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## Assessing Job Satisfaction in the Bangladeshi Readymade Garment Industry: A Study of Shams Styling Wears Limited Using PLS-SEM Modeling

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#### ABSTRACT

Job satisfaction has been a significant issue worldwide. Dissatisfied employees cannot devote their full attention to their work. Despite making up 84.4% of Bangladesh's total exports, the RMG business is home to some of the country's most dissatisfied workers. Consequently, this sector is essential to the economy. Therefore, RMG employees should be pleased to contribute to the economy. Several regrettable factors contribute to Bangladeshi RMG factories' tension and consequently, poor output. Factors such as a lack of job security, lack of trust, poor working conditions, compensation, other financial incentives, a lack of rewards and recognition, etc., may predict frustration among Bangladeshi RMG workers. The low wages of Bangladesh's RMG workers are strongly associated with their discontent. In the industry, worker discontent is a magnet for violence. Obviously, without a supportive work environment, employee satisfaction on the job does not affect how conflicts are resolved within the organization. This quantitative analysis employs a strategy of random sampling. 384 Bangladeshi employees of the RMG manufacturer Shams Styling Wears Limited in Savar, Dhaka, were surveyed using a structured questionnaire. PLS-SEM was utilized to analyze the data. According to the findings of this study, conflict resolution effectiveness is associated with greater job satisfaction at Shams Styling Wears Limited. Indirectly, the relationship between job satisfaction and conflict resolution was also found to be influenced by the organizational climate.

Keywords: Job satisfaction, Organizational climate, Conflict management, and Structural equation modeling.

#### **INTRODUCTION:**

Leadership approaches that encourage conflict may delay decision-making (Caesens *et al.*, 2019). It also cultivates organizational hostility (Bilgin *et al.*, 2015). Workers who enjoy their work are less likely to experience job dissatisfaction (Wahyuni & Rahmasari, UniversePG I www.universepg.com 2022). According to a study by Coggburn *et al.* (2017) titled Employee job satisfaction and organizational performance: the effect of conflict management, conflict within an organization is frequently viewed as a disease that must be avoided or treated promptly. The findings indicate that this strategy increases worker

satisfaction and output. The management style of one's superior, the nature of one's work, the quality of one's working environment, and one's relationships with coworkers all influence an employee's job satisfaction (Kaur & Kang, 2021). When problems at work are resolved, trust, morale, and productivity all increase (Rahman *et al.*, 2023). Organizational culture can bridge the divide between job satisfaction and ethical direction (Gaviria-Rivera & Lopez-Z, 2019).

Developing countries that export mostly clothes depend on the global garment industry (Jaiswal, Ha-Brookshire, 2020). Most textiles and garments are made in South and Southeast Asia. According to recent research (Gambhir, 2022), many textile enterprises are failing owing to decreased worldwide demand and other difficulties. Labor unrest, non-compliance, poor RMG pricing, dangerous working conditions, and a lack of raw materials in the place of origin are the most common challenges facing this business, according to research (Farhana et al., 2022). Many developing countries struggle to eradicate product faults to fulfill customer expectations. Baidoun et al. (2018) analyze how the clothing business struggles to meet the high expectations of its best customers. Compliance rules make RMG companies more competitive (Talapatra et al., 2019). RMG workers are exploited (Uddin et al., 2023). Arslan (2020) claims that industrial systems abuse employees financially, emotionally, and physically to increase profits. Low pay, child labor, women's rights abuses, lack of trade unions, health and safety problems, and unsafe working conditions intensify worker exploitation (Winter & Lasch, 2016). Workers' rights breaches and production disasters in the garment sector have caused worker deaths, injuries, dissatisfaction, and violence (Haque & Azmat, 2015). Thus, labor unrest and non-compliance are this industry's biggest issues (Haque & Azmat, 2015; Winter & Lasch, 2016). The RMG business has helped the Bangladeshi economy, especially in the previous 30 years (Farhana et al., 2022). This sector struggles to sustain quality due to diminishing worldwide consumer demand and other issues (Hoque, 2021a). Farhana et al. (2022) found that GDP contribution has dropped 21.17 percent over the previous several years. If the Bangladeshi RMG business is to be socially sustainable, worker unhappiness must be addressed promptly (Farhana *et al.*, 2022). Suppliers may improve production quality by lowering employee unhappiness and absenteeism (Hoque, 2021a). Conflict management solutions in Bangladesh's RMG industry have received little scholarly attention (Hoque, 2021a, 2022; Islam, 2013). Therefore, this study aims to help Bangladesh's textile industry resolve internal conflicts and reinvigorate the sector.

