

Influence of Workplace Bullying on Female RMG Workers' Job Dissatisfaction in Bangladesh: Organizational Injustice as Moderator

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Abstract

Bullying at workplace is a pivotal problem in every industry stems from deviant behavior that affects both the workers and organizations. The aim of this current study is to examine the influence of bullying on female RMG workers' job dissatisfaction considering the moderating role of organizational injustice between the relationship of bullying and dissatisfaction. A total number of 250 female workers currently working in some selected ready-made garments of Gazipur district, Dhaka took part in this study. A survey questionnaire was used on the measurement of 5 points Likert scale for each variable. To fulfill the criteria of data analysis, reliability, correlation, and regression were used as statistical tools. The findings of the study showed the positive relationship of bullying and job dissatisfaction when workers have high bullying environment and little voices against the bullying behavior. Furthermore, the study also proved the moderating effect of injustice perception on the relationship between bullying and dissatisfaction in the context of our current RMG workplace. Moreover, the authority of RMG must take stern actions to control this hostile environment in order to assure the safe and healthy environment for their female workers as their basic requirement to work more positively and voluntarily. It is finally hoped that the findings of this study can help the RMG female workers, supervisors and managers to understand the crucial impact of bullying on dissatisfaction with the moderating effect of organizational injustice.

Key Word: Workplace Bullying, Job dissatisfaction, Organizational Injustice, RMG of Bangladesh

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I. INTRODUCTION

Bullying and injustice on the RMG female workers in the context of Bangladesh have become very common in which 51% of female workers face bullying, 43% encounters sexual harassment by their owners, male colleagues and line supervisors and majority works with a vulnerable environment in their workplace (Paul-Majumder & Begum, 2000). Moreover, Uzzaman et al., (2021) have showed that 25% of the female participants perceived that they were most likely to be sexually harassed by their managers and 25% never felt safe going to work. Today, More than 4.2 million workers are working in RMG sector where 90% workers are female (Islam, et al., 2017). Satisfaction of female workers in RMG is hardly found due to deviant attitudes of their male co-workers, owners and supervisors (Islam, 2015). According to Rosander et al., (2022), bullying happens furtively inside into the factory with constant abuse, teasing and offensive marks which create an insecure, vulnerable and helpless workplace for all women. As a result, these writers further argue that, majority of female workers feel unhappy and dissatisfied by perceiving this deviant behavior from their male work partners. A study conducted by Ali & Islam (2017) and found the female groups of an office work in suppressive and unfavorable environment and they are often sexually harassed by their supervisors and colleagues at furtively. Therefore, they always remain in tension and work with high mental pressures that impact their regular work performance. Another study conducted by Haque et al., (2020) and found some

remarkable findings, for instance, a) Female does not get proper respect at workplace from their male colleagues. b) Female workers are often harassed verbally by their male coworkers. c) Owners, managers and supervisors have the bad intention to fulfill their sexual desire with female workers. d) Male supervisors often force their female subordinates to do overtime till the late night. e) Though female workers are doing the same job, but they do not get proper justice in terms of getting desired job posting, salary on time and promotions based on their work skills and competencies. Furthermore, Sikhdar et al (2014) have found the owners of RMG prefer female workers in their work because female workers are vulnerable, docile, illiterate and easily manageable than male workers. In this regard, Shanjida, (2015) argue that, the majority of female workers encounter bullying behavior by their male partner at the workplace with acute dissatisfaction and mental pressure. Additionally, Abuseif et al., (2015) found that, continuous injustice leads the workers into insecure, unstable, unhealthy and dissatisfied work environment. Moreover, Reknes et al., (2020) viewed the injustice along with continuous bullying affect workers into the suicide tendency, depression, loss of self-respect, intention to leave. Extreme levels of bullying inside the organization might be responsible for a high rate in suicides at workplaces (Hodgins & Mannix McNamara, 2017). Therefore, this harassment and injustice among the female works group in RMG result the high absenteeism and turnover ultimately (Begum et al., 2010).

The aim of this study is to investigate the influence of workplace bullying on female workers' job dissatisfaction in RMG sector of Bangladesh and explore a moderating effect of organizational injustice in the relationship between bullying and dissatisfaction.

II. OBJECTIVES OF THE STUDY

The aim of this study will be

1. To investigate the influence of workplace bullying on female workers' job dissatisfaction.
2. To find out the moderating effect of organizational injustice in the relationship between workplace bullying and job dissatisfaction

III. STUDY QUESTIONS

To address the above stated objectives, the following study questions will be considered throughout this study:

1. Does workplace bullying influence female workers' job dissatisfaction?
2. Does organizational injustice moderate in the relationship between workplace bullying and job dissatisfaction?

