

Female Workers' Attitudes on Industrial Disputes at RMG Sector in Bangladesh: An Empirical Analysis

Mohammad Mizenur Rahaman (Corresponding Author)

Assistant Professor

Department of Business Administration
Shahjalal University of Science and Technology
Sylhet -3114, Bangladesh

E-mail: rfi.research.dmr@gmail.com

Alternative E-mail: mizen_397@yahoo.com

Cell: +8801716258962, +8801818970170

Md. Rabiul Islam

Assistant Professor

Department of Business Administration
Bangladesh University

15/1 Iqbal Road, Mohammadpur, Dhaka, Bangladesh

E-mail: rabimbadu@yahoo.com

Cell: +8801712004242, +880119717222

Md. Abdullah

Assistant Professor

Department of Marketing
Comilla University
Comilla, Bangladesh

E-mail: mabdullahru@yahoo.com

Cell: +8801552428537

Shah Johir Rayhan

Lecturer

Department of Management and Finance
Sher-e-Bangla Agricultural University
Dhaka, Bangladesh.

E-mail: johir_rayhan2006@yahoo.com

Cell: +8801712700906

Abstract

Industrial disputes one of the important issues that hindrance the development of the sectoral growth. RMG sector in Bangladesh is mainly human resource especially women workers intensive industry and they have remarkable contribution in the economy of Bangladesh. Last few years this sector not contributing as much as we expected because of industrial disputes narrowing the performance of this sector. As the paramount proportion of human resources in garment sector are women workers, so their attitudes has significant impact on

minimizing industrial disputes and increasing the productivity at garment industry in Bangladesh. In this study, we have attempted to measure the woman workers attitude on the industrial disputes and its minimization process for sustainable development of this sector. Mixed research methods were used to analyze female workers' attitudes toward the industrial disputes at RMG sector of Bangladesh.

[**Keywords:** Disputes, Human Resources, development program, skilled, RMG sector]

1. Introduction:

It is well recognized that women's participation in income generation activities lends them a better status within the family and provides them with considerable freedom. Role of women in working environment also give them opportunity to exercise their rights and responsibilities, which contribute organizational as well as economic development of the country. It also reduces the possibility of domestic violence against women. Expansion of women's employment has contributed positively to the improvement of the savings behavior of the poor people since women tend to be better savers. Employment in the RMG (Ready Made Garments) industry has provided direct access to cash income for the first time to many poor women. Bangladesh has abundant human resources especially women workers but most of the human resources are unskilled, not trained, underutilized and not educated as required. RMG is mainly human resource especially human resources intensive industry and its paramount proportion of human resources are women workers, so their attitudes has significant impact on minimizing industrial disputes and improving productivity. RMG is the key contributive sector in economic development of Bangladesh but it has no proper guideline and systematic policies for human resource development and sectoral development. That's why competitiveness of this industries gradually decline in domestic as well as international market and sustainable development was questionable? In Bangladesh maximum proportion of the garments workers are women, so their contribution is obligatory in organizational development, individual development, and industrial development to achieve ultimate goals of the RMG sector. The garments industry has been leading the Bangladesh economy since the early 1990s. Garments are the country's principal export making up about 70% of total exports, and the industry is a symbol of the country's dynamism in the world economy. The industry is also the main non-farm formal sector creating employment opportunities for the poor. The greater part of the workforce is female; less educated, and has migrated from rural areas. Thus, the garment industry is seen as contributing to poverty reduction in Bangladesh by providing employment opportunities with higher wages for the poor who would otherwise be engaged in low-wage economic activities in rural areas. If it is possible to minimize industrial disputes by contributing women workers the sector will maintained their leadership in domestic country and will dominant in the International market.