#### **Research Questions**

The following queries are to achieve the objectives of this study:

R.Q.1. In Bangladesh's RMG industry, is there a connection between work satisfaction and conflict management?

R.Q.2. Job satisfaction and conflict resolution strategies in Bangladesh's RMG industry: Is there a role for the organizational climate?

#### **Objectives of the Study**

The objectives of this study are -

- To investigate how factors like job satisfaction influence conflict management in the RMG sector.
- 2) To examine the indirect impact of organizational climate on the relationship between employee happiness and conflict management.

#### **Review of Relevant Literature and Hypothesis Formulation**

#### **Job Satisfaction**

Individuals' feelings about superiors, office environment, coworkers, and business future can affect job satisfaction (Kaur & Kang, 2021). Psychological and environmental factors may contribute to job satisfaction (Reig-Botella et al., 2022). Stritesky, (2021) believes employees could experience intrinsic and extrinsic delight at work. A positive work perspective increases employment satisfaction, where-as negative work perspectives decrease it (Yuan et al., 2022). Employment satisfaction is defined by Bilgin et al. (2015) as how an employee feels about their superior, their tasks, the corporate culture, their colleagues, and their employment security. Happiness in the workplace boosts productivity (Petty et al., 1984). Theory Y management methods of McGregor, (1960) are gaining popularity as businesses seek to increase productivity and stand out (Palmisano, 2008). Managers frequently

consider the financial benefits of employee satisfaction (Balzer et al., 2009). Money motivates workers. Money is necessary for survival (Maslow, 1943). According to Maslow (1943), financial security is one of the "basic needs." According to psychologist Frederick Herzberg, money as a "hygiene variable" (Sachau, 2007) may prevent depression rather than ameliorate its symptoms. According to Alderfer, (1972) monetary requirements, such as compensation, determine satisfaction and motivation. Employees who enjoy their employment are likelier to remain with the company (Kim, 2012). Happiness in the workplace increases productivity. Businesses can save significant amounts of money by minimizing the poor productivity of replacement workers, recruiting and training new employees, health insurance claims, and other expenses. Finally, employee satisfaction surveys can evaluate the effectiveness of management's efforts to enhance productivity and working conditions (Bellou, 2010). Employees who feel like they are part of a problem-solving team are more engaged and satisfied (Noe et al., 2007). De Dreu et al. (2003) state that ineffective conflict resolution can negatively impact employee work satisfaction and productivity. Chan et al. (2008) found in prior research that conflict resolution that prioritizes all parties improves job satisfaction and productivity.

#### **Conflict Management Techniques**

The dispute highlights team differences (Todorova et al., 2022). A conflict management strategy or approach is a method for resolving or minimizing conflict (Rahim, 2011; Sibajene, 2022). Few approaches to conflict resolution are effective (Rahim & Katz, 2019). According to Todorova et al. (2022), yielding is "caving in" to another's desires, concerns, or will. Team members engage in imposing behavior when they impose their anxieties and perspectives on one another (Todorova et al., 2022). A compromise technique characterizes the creative process. The compromise aims to reach a swift, amicable resolution that satisfies both parties (Rahim, 2011). Avoidance disregards the dispute and the concerns of the opposing party (Todorova et al., 2022). Avoidance is a passive and obstinate solution to problems. One controls a dispute by ignoring both parties' concerns (Landry & Vandenberghe, 2009). One party pursues its interests

at the expense of the other in order to dominate. The integrating style is characterized by strong, cooperative impulses to solve problems and meet the requirements of both parties (Rahim, 2011). Many believe that their environment influences how they resolve conflicts (Roby, 2011; Wilmot & Hocker, 2010). Nonetheless, conflict management practices may affect an employee's social setting, influencing conflict persistence and tension (Chan et al., 2008). According to Rahim, (2011) any dispute resolution method may be effective. Legal disputes are not uniform. This study employed five strategies for conflict resolution: averting, compromising, dominating, integrating, and accommodating (Rahim & Bonomo, 1979). For a win-win agreement, integrative bargainers believe that all parties' interests must be taken into account. The most successful negotiators emphasized the interests of both parties (Ben-Yoav & Pruitt, 1984a; Pruitt et al., 1983). Despite the abundance of conflict models and practical approaches to conflict resolution, the theoretical approach is rarely used (Wilmot Hooker, 1985). The impact of conflict on their identities was profound. After reviewing conflict-management concepts and literature, it would be fascinating to offer Bangladesh's RMG industry effective conflict - management strategies.

