically attractive people usually income more compared to the less attractive people (Hamermesh and Biddle 1994; Frieze, Ohlson and Russell, 1991).

Moreover the organizations tend to earn more revenue if they hire physically attractive employees (Bosman, Pfann, Biddle and Hamermesh (1997).

As a result, beauty care industry in Bangladesh is not something amateur. Rather it is now a USD 10 billion plus industry in Bangladesh, providing employment for an estimated100, 000 women (Akter, 2009) through thousands of beauty-care service providers (Akter, 2009; Akter, 2008).

The growing importance and demand of beauty care vigorously raised the question on quality service issues for beauty parlors. As beauty care is a kind of personal service, ensuring service quality is challenging yet unavoidable need for the customers. It has been evident that, when customers' perceptions of service quality are positive, the behavioral intentions are favorable, which strengthens their relationship with the organization (Zeithaml and Bitner, 2003).

Besides, the interest to work at the beauty parlors which is still new as profession has not yet been developed among the main stream members of the society. All these factors played a vital role behind the major participation from the women indigenous communities to work at the beauty parlors in Bangladesh (Akhter et al., 2011).

RESEARCH METHOD
Research Design

The research design adopted for this study is exploratory in nature. By analyzing literature review and conducting focus group discussions (FGD) parlor workers of Tangail, 9 variables have been identified that effect worker satisfaction of parlor workers. Among them 8 were Independent variables in the following: Salary structure, Relationship with owner and coworkers, Working Environment, Job Security, Workplace security, Leave policy, Child care facility and Dependent Variable: Overall satisfaction.

Data and Data Collection Technique

Both primary and secondary data have been collected for this study.

Primary Data Collection: Though both secondary and primary data are used, primary sources of data collection are given priority over the secondary sources. Primary data have been collected through questionnaire and in-depth interview of beauty parlor workers of Tangail.

Questionnaire: Data have been collected by a structured questionnaire which comprises 17 statements and respondents had to give their level of agreement on 5-Point Likert Scale. Length of the statements is small and the average interviewing time was approximately ten minutes.

Strongly Disagree=1
Disagree= 2
Neutral =3
Agree=4
Strongly Agree=5

Secondary Data Collection

Secondary data have been used from different articles, publications, books, news published in the daily newspapers, speeches in conferences, other related literatures, website of different beauty parlors, and Ministry of Commerce etc.

ANALYSIS AND FINDINGS
Analytical Tools

Descriptive statistics have been used to analyze the demographic variables of the respondents. For inferential statistics, correlation and regression analysis has been used. Data have been analyzed with the help of SPSS (Version 20) (table 1).

Interpretation: For a data set, the mean is the sum of the values divided by the number of values. The mean of a set of numbers x1, x2.........xn is typically denoted by, pronounced "x bar". , the mean of age of the respondents is 2.75 that mean the average Age of the respondents is of 26-30 years old. The mean of the second demographic factor marital status of the respondent is 1.39 and income of the respondents is 2.08. The standard deviation is a measure of how spread out the data is. The square rood of variance gives us standard deviation. For age of the respondent standard deviation is below 1. So, in this research the variation is low. However, the standard deviations for designation of respondent and designation of respondent are more than 1 and the variations in them are high (table 2).

Table 1: Statistics

		Age of Respondent	Marital Status of Respondent	Income of Respondent
N	**Valid**	100	100	100
	Missing	0	0	0
Mean		2.74	1.39	2.08
Median		2.00	1.00	2.00
Std. Deviation		1.330	0.490	0.706
Variance		1.770	0.240	0.499

(Source: Survey data)

Table 2: Age of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	**Below 20**	19	19.0	19.0	19.0
	20-25	33	33.0	33.0	52.0
	26-30	17	17.0	17.0	69.0
	31-35	17	17.0	17.0	86.0
	Above 35	14	14.0	14.0	100.0
	Total	100	100.0	100.0	

(Source: Survey data)

Interpretation: For this research the sample size was 100. Among them it has found that there is 19 % are of below 20 years old, 33 %are of 20-25 years old, 17% are of 26-30 years old, and 17% are of 31-35 years old and above 35 years old is 14% (table 3).

Interpretation: For this research the sample size was 100. Among them there is 61 % are married and 39% are unmarried (table 4).

Interpretation: Among 100 sample size it has found that 21 % respondents are of below 5000 income, 50 % are of 5000-10000 income and above 10000 are 29%.

Correlation Analysis

Correlation analysis was conducted to evaluate the pair-wise relationship between the constructs studied, such as Salary Structure, Relationship with owner and coworker, Job Security, Working Environment, Workplace security, Leave policy, Child care facility and Overall Satisfaction (OS). Table 5 clearly indicates that the factors are correlated with Overall satisfaction (OS) of the employee in the organization. From Table 5, it can be understood that maximum correlation existed between overall satisfaction and salary structure ($r = 0.730$), followed by leave policy ($r = 0.674$), job security ($r = 0.605$) and working environment ($r = 0.449$). Though relationship with owner and coworker (RCS) is crucial for overall satisfaction, it was least correlated according to the data ($r = 0.0944$). All these factors were correlated with each other and with overall satisfaction which statistically significant at $p = 0.000$ (table 5).