IV. REVIEW OF THE RELATED LITERATURE

04.1. Workplace bullying and Job dissatisfaction:

Bullying refers to offensive, threatening, or insulting behavior that makes workers feel disgraced, eventually lowering self-confidence and causing stress (Agarwal & Rai, 2019). Moreover, it is a situation when the female workers face constant abuse, teasing and offensive marks by the unpleasant, unnecessary behavior occurring in their workplace (Khalique et al., 2018). According to Mete et al., (2016) bullying on female workers can be found as the disturbing and irritated behavior by the male colleagues and supervisors who create a discomfort work zone which awfully influence female to be more dissatisfied as well as create the turnover intention from workplace. In fact, the low position female workers become a victim of bullying as the target of systematic destructive social behavior of male co-workers (Haque et al., 2019). They further inform that bullying is labor-intensive, job-demanding and hierarchically structured occurs usually on powerless female workers such as trainees, first-liners and entry-level workers. Moreover, Bernstein & Trimm (2016) argue that bullying is a consecutive deviant attitude among the male groups at workplace that impact on the morale and dignity of female workers who are abused physically and mentally. Bullying has a direct impact on the female workers' job dissatisfaction, output, turnover, staying absent from the workplace Nwobia, & Aljohani, (2017). They further argue that bullying can be identified as the antecedent or precursor of job dissatisfaction. In views of Ford & Huang (2014), workers who undergo and experience bullying behavior may be in physical and mental form of distress like tension, nervousness, fearfulness, low confidence level, reduced devotion, unhappiness and a lesser or no satisfaction from work. These two authors further add that the workers who become prey of bullying suffer from acute job dissatisfaction and the side effects of stress, for instance, nervousness, high blood pressure, unhappiness, excessive worrying, and even suicidal thoughts. Moreover, Uzzaman et al., (2021) agree that dissatisfaction in work can cause a female worker to quit from the work via abuse, absenteeism, bad working condition, low pay, insecurity, over work etc. Bullying with dissatisfaction lessens the work efficiency and morale and enhances the turnover intention. In this regard, Gawas (2022) argue that workplace bullying has a positive impact on job dissatisfaction and intention to leave at the workplace. According to Ahmed (2014), bullying and deviant behavior can be one of the core reasons to quit the industry which indicate the aftermath of job dissatisfaction. In this case, Bano & Malik (2013) argue that job dissatisfaction affects female workers' production capability and increase to produce low quality product in their workplace. They also suggested that

extreme cases of bullying and job dissatisfaction might be responsible for a high rate low quality production at workplaces. Moreover, Farouque et al., (2018) observed that the existence of workplace bullying enhances the high growth of female workers' job dissatisfaction, intention to quit the work, turnover and absence from work. Ahmed et al., (2018) found that female workers with night working period become extremely dissatisfied with small overtime incomes and compel to switch their occupations or go back to their village. Moreover, the aftermath of continuous bullying is seen as the form of acute unhappiness, nervousness and dissatisfaction which depicts the positive relationship between bullying and dissatisfaction (Jung & Yoon, 2018). According to (Rahman & Rahman, 2017), bullying as a deviant behavior from any male participants affects the female mind both mentally and physically and propel this victim into a vulnerable position with acute dissatisfaction in their work. Indeed, bullying, abusive management, long working hours, unpaid overtime, overcrowded work spaces, injuries, disablement, death from fire and building collapses turns female workers into acute job dissatisfaction and intention to quit the work. Moreover, Nauman et al., (2019) found that bullying is an occupational and psychological stressor which has direct effect on overall life satisfaction that is positively linked with the job dissatisfaction and intention to quit the work. In another study of Majeed & Nasser (2019), bullying is found to be a significant analyst of anxiety and depression, job dissatisfaction, turnover and non attendance. Rai & Agarwal (2017) suggest that being bullied is positively correlated with higher intention to quit the work, for instance, lower the bullying in the workplace, higher the job satisfaction; similarly, higher the bullying, higher the job dissatisfaction or intention to quit the work. In this case, Francis (2014) conducted a study on workplace bullying and job satisfaction with the moderating effect of perceived organizational support and found that workplace bullying has a negative correlation to job satisfaction and a positive correlation to intention to leave. The finding of Bano & Malik (2013) indicate that workplace bullying is strong predictor of lower job well being. According to Tag et al., (2017), the people who face workplace aggression may have lower job satisfaction and those who are regular sufferers of bullying and who bear aggression from their supervisors reported highly overall job dissatisfaction.