#### **Organizational Climate**

Attractive workplaces increase employee engagement (Hubert et al., 2022). It boosts morale, loyalty, and productivity (Gaviria-Rivera & López-Zapata (2019). De Boeck et al. (2015) define culture as technomanagerial aspects like the management system and its operation (Luning & Marcelis, 2009) and human variables like the management system's milieu. Moral framing and cultural context affect individual and organizational decision-making (Robertson & Fadil, 1999) but corporate cultures shape ethical conducts (Manning, 2020). James and Jones, (1974) proposed three ways to assess an organization's culture. Zhang and Liu, (2010) found that the human relations movement's scholarly shift from harsh psychological environments to milder psychological environments led to the idea of organizational climate. Consequently, varied leadership styles create diverse social climates that affect output (Lewin et al., 1939). Lewin et al. (1939) notion that conduct influences people and their

circumstances underpin organizational climate research. Klem and Schlechter, (2008) found that an organization's environment influences development and success. Positive work environments boost job happiness and productivity (Rahman et al., 2023; Griffith, 2006). Organizational climate is how workers see their workplace's official and informal conventions, processes, practices, and routines (Ostroff et al., 2012). The phrase "organizational climate" encompasses both visible features of an organization and the frequently situational, individualistic ideas, feelings, and attitudes of its members (Cameron & Ouinn, 2011). Vertical authority structures underpin bureaucratic administration (Gibbs & Cooper, 2011). Rules and authority reduce confusion and pain, while civility promotes workplace happiness (Porath, 2012). Civility also helps resolve conflicts (Porath, 2012). Due to the sorts of affective events and how workers understand them, a positive emotional environment is linked to good conflict management (Hartel & Ashkanasy, 2011).

However, if there is excessive discord, the organization may be able to make fast decisions and experience other adverse outcomes. This research aims to gain a deeper understanding of the factors contributing to conflict resolution in the workplace, such as employee satisfaction, organizational environment, and the heeding of employee concerns. Given the RMG industry's labor market volatility, this could be a game-changer. This method has been associated with increased workplace productivity and satisfaction. Consequently, we have developed following hypotheses for this investigation:

H1: There is a relationship between job satisfaction and conflict management strategies.

H2: There is an impact of organizational climate on this relationship between job satisfaction and conflict management.

#### MATERIALS AND METHODS:

Quantitative methods are best for studying and forecasting variables (Apuke, 2017). The notion of contingency theory employed in this investigation was first introduced by F. E. Fielder in 1964, it was later developed by Garcia in 1987, and many academic institutions have studied it (da Cruz *et al.*, 2011). New studies on conflict resolution use contingency theory due to its applicability (Rashid *et al.*, 2020).

This quantitative study utilized a simple random sampling technique and survey methodology. Collected data from 384 workers from RMG sector in Bangladesh was analyzed using SPSS and PLS-SEM. Hair *et al.* (2021) state that PLS-SEM gives variance-based structural equation modeling a graphical interface. PLS-SEM also found several variable interdependencies with a modest sample size and simple assumptions (Hair *et al.*, 2019; Ratan *et al.*, 2020).

#### **RESULTS AND DISCUSSION: Demographic Statistics**

Table 1 displays demographic data about the respondents, including their gender distribution, calculated using the statistical package SPSS version 23 and shows that women made up 60.7% of the sample and men 39.3%. Eighty-six percent of those who participated was under the age of thirty. About 13% of the population was between 31 and 40 years old. There were 1.8% of respondents with a graduate or professional degree, 1.8% with a bachelor's degree, 3.9% with an undergraduate degree, 22.7% with a higher secondary education, 48.4% with a secondary education, and primary education with 22 %. One percent is with no education at all. Operators accounted for 60.7% of the respondents, with others accounting for 28.6%, the supervisor for 8.6%, the loader for 0.5%, the supply man for 0.5%, and the cutting man for 0.5%. There were 71.6% of respondents with less than five years of experience, 19.5% with 6-10 years, and 8.9% with more than ten years.