Table 3: Marital Status of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
	Married	61	61.0	61.0	61.0
Valid	Unmarried	39	39.0	39.0	100.0
	Total	100	100.0	100.0	

(Source: Survey data)

Table 4: Income of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
	Below 5000	21	21.0	21.0	21.0
Valid	5000-10000	50	50.0	50.0	71.0
	Above 10000	29	29.0	29.0	100.0
	Total	100	100.0	100.0	

(Source: Survey data)

Table 5: Correlation

		SS	ROC	JS	WE	JC	LP	CCF	OS
SS	Pearson Correlation	1	0.196	0.566**	0.247*	0.361**	0.673**	0.408**	0.730**
	Sig. (2-tailed)		0.050	0.000	0.013	0.000	0.000	0.000	0.000
	N	100	100	100	100	100	100	100	100
ROC	Pearson Correlation	0.196	1	0.239*	-0.032	0.056	0.286**	0.235*	0.094
	Sig. (2-tailed)	0.050		0.016	0.755	0.580	0.004	0.019	0.351
	N	100	100	100	100	100	100	100	100
JS	Pearson Correlation	0.566**	0.239*	1	0.229*	0.494**	0.552**	0.294**	0.605**
	Sig. (2-tailed)	0.000	0.016		0.022	0.000	0.000	0.003	0.000
	N	100	100	100	100	100	100	100	100
WE	Pearson Correlation	0.247*	-0.032	0.229*	1	0.231*	0.315**	0.285**	0.449**
	Sig. (2-tailed)	0.013	0.755	0.022		0.021	0.001	0.004	0.000
	N	100	100	100	100	100	100	100	100
WS	Pearson Correlation	0.361**	0.056	0.494**	0.231*	1	0.219*	0.373**	0.353**
	Sig. (2-tailed)	0.000	0.580	0.000	0.021		0.029	0.000	0.000
	N	100	100	100	100	100	100	100	100
LP	Pearson Correlation	0.673**	0.286**	0.552**	0.315**	0.219*	1	0.432**	0.674**
	Sig. (2-tailed)	0.000	0.004	0.000	0.001	0.029		0.000	0.000
	N	100	100	100	100	100	100	100	100
CCF	Pearson Correlation	0.408**	0.235*	0.294**	0.285**	0.373**	0.432**	1	0.380**
	Sig. (2-tailed)	0.000	0.019	0.003	0.004	0.000	0.000		0.000
	N	100	100	100	100	100	100	100	100
OS	Pearson Correlation	0.730**	0.094	0.605**	0.449**	0.353**	0.674**	0.380**	1
	Sig. (2-tailed)	0.000	0.351	0.000	0.000	0.000	0.000	0.000	
	N	100	100	100	100	100	100	100	100

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

* Correlation is significant at the 0.05 level (2-tailed).

Regression Analysis
Restricted Model

Variables for Restricted Model Are
   i)   **Dependent Variable:** Workers Overall Job Satisfaction
   ii)   **Independent Variables:**
✓ Salary Structure
✓ Relationship with owner and coworker
✓ Job Security
✓ Working Environment
✓ Workplace security
✓ Leave policy
✓ Child care facility

Model summary shows that the value of R Square is 0.681 i.e. 68% variation of dependent variable is explained by the independent variables that are included in the model (table 6).

Table 6: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.825[a]	0.681	0.656	0.536

a. Predictors: (Constant), Child Care Facility, Relationship with owner and coworkers, Working Environment, Job Security, Workplace Security, Salary Structure, Leave Policy

Table 7: ANOVAª

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	**Regression**	56.438	7	8.063	28.020	0.000ᵇ
	Residual	26.472	92	0.288		
	Total	82.910	99			

a. Dependent Variable: Overall Satisfaction
b. Predictors: (Constant), Child Care Facility, Relationship with owner and coworkers, Working Environment, Job Security, Workplace Security, Salary Structure, Leave Policy

Interpretation: From the above result of analysis it has found that the p-value (0.000 < 0.05). The result of the analysis is indicated that there is a relation between dependent variable and overall job satisfaction (table 8).