2. Scenario of RMG sector in Bangladesh:

The RMG sector in Bangladesh has emerged as the biggest earner of foreign currency. The RMG sector has experienced an exponential growth since the 1980s. The sector contributes significantly to the GDP. It also provides employment to around 2 million Bangladeshis. An overwhelming number of workers in this sector are women. In the 1980s, there were only 50 factories employing only a few thousand people. Currently, there over 5,000 manufacturing units. The RMG sector contributes around 75 percent to the total export earnings of the country. The RMG sector is expected to grow despite the global financial crisis of 2009. As China is finding it challenging to make textile and foot wear items at cheap price, due to rising labor costs, many foreign investors, are coming to Bangladesh to take advantage of the low labor cost. Garment sector is the largest employer of women in Bangladesh. The garment sector has provided employment opportunities to women from the rural areas that previously did not have any opportunity to be part of the formal workforce. This has given women the chance to be financially independent and have a voice in the family because now they contribute financially. However, the women workers are facing many problems. Most women come from low income families. Low wage of women workers and their compliancy have enabled the industry to compete with the world market. Women are paid far less than men mainly due to their lack education. Women are reluctant to unionize because factory owners threaten to fire them. Even though trade unionization is banned inside the Export Processing Zones (EPZ), the working environment is better than that of the majority of garment factories that operate outside the EPZs. But, pressure from buyers to abide by labor codes has enabled factories to maintain satisfactory working conditions. In recent times, garment workers have protested against their low wages. The first protests broke out in 2006, and since then, there have been periodic protests by the workers. This has forced the government to increase minimum wages of workers (<http://www.bizbangladesh.com/business-news-2583.php>).

3. Statement of the Problem:

In Bangladesh RMG sector and its related business is an indispensable sector, which contributes significantly to earn foreign currency. Industrial disputes hampered the productivity of the garments industry. Women are playing imperative role in this sector. So, attitudes of the women workers and their contribution are very important to minimize industrial disputes and increasing productivity for the development of this sector.

4. Objectives of the study:

The main objective is to measure attitudes workers on industrial disputes in ready-made garments industry of Bangladesh especially the female workers' attitudes. The major objectives of the present study are -

- to know the sources of industrial disputes and the current situation in the RMG sector in Bangladesh;
- to assess female workers' attitude on industrial disputes of the industry;
- to identify the process of solving industrial disputes; and
- to recommend some guidelines to remove industrial disputes to increase productivity in RMG sector of Bangladesh.

5. Rationale of the Study:

Bangladesh earned a remarkable percentage of the foreign currency from export earnings of the RMG goods in the global competitive market. This sector provided plenty employment scope for skilled and unskilled labor especially for women workers in Bangladesh. Only the important factor behind the getting competitive advantage is easy access to unskilled labor. As the majority proportion of the workers in the garment industry is the female workers, development of the sector mostly depends on the commitment and contribution of these female workers. Their views, idea or innovative thinking and conflict free environment may play a vital role for sustaining competitive advantage of this sector. However, industrial disputes in this sector hampered expected growth and development in last few years where female workers could play contributory role for minimizing this. However, there is no in-depth study was conducted in this sector for identifying reasons of industrial dispute and measuring attitudes of workers on industrial disputes especially for women workers. Hence, the study is rationale for measuring attitudes of the women workers on industrial disputes at RMG sector for improving productivity and ensuring collusion free working environment.

6. Literature Review:

Industrial dispute may be defined as disagreement between the employer and employees or between groups of workers. Industrial disputes are divided into two categories are i) due to economic causes and ii) due to political causes.

Industrial disputes do not always occur because of failure of management and trade unions to come an agreement. In Bangladesh, Inter and intra trade union rivalries, political issues and token and sympathy strikes often contribute significantly to the national loss of output and employment. The latter types of phenomena are classified as disputes emanating from political causes (HIID, 2000). The system of industrial relations "is regarded as composed of certain actors, certain contexts, an ideology that binds the industrial relations system together, and a body of rules created to govern the actors at the work place and work community" (Dunlop, 1993, p. 47). Kochan and Mckersie (1990) stated, "The U.S. industrial relations will continue to display considerable diversity across industries, firms unions, and occupations. Moreover, there is every reason to expect that the future will continue to be characterized not only by the historic dynamic interplay between union and non-union systems but also by an increasing variety of arrangements governing employment relationships.". Concerning the negotiation between labor and management, Nash's (1950) bargaining theory specifies how negotiators should divide the pie, which involves "a determination of the amount of satisfaction each individual should expect to get from the situation, or, rather, a determination of how much it should be worth to each of these individuals to have this opportunity to bargain".