Table 1: De	mographic	Information.
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Variable	Item	Frequency	Percent
Gender	Male	151	39.3
	Female	233	60.7
Marital status	Married	299	77.9
	Unmarried	79	20.6

	Single	6	1.6
Age	<21	40	10.4
	21-30	291	75.8
	31-40	51	13.3
	41-50	1	0.3
	51-60	1	0.3
Current working experience	<1	66	17.2
	1-3	156	40.6
	4-5	66	17.2
	6-10	71	18.5
	>10	25	6.5
Professional experience	<1	57	14.8
	1-3	154	40.1
	4-5	64	16.7
	6-10	75	19.5
	>10	34	8.9
Position	Operator	233	60.7
	Loader	2	0.5
	Sample Man	2	0.5
	Supply Man	2	0.5
	Cutting Man	2	0.5
	Supervisor	33	8.6
	Other	110	28.6
Education	Primary	85	22.1
	Secondary	186	48.4
	Higher Secondary	87	22.7
	Undergraduate	15	3.9
	Graduate	7	1.8
	Other	4	1.0

 Table 2: Descriptive Statistical.

Construct	Ν	Mean	Std. Deviation
CMS	384	4.497	0.674
OC	384	4.556	0.697
JS	384	4.477	0.686

In addition to statistical descriptors, **Table 2** provides the concept, N (which stands for the total number of respondents), the mean, and the standard deviation. In the course of our investigation, we took into account the following aspects: In this study on conflict management, the CMS serves as the dependent variable. The level of job satisfaction, denoted by JS, is an independent variable, while the climate of the organization, denoted by OC, is a mediating variable. The standard deviation for CMS is 0.674, which results in a mean of 4.497. The average value of OC is 4.556, while the standard deviation of OC is 0.697. The standard deviation for JS is 0.686, while the average score for JS is 4.477. According to Podsakoff *et al.* (2003) all of the constructs have means that are more than 0.3 and standard deviations that are lower than 2. This places all of the constructs inside the  $\pm 2$  confidence interval.

#### Evaluation of the Measurement Model Measures of reliability and convergent validity

As stated by Hair *et al.* (2019) all models must be evaluated for convergent validity and reliability. For evaluation of measurement model, the Cronbach's alpha (>0.70, Nunnally, 1994), composite reliability and discriminant validity are examined. In order to ensure convergent validity, as defined by Qureshi *et al.* (2023), it must consider both item loadings and average variance extracted (AVE). Murtagh and Heck, (2012) determined that values of the reliability coefficients rho\_a and rho\_c larger than 0.70 were acceptable. According to Ringle *et al.* (2014), AVEs must be greater than 0.50 in order for convergence to occur. Hair *et al.* (2009) and O'brien (2007) demonstrated that multicollinearity is required for VIFs less than 5.0. In all three studies (JS, OC, and CMS), values for the outer VIF were less than 5, indicating a negligible effect from multicollinearity.

**Table 3** explains the convergent validity and reliability of the constructs.

Construct	Items	Loadings (>0.70)	VIF (>5)**	Cronbach's Alpha (≥0.70) **	Composite reliability (rho_a)	Composite reliability (rho_c)	Average Variance Extracted (AVE) (≥0.50) **
Conflict	CMS1	0.817	2.952	0.956	0.956	0.962	0.715
Resolution	CMS10	0.884	4.085				
Techniques	CMS2	0.863	3.636				
	CMS3	0.816	2.856				
	CMS4	0.815	3.095				
	CMS5	0.852	3.506				
	CMS6	0.850	3.363				
	CMS7	0.833	2.945				
	CMS8	0.858	3.456				
	CMS9	0.866	3.566				
Organizational	OC1	0.854	3.454	0.962	0.962	0.967	0.746
Climate	OC10	0.883	4.545				
	OC2	0.875	3.967				
	OC3	0.833	3.144				
	OC4	0.839	3.396				
	OC5	0.847	3.433				
	OC6	0.886	4.611				
	OC7	0.867	3.895				
	OC8	0.873	4.129				
	OC9	0.880	4.444				
	JS1	0.841	3.160	0.949	0.950	0.957	0.712
Job	JS10	0.862	3.551				
Satisfaction	JS2	0.858	3.367				
	JS3	0.825	2.932				
	JS4	0.830	3.036				
	JS5	0.792	2.651				
	JS6	0.839	3.313				
	JS7	0.855	3.429				
	JS8	0.887	3.931				

**Table 3:** Constructs' reliability and convergent validity.

#### **Discriminant validity**

How a concept can be distinguished from others with similar meanings as its discriminant validity. Fornell and Larcker, (1981) provide numerous techniques for determining discriminant validity, such as the HTMT and Cross loadings. As a method for validating discriminants, cross-loading matrices are utilized. The bearing factors of a structure must be greater than those of any contending structures. These results indicate that the construction materials put the final product to the test (Gefen *et al.*, 2011).