Table 8: Coefficientsª

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.131	0.373		0.352	0.725
Salary Structure	0.397	0.082	0.414	4.817	0.000
Relationship with owner and coworkers	-0.139	0.088	-0.100	-1.575	0.119
Job Security	0.221	0.085	0.215	2.601	0.011
Working Environment	0.210	0.061	0.220	3.417	0.001
Workplace Security	-0.003	0.080	-0.003	-0.037	0.971
Leave Policy	0.262	0.101	0.232	2.588	0.011
Child Care Facility	0.011	0.083	0.010	0.137	0.891

a. Dependent Variable: Overall Satisfaction

Interpretation
- ✓ The regression coefficient table shows that the value of unstandardized coefficient (B) of variable "Working Environment" is 0.210 i.e. hundred percent change in Working Environment leads to 21 percent change in worker satisfaction.
- ✓ In case of the variable "Salary Structure", the unstandardized coefficient (B) is 0.397 that means hundred percent change in salary structure may lead up to 40 percent change in worker satisfaction.
- ✓ In case of the variable "Job Security", the unstandardized coefficient (B) is 0.221 that means hundred percent change in Job Security may lead to 22 percent change in worker satisfaction.
- ✓ In case of the variable "Child care facility", the unstandardized coefficient (B) is 0.011 that means hundred percent change in Child care Facility may lead to 1 percent change in worker satisfaction
- ✓ In case of the variable "Leave policy", the unstandardized coefficient (B) is 0.262 that means hundred percent change Leave policy may lead to 26 percent change in worker satisfaction.

Problems and Recommendations
Problems
- ✓ The main problem of beauty parlors of Tangail, Bangladesh is low wages paid to the workers. Minimum wages have been revised but workers demanded for Tk. 5000 as their minimum wage but have Tk 3000 as their minimum wage and still the beauty parlor owners provide low wages to the parlor workers.
- ✓ Parlor workers are dissatisfied because of unfavorable leave policy, lack of job security, unhygienic working environment, lay-offs, irregular payment, excessive working hours, forced labor, ill health or harassment from supervisors, and lack of other job facilities.

RECOMMENDATIONS

This study finally proposed some valuable suggestions that may contribute in creating proper job satisfaction among the workers of garments sectors in Bangladesh:

- ✓ The beauty parlor owners should introduce proper salary structure and provide satisfactory wages to the parlor workers.
- ✓ Beauty parlor management should ensure job security or continuity and develop favorable leave policy for the workers.
- ✓ Parlor owners can improve job satisfaction by introducing systems such as flexible work arrangements , training opportunities, safe working environment, job security or continuity, flexible benefits etc

If beauty care industry implement above suggestions, the satisfaction of workers will raise which increase its service quality.

CONCLUSION

The beauty care industry as an emerging sector in Bangladesh all stakeholders should pay their kind concentration for the satisfaction of parlor workers. In Tangail district of Bangladesh this sector remain less work efficiency because of workers work dissatisfaction and shortage of skilled manpower. Adequate compensation facility, reasonable and lawful working hours, job security of workers, proper appointment policy, leave policy, safe working environment for worker etc. are essential for the satisfaction of the parlor workers of Bangladesh. As the

businesses are getting more globalize and competitive, customers are now more conscious about the high level of service quality which is depend on efficiency of workers of beauty parlors. Therefore, it can be mentioned that there may be some positive changes regarding some labor standards, which are not satisfactory at all and the overall quality of work life of parlor workers in Bangladesh has remained as dissatisfactory. If the above requirement of the parlor workers can be fulfilled, work efficiency and commitment of parlor workers will be developed, dissatisfaction will be decreased, worker likelihood will be better, growth and development of beauty care industry will be enhanced and socio economic condition of Bangladesh will also be enhanced.

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APPENDIX

Workers' Satisfaction Interview Schedule

The following questions are designed only for research purpose. The researcher has no intention to represent this information negatively in his paper. The information will be kept confidently. For the following questions, respondents should be asked to indicate whether they are

Agree (A), Disagree (D), Strongly Agree (SA), Strongly Disagree (SD), or Neutral (N).

Age: Below 20/ 20-25/ 26-30/ 30-35/ Above 35

Marital status: Married/ Unmarried

Income: Below 5000/ 5000-10000/ Above 10000

SL	Survey Questions	SA	A	N	D	SD
SALARY STRUCTURE	1. I am satisfied with the salary/wage paid by the beauty parlor.					
	2. I am satisfied with the allowance/bonus I get from the parlor.					
	3. For working overtime, extra payment is being offered.					
RELATIONSHIP WITH OWNER AND COWORKERS	4. I am satisfied with the behavior of the owner of the parlor.					
	5. I am satisfied with work relationships with the people around me.					
JOB SECURITY	6. I am satisfied with the overall job security of the parlor.					
WORKING ENVIRONMENT	7. I am satisfied with the present working hour.					
	8. I am satisfied with the working condition like space, air, toilet etc. of the parlor.					
WORKPLACE SECURITY	9. Security system in the parlor is good					
	10. There is fire extinguishing facilities at the beauty parlor					
	11. There is no risk of sexual harassments while I am at the parlor					
LEAVE POLICY	12. I am satisfied with the leave policy of the parlor.					
	13. The beauty parlor authority allows taking leave during religious festival.					
	14. Whenever necessary the parlor owner provides maternity leave					
	15. If someone is sick for some long time, the owner doesn't sack her immediately.					
CHILD CARE FACILITY	16. I am satisfied with the child care facilities of the beauty parlor.					
OVERALL SATISFACTION						