There are many ways to demonstrate the strike by the laborers. In the developing countries, if a new agreement between labor and management does not occur, a strike may be the result after the date of an agreement has expired. Unless the new agreement has been approved and the dispute has ended, the work in the firms will not proceed as usual (WU, 2000). However, wages are poor, and working conditions are atrocious, which is considered as economic reason of industrial disputes in RMG sector of Bangladesh. But, the multimillion-dollar garment industry is a major draw for women who migrate to urban areas in Bangladesh in search of work (Absar, 2001). As they are unskilled, their wages and other benefits are not so high. On the other hand supply of unskilled labor is greater than demand in RMG sector thus the wage discrimination is very high in different garments factories which is the another reason of industrial disputes. However, female workers could not played significant role in making industrial disputes in RMG sector of Bangladesh (The daily star, 2009). Nevertheless,

they may have contributory role in reducing or settlement of industrial disputes in this sector for increasing productivity and increasing efficiency of this sector.

7. Methodology of the Study:

7.1 Population and Sample:

As the study is about the attitudes of female workers on Industrial disputes, so population included mainly female workers and some executives of RMG sector. Sample size estimated 300 female workers and 30 executives of the 10 garments factory in the garment industry.

7.2 Method of Data Collection:

The sample was selected using non-random opportunity sampling technique as the most garment workers lived Dhaka city. In this study, structured questionnaire were used to collect primary data from the respondents while secondary data also used to increase strength of literature review.

7.3 Data Analysis technique:

We have used descriptive statistics, regression analysis, ANOVA and Chi square tests to analyze data efficiently.

8. Research Hypothesis:

Since the attitudes of the women-workers and their contribution are very important to minimize industrial disputes and increasing productivity for the development of this sector. Therefore, hypothesis for this study is:

H1: There is no significant impact of women workers role to minimize industrial disputes and increasing productivity in RMG sector of Bangladesh.

H2: There is a significant impact of women workers role to minimize industrial disputes and increasing productivity in RMG sector of Bangladesh.

9. Findings and Analysis:

9.1 Present scenario of industrial disputes in RMG sector of Bangladesh:

Bangladesh should prioritize to minimize disputes in Ready-made Garment (RMG) sector to ensure best use of skill and technology simultaneously to face the challenges in the sector with the phasing out of Multi-Fibre Arrangement (MFA). Therefore, felt that future implications should be considered with utmost importance as this sector is a substantial employer of female workforce and it was felt necessary to take measures to protect such disaster in RMG sector as predicted by industry experts (Talukder, 2008). However, no in-depth study was conducted on amount of productivity losses, losses for labor unrest etc. in different financial year because of industrial disputes in RMG sector.

Bangladesh – German Development Cooperation compiled different news on RMG sector and published as media report of RMG issues. Few selected reports on RMG sector of industrial disputes of August, 2010 to January, 2011 discussed here for understanding the situation of industrial disputes at RMG in Bangladesh.

9.1.1 Report-1: Business leaders for stern action against RMG troublemakers:

Terming the RMG the country's largest foreign currency earning and the most labor intensive sector, the statement said it contributes to about 80 per cent of the export earnings and employs over 2.5 million workers. However, the labor unrest is common in the country for last several years, but there has not been any exemplary disciplinary action taken against those who have displayed repeated violent actions, it added (The Financial Express, Monday, August 02, 2010)

9.1.2 Report-2: Buyers blame mistrust, rude behavior for RMG unrest. It will be complicated to increase apparel prices, say importers (The New Age, Wednesday, August 04, 2010).