**Table 4** displays the discriminant validity of the analytical method using cross loadings. The utmost values for each element in the structures of the table have been specified. The measurement model for this study was evaluated by using PLS-SEM which is presented in the **Fig. 1**.

	CMS	JS	OC
CMS1	0.817	0.737	0.751
CMS10	0.884	0.759	0.800
CMS2	0.863	0.724	0.764
CMS3	0.816	0.685	0.713
CMS4	0.815	0.688	0.713
CMS5	0.852	0.716	0.744
CMS6	0.850	0.735	0.762
CMS7	0.833	0.679	0.731
CMS8	0.858	0.722	0.757
CMS9	0.866	0.743	0.789
JS1	0.746	0.841	0.779
JS10	0.732	0.862	0.755
JS2	0.743	0.858	0.756
JS3	0.710	0.825	0.764
JS4	0.689	0.830	0.723
JS5	0.636	0.792	0.707
JS6	0.709	0.839	0.728
JS7	0.744	0.855	0.763
JS8	0.740	0.887	0.797
OC1	0.755	0.758	0.854
OC10	0.779	0.801	0.883
OC2	0.768	0.785	0.875
OC3	0.752	0.727	0.833
OC4	0.739	0.744	0.839
OC5	0.753	0.767	0.847
OC6	0.776	0.796	0.886
OC7	0.781	0.777	0.867
OC8	0.790	0.760	0.873
OC9	0.794	0.791	0.880

**Table 4:** Cross loadings for evaluating discriminantvalidity.

# 0C1 0C10 0C2 0C3 0C4 0C5 0C8 0C7 0C8 0C9 0554 0.880 0.875 0.833 0.847 0.886 0.827 0.811 0.880 007genizational Climate 0055 0.863 0055 0.803 0.800 0.875 0.833 0.847 0.886 0.867 0.811 0.880 007genizational Climate 0056 0.855

Fig. 1: Study's Measurement Model evaluated by PLS-SEM.

#### Assessment of Structural Model Coefficient of Determination (R square)

According to a study by Klarner *et al.* (2013), the determination coefficient is the most crucial statistic for evaluating the integrity of a structural model. The R2 values for conflict management tactics and organizational climate are both 0.797, as shown in **Table 5**. Gaur and Gaur, (2006) state that an R2 value greater than 25% denotes robust empirical prediction.

#### Table 5: R<sup>2</sup> result.

Construct	<b>R-square</b>	<b>R-square adjusted</b>
Conflict management	0.808	0.807
strategies		
Organizational	0.797	0.796
climate		

## Effect size (f<sup>2</sup>)

**Table 6:** f-square result.

Construct	Y2	¥3
Conflict management strategies (Y2)		
Job satisfaction (Y3)	0.080	0.015
Organizational climate (Y4)	0.440	3.921

As suggested by Cohen, (1988) researchers frequently employ the f square to quantify the relative impact of an exogenous (independent) construct on an endogenous (dependent) construct. Small effects are represented by values between 0.00 and 0.15, medium effects by values between 0.15 and 0.35, and substantial effects by values above 0.35 (Sarstedt *et al.*, 2019). The f2 data are displayed in **Table 6**. The impact of employment satisfaction is negligible, with a value of 0.08. Organisational climate influences conflict management strategies by 0.440 (large) and job satisfaction is 3.921 (large).

### **Predictive Relevance** (Q<sup>2</sup>)

Q2 must be greater than zero for a model to have predictive validity (Hair *et al.*, 2019; Fornell & Cha, 1994). The model acknowledges the data as a statistically significant match because every Q2 value in **Table 7** is positive.

 Table 7: Cross Validated Redundancy.