04.2. The moderating effect of organizational injustice:

Injustice is a belief or perception about the owners' unfairness at the workplace which is very common phenomenon around the world (Kee & Chung, 2021). According to Haque et al., (2020), injustice on female workers implies that they do not receive equitable outcomes for their input and treated with disrespect at workplace from their male colleagues by harassment, pay inequity and improper benefits like maternity leave and daycare which is unfortunate and unacceptable. Moreover, Abuseif et al., (2015) argue that injustice is understood as a general perception of unfairness among workers which positively encourage bullying and acute job dissatisfaction in the workplace. They further explored that injustice perception can be regarded as a work environment stressor, possibly increase the risk of bullying as a moderator between bullying and dissatisfaction focusing its detrimental effects among workers. Bilal et al., (2017) injustice has an unfavorable effect on workers which decreases job satisfaction and positively impacts on work attitudes that undermine the quality of life. In this regard, Reknes et al., (2020) have conducted a study on injustice, bullying and intention to leave and found that injustice were indirectly related to intention to leave and job dissatisfaction via workplace bullying. Moreover, job dissatisfaction impacts the relationship in organizational injustice, perceived organizational performance and affective commitment. Parker and Kohlmeyer (2005) investigated the negative impact of perceived injustice on organizational commitment and job satisfaction when unfair treatment may start complaining about perceived dissatisfaction. In addition, Ford & Haug, (2014) showed unfair treatment has a negative impact on mental satisfaction and positively enhances intention to leave and these workers may suffer health hazards with lower levels of commitment about the organization. Aslam & Imran (2016) agree that injustice as a stressor negatively impacts on the capability of workers to be satisfied with their work requirements. They also attempted to explore the phenomenon of workers who are treated in an unfair way may have higher level of job dissatisfaction and turnover intention, which lead to higher replacement cost of new workers. Furthermore, Shan et al., (2015) found that organizational injustice or unfairness had important impact on employees' job dissatisfaction, low performance, negative attitudes and intention to quit the organization. Bhadra et al., (2022) found that injustice is very common in the RMG workers in case of supervision, wages, and overtime facilities. Workers who face organizational injustice can be dissatisfied with their work which influences their cognitive response to leave the workplace.

In Bangladesh, majority of the female RMG workers are illiterate and unaware of their rights who lead a tedious, hazardous and unhealthy life (Sikhdar et al., 2014). According to Uzzaman et al., (2021) female workers are not well protected in terms of their safety, security and benefits. They are facing injustice at the workplace and treated as disgraceful in comparison to their male co-workers through insufficient payment, wage delay, few promotions, inadequate health service, reluctance in maternity leave and unhealthy working environment etc that can be the cause of their dissatisfaction (Haque et al., 2020). Moreover, Injustice happens for female workers in the field of inequality in pay and promotion, inadequate safety and security, long work

duration and unhealthy work environment. In a study, Haque et al., (2019) found that female workers are often harassed or bullied both verbally and physically by their male coworkers such as owners, managers and supervisors with the bad intention in order to fulfill their sexual desire. The male supervisors often force their female workers in late night overtime. As a result, female do not get proper justice in terms overtime payment, proper night care, timely promotions etc.

V. STUDY MODEL AND HYPOTHESIS

H-1: Workplace bullying has direct influence on female RMG workers' job dissatisfaction

H-2: Female RMG workers' perceived organizational injustice moderate the association between workplace bullying and job dissatisfaction.

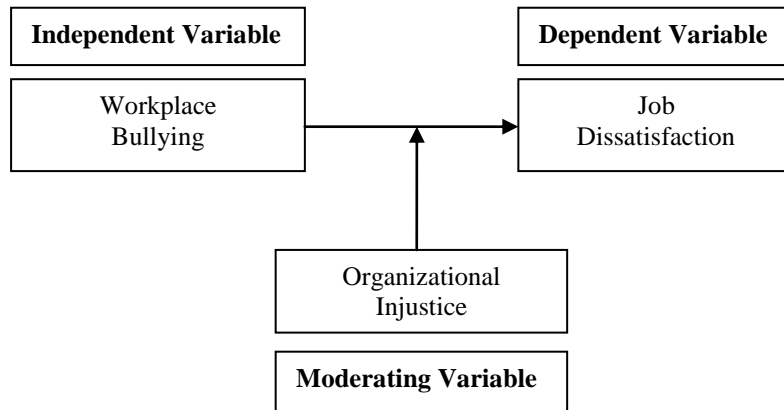


Figure 1: Conceptual Framework

VI. RESEARCH METHODS

This is a field survey research has been conducted among the female workers working in some selected small and medium RMG factories located at Gazipur district, Dhaka, which is a hub of RMG industry in Bangladesh today. The target population of this research is all the female workers such as cutting workers, knitting workers, sewing workers, finishing workers and packaging workers etc of those selected RMG industry. The simple random sampling method has been used to draw the sampling units. This sampling technique has been