9.1.3 Report-3: RMG Unrest

Six female workers arrested

Nine workers held for RMG unrest. Rab claims to have identified them from video footage, newspaper images (The Daily Star, Saturday, August 07, 2010).

9.1.4 Report-4: RMG troublemakers to face punitive action

Punitive action will be taken against any troublemakers who try to create chaos in the garments sector in the name of wage and bonus ahead of Eid. The police alongside Rapid Action Battalion (Rab) will be on alert to control the law and order situation during Eid. (The Daily Star, Sunday, September 05, 2010).

9.1.5 Report-5: Fresh violence rocks garment sector before Eid

Garment workers Wednesday blockaded highways demanding full payments of arrears, festival allowances, overtime bill and other financial benefits. The fresh wave of protests in Manikganj and Gazipur signals the recurrence of violent unrest in the apparel industry ahead of Eid. The street violence temporarily disrupted vehicular movements on the highways, causing sufferings to the homebound passengers. (The Financial Express, Thursday, September 09, 2010)

9.1.6 Report-6: Workers Vandalize RMG factory

Readymade garment workers have vandalised a factory at Ashulia demanding eight-hour workday and punishment for those responsible for assaulting a co-worker. A number of agitating workers told bdnews24.com that their movement would continue until their demands were met. (The New Age, Sunday, September 26, 2010)

9.1.7 Report-7: RMG workers clash, 15 hurt

At least 15 people, including eight policemen, were injured during the agitation of garment workers in the capital's Tejgaon Industrial Area yesterday morning (The Daily Star, Tuesday, October 05, 2010).

9.1.8 Report-08: Apparel workers hurt in police attack on protest rally

At least 15 workers of a garment factory were injured as the police charged at them with truncheons on Tuesday morning when they were out on demonstrations on the Nabinagar–Kaliakair Road at Palashbari at Savar in protest at the closure of their apparel factory for an indefinite period (The New Age, Wednesday, October 13, 2010).

9.1.9 Report-9: Garment workers ransack factory in Gazipur

Garment workers in Gazipur took to the streets on Tuesday demanding advance payment of their wages in accordance to the new pay scale, police and witnesses said. The workers of Aman Cotton Fabrics Factory at the Boiragir Chala area under Shreepur Upazila stopped their work and ransacked the factory (The New Age, Wednesday, November 03, 2010).

9.1.10 Report -10: Apparel factory shut in DEPZ

Authorities closed down the Actor Sporting Ltd, in the old zone of the Dhaka Export Procession Zone at Savar, on Sunday after 25 people were injured in clashes on Saturday between the police and the workers who were rallying for increased wages and job security (The New Age, Monday, November 29, 2010).

9.1.11 Report -11: Trade unions can remove unrest from garment sector

Workers' leaders and right activists on Tuesday stressed the need for introduction of trade unionism in all business sectors, including the informal ones, and observed that the garment industries might not have undergone the recent disruptions if trade unions had been in place (The New Age, Wednesday, December 22, 2010).

Table-1.1 Reporting on Industrial disputes on RMG sector in different news media of Bangladesh

| Time period | Report on Industrial disputes | Others Labor unrest report | Total |
|-----------------|-------------------------------|-------------------------------|-------|
| August, 2010 | 03 | 06 | 09 |
| September, 2010 | 02 | 02 | 04 |
| October, 2010 | 03 | 0 | 03 |
| November, 2010 | 07 | 0 | 07 |
| December, 2010 | 04 | 0 | 04 |
| January, 2011 | 02 | 01 | 03 |
| Total | | | 30 |

Source: Authors own construction based on media report on RMG (August, 2010-January, 2011)

9.1.12 Report -12: RMG industry crisis: How to solve it

The garment industry is a rising one in the country. About 3.5 million workers are engaged in this sector. Most of them are women. The importance of this sector in the national economy is immense. Since Global Supply Chain conducts this sector, any incident in this sector becomes a much talked about topic nationally and internationally. Besides, there has arisen a possibility of exporting ready-made garments to Japan, India, China, South Africa, Brazil and some other countries of the world (The Financial Express, Saturday, January 08, 2011).

9.2 Results:

By using, scaling techniques with a structured questionnaire for measuring attitudes of female workers on industrial disputes in the RMG sector in Bangladesh survey found some important aspects. The respondents were the female workers and some executives of the different garments factory. In the structured questionnaire, they were given options to check attitudes on some selected factors of reasons and resolution of industrial disputes. The study we have found most of the female workers considered 50% industrial disputes is very high while no one commented that disputes are low or very low (Table-2A on variable IDR). Among the respondents, 86% think that employees are responsible for industrial disputes in RMG sector while only 8% give their opinion on employers side but only 6% think both parties may responsible for generating industrial disputes in this sector. Again, respondents give their arguments that main reason of industrial disputes is the low salary, which is 94% ((Table-2A on variable IDW). Mean while less than 30% female workers participate in industrial disputes on which gives opinion about 66% respondents (Table-2A on variable IDF). On the issue of impact of industrial disputes, 84% interviewee replied that industrial disputes decreases productivity in RMG sector of Bangladesh. Though for settling industrial disputes all parties cooperation is very important but 54% and 32% respondent replied Govt. intervention and employers are responsible for settling industrial disputes respectively (Table-2A on variable IDS). Side by side, most of the respondents' (about 84%) belief govt. should have policy to solve industrial disputes in this sector (Table-2A on variable IDG).

9.3 Regression and Chi square test:

Analysis found relationship between status of industrial disputes and variables of attitudes on industrial disputes like sources of industrial disputes, responsible parties of industrial disputes, impact, and responsible parties for solving industrial disputes (Table # 2A). and linear regression is significant on the basis of relationship of dependent and independent variable. From the development of hypothesis was there is no significant impact of women workers role to minimize industrial disputes and increasing productivity in RMG sector of Bangladesh i.e significant level =0' in ANOVA and Chi-square test Analysis (table # 2B & 2D). So, it indicates null hypothesis is rejected and alternative is accepted so, There is a significant impact of women workers role to minimize industrial disputes and increasing productivity in RMG sector of Bangladesh. In conclusion, we can say, female workers attitudes on different aspects are very much important for minimizing industrial disputes in RMG sector in Bangladesh.

10. Conclusions & Recommendations:

The industrial relation system is pre-dominantly confrontational in nature rather than cooperative in Bangladesh. Industrial disputes is one of the important issues which is the result of Gap between the expectation of labor and management rather than logical. In recent times the rate of productivity is decreasing in the RMG sector, trade union affiliation is low in Bangladesh compared to many other developing countries. The main reasons for this are the mistrust between labor and management, demand supply gap of women workers, lack of initiative settling disputes for long run, lack of awareness and not taking a role of female workers to resolve disputes in RMG.

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Appendices

Appendix Table # 1

| Short form | Variable Name |
|------------|---|
| IDR | Status of industrial disputes in RMG sector of B.D. |
| IDW | Industrial disputes from workers side |
| IDE | Industrial disputes from employers side |
| IDO | Opinion about short term industrial disputes |
| IDS | Responsible party of settlement Industrial disputes |
| IDM | Method of Industrial disputes resolution |
| IDG | Opinion on Govt. role of Industrial disputes resolution |
| IDU | Understanding Industrial disputes |
| IDN | Source of Industrial disputes |
| IDF | Participation in Industrial disputes of female workers |
| IDP | Impact of Industrial disputes on Productivity |

Appendix Table # 2: Study on attitudes of female workers on industrial disputes

Appendix Table # 2.1: Descriptive Statistics

| | N | Minimum | Maximum | Mean | | Std. Deviation |
|---------------------|-----------|-----------|-----------|-----------|------------|----------------|
| | | | | Statistic | Std. Error | |
| | Statistic | Statistic | Statistic | Statistic | Std. Error | Statistic |
| IDU | 300 | 1 | 2 | 1.02 | .008 | .140 |
| IDN | 300 | 1 | 3 | 1.20 | .031 | .530 |
| IDW | 300 | 1 | 4 | 1.16 | .037 | .645 |
| IDE | 300 | 1 | 4 | 3.14 | .058 | 1.002 |
| Var_5 | 300 | 1 | 5 | 2.26 | .073 | 1.264 |
| Var_6 | 300 | 1 | 2 | 1.16 | .021 | .367 |
| IDO | 300 | 1 | 3 | 1.38 | .038 | .661 |
| IDS | 300 | 1 | 4 | 2.26 | .054 | .936 |
| IDM | 300 | 1 | 5 | 2.26 | .064 | 1.112 |
| IDG | 300 | 1 | 2 | 1.16 | .021 | .367 |
| Valid N (list wise) | 300 | | | | | |

IDR

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|-----------|---------|---------------|--------------------|
| Valid | Moderate | 24 | 7.1 | 8.0 | 8.0 |
| | High | 126 | 37.1 | 42.0 | 50.0 |
| | Very High | 150 | 44.1 | 50.0 | 100.0 |
| | Total | 300 | 88.2 | 100.0 | |

IDU

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | Yes | 294 | 86.5 | 98.0 | 98.0 |
| | No | 6 | 1.8 | 2.0 | 100.0 |
| | Total | 300 | 88.2 | 100.0 | |

IDN

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------------|-----------|---------|---------------|--------------------|
| Valid | Worker's Side | 258 | 75.9 | 86.0 | 86.0 |
| | Employers' side | 24 | 7.1 | 8.0 | 94.0 |
| | Both | 18 | 5.3 | 6.0 | 100.0 |
| | Total | 300 | 88.2 | 100.0 | |

IDW

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Low salary | 282 | 82.9 | 94.0 | 94.0 |
| | Delay Promotion | 6 | 1.8 | 2.0 | 96.0 |
| | Low payment of Overtime | 12 | 3.5 | 4.0 | 100.0 |
| | Total | 300 | 88.2 | 100.0 | |

IDE

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------------|-----------|---------|---------------|--------------------|
| Valid | Trade Union | 12 | 3.5 | 4.0 | 4.0 |
| | Low Productivity | 96 | 28.2 | 32.0 | 36.0 |
| | Political Unrest | 30 | 8.8 | 10.0 | 46.0 |
| | Others | 162 | 47.6 | 54.0 | 100.0 |
| | Total | 300 | 88.2 | 100.0 | |

IDF

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------|-----------|---------|---------------|--------------------|
| Valid | <10% | 108 | 31.8 | 36.0 | 36.0 |
| | 11-30% | 90 | 26.5 | 30.0 | 66.0 |
| | 31-60% | 36 | 10.6 | 12.0 | 78.0 |
| | 61-80% | 48 | 14.1 | 16.0 | 94.0 |
| | >80% | 18 | 5.3 | 6.0 | 100.0 |
| | Total | 300 | 88.2 | 100.0 | |

IDP

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | Yes | 252 | 74.1 | 84.0 | 84.0 |
| | No | 48 | 14.1 | 16.0 | 100.0 |
| | Total | 300 | 88.2 | 100.0 | |

IDO

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|---------|-----------|---------|---------------|--------------------|
| Valid | Harmful | 216 | 63.5 | 72.0 | 72.0 |
| | Not Bad | 54 | 15.9 | 18.0 | 90.0 |
| | Good | 30 | 8.8 | 10.0 | 100.0 |

IDS

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------|-----------|---------|---------------|--------------------|
| Valid | Employer | 96 | 28.2 | 32.0 | 32.0 |
| | Workers | 36 | 10.6 | 12.0 | 44.0 |
| | Govt. | 162 | 47.6 | 54.0 | 98.0 |
| | Trade union | 6 | 1.8 | 2.0 | 100.0 |
| | Total | 300 | 88.2 | 100.0 | |

IDM

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------------------------|-----------|---------|---------------|--------------------|
| Valid | Negotiation with Employees | 120 | 35.3 | 40.0 | 40.0 |
| | Negotiation with Trade Union | 6 | 1.8 | 2.0 | 42.0 |
| | Govt. Intervention | 162 | 47.6 | 54.0 | 96.0 |

| | | | | | |
|--|-------|-----|------|-------|-------|
| | Other | 12 | 3.5 | 4.0 | 100.0 |
| | Total | 300 | 88.2 | 100.0 | |

IDG

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | Yes | 252 | 74.1 | 84.0 | 84.0 |
| | No | 48 | 14.1 | 16.0 | 100.0 |
| | Total | 300 | 88.2 | 100.0 | |

Table # 2B: Regression Analysis of female workers' attitudes on industrial disputes

| Descriptive Statistics | | | |
|------------------------|------|----------------|-----|
| | Mean | Std. Deviation | N |
| IDR | 4.42 | .636 | 300 |
| IDW | 1.16 | .645 | 300 |
| IDE | 3.14 | 1.002 | 300 |
| IDO | 1.38 | .661 | 300 |
| IDS | 2.26 | .936 | 300 |
| IDM | 2.26 | 1.112 | 300 |
| IDG | 1.16 | .367 | 300 |

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|-------|-------------------|
| 1 | Regression | 14.044 | 6 | 2.341 | 6.407 | .000 ^a |
| | Residual | 107.036 | 293 | .365 | | |
| | Total | 121.080 | 299 | | | |

a. Predictors: (Constant), IDG, IDM, IDO, IDE, IDW, IDS

b. Dependent Variable: IDR

| Coefficients ^a | | | | | | | |
|---------------------------|------------|-----------------------------|------------|---------------------------|--------|------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | | Sig. |
| | | B | Std. Error | Beta | | | |
| 1 | (Constant) | 4.514 | .197 | | 22.955 | .000 | |
| | IDW | .104 | .059 | .105 | 1.764 | .079 | |
| | IDE | .063 | .036 | .099 | 1.748 | .081 | |
| | IDO | -.105 | .054 | -.109 | -1.937 | .054 | |
| | IDS | -.175 | .041 | -.258 | -4.244 | .000 | |

| | | | | | | |
|----------------------------|-----|-------|------|-------|--------|------|
| | IDM | -.061 | .034 | -.107 | -1.785 | .075 |
| | IDG | .231 | .100 | .133 | 2.307 | .022 |
| a. Dependent Variable: IDR | | | | | | |

Appendix Table # 2C: Chi-Square Tests

| IDR | | | |
|-----------|------------|------------|----------|
| | Observed N | Expected N | Residual |
| Moderate | 24 | 100.0 | -76.0 |
| High | 126 | 100.0 | 26.0 |
| Very High | 150 | 100.0 | 50.0 |
| Total | 300 | | |

| IDW | | | |
|-------------------------|------------|------------|----------|
| | Observed N | Expected N | Residual |
| Low salary | 282 | 100.0 | 182.0 |
| Delay Promotion | 6 | 100.0 | -94.0 |
| Low payment of Overtime | 12 | 100.0 | -88.0 |
| Total | 300 | | |

| IDE | | | |
|------------------|------------|------------|----------|
| | Observed N | Expected N | Residual |
| Trade Union | 12 | 75.0 | -63.0 |
| Low Productivity | 96 | 75.0 | 21.0 |
| Political Unrest | 30 | 75.0 | -45.0 |
| Others | 162 | 75.0 | 87.0 |
| Total | 300 | | |

| Test Statistics | | | |
|--|---------------------|----------------------|----------------------|
| | IDR | IDW | IDE |
| Chi-Square | 89.520 ^a | 497.040 ^a | 186.720 ^b |
| df | 2 | 2 | 3 |
| Asymp. Sig. | .000 | .000 | .000 |
| a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 100.0. | | | |
| b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 75.0. | | | |

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