	Q <sup>2</sup> predict	RMSE	MAE
Conflict Management	0.725	0.530	0.330
Organizational Climate	0.798	0.456	0.300

#### Path Coefficient

Using PLS-SEM, conceptual or theoretical model conformance testing is feasible (Hair *et al.*, 2014). Arrows depict the relationships between the numerous constructs (Hair *et al.*, 2014). The primary objectives of path analysis are (1) to accept explanations for the relationship between variables based on a cause-and-effect model and (2) to assess the importance of emotional characteristics for a given feature (Cyprien & Kumar, 2011). If the p value is less than 0.05 and the t value is greater than 1.96, then there is substantial evidence of a relationship or effect, assuming the alpha

threshold is 0.05. According to **Table 8**, organisational climate and conflict management are significantly and positively related (=0.645, t=9.862, p=0.001), as are job satisfaction and conflict management strategies (=0.851, t=31.443, p=0.000) and organisational climate and job satisfaction (=0.893, t=46.615, p=0.000).

**Specific Indirect Effect** 

**Table 9** shows that organizational climate mediates the relationship between conflict management strategies and job satisfaction ( $\beta$ =0.575, t=9.813, p=0.000).

Hypotheses	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Result
JS -> CMS	0.851	0.849	0.027	31.443	0.000	Accepted
JS -> OC	0.893	0.891	0.019	46.615	0.000	Accepted
OC -> CMS	0.645	0.641	0.065	9.862	0.000	Accepted

 Table 8: Results of Path Coefficient.

 Table 9: Specific Indirect Effect.

Hypothesis	Original	Sample mean	Standard deviation	T statistics	P values	Result
	sample (O)	(M)	(STDEV)	( O/STDEV )		
JS -> OC -> CMS	0.575	0.571	0.059	9.813	0.000	Supported

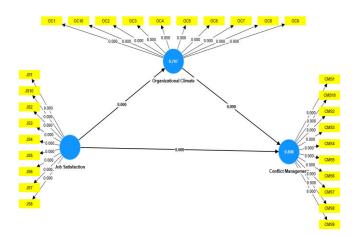


Fig. 2: Structural model of the study.

#### **CONCLUSION AND RECOMMENDATIONS:**

Based on the results of this study, it can be concluded that the Bangladeshi RMG employees of Shams Styling Wears Limited enjoy their jobs. Therefore, credible sources have not contested it recently. From this study, decision-makers and managers may gain knowledge. The managerial implications imply that trust between management and employees are necessary for problem-solving.

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Owners and administrators of RMG industrial companies may find that emphasizing the organizational environment and job satisfaction aids in problemsolving and morale-building. This indicates that managers must consider the factors that affect employee satisfaction. Positive workplaces improve employees' health, well-being, productivity, and loyalty. The RMG will expand if working conditions are favorable and conflict-free. The satisfaction of employees should be the top managerial priority because happiness at work leads to increased output. Previous studies (Hoque et al., 2020; Hasan, 2018; Khan et al., 2018) have demonstrated a positive correlation between work satisfaction and conflict management strategies, and our findings support this. Again, the findings of this study also support the previous studies by (Adeyemi & Aigbavboa, 2022; Nordin et al., 2014; Prasetvo et al., 2021) that the organizational climate indirectly affects the relationship between job satisfaction and conflict management. The survey includes 384 of more than 4 million RMG workers (Bangladesh Bureau of Statistics, 2020). Non-RMG personnel were often excluded. This paper proposes adding latent

factors, including work satisfaction and organizational climate, to a conflict management theoretical model.

Internal or external elements not in the model may be investigated. CB-SEM can forecast the model, measure its effect size, and determine its predictive value as confirmatory factor analysis. Further research may target multifarious industries in different cultural settings.

#### Novelty of the Study

This study focuses on organizational climate as a mediator because no previous research has specifically addressed conflict management techniques in Bangladesh's RMG industry. There are JS, CMS, and OC as constructs. **Fig. 1** and **2** provide a summary of the results and an analysis of the methodologies, demonstrating the originality of this study. The coefficient of determination (R2) demonstrated the fit's authenticity and the study's originality. **Table 8** and **9** demonstrate that the research supported the hypotheses.

#### Contribution

The study's objective was to advance our understanding of conflict management and the RMG industry's managerial effects by developing several contributions. The most significant contribution was drawing attention to job satisfaction's influence on resolving industrial disputes in the RMG industry. The organizational climate also significantly indirectly affected the relationship between job satisfaction and conflict resolution. The current study is one of the few research initiatives focusing on conflict resolution in the RMG sector of Bangladesh.

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#### **CONFLICTS OF INTEREST:**

The authors have declared that there is no conflict of interest in this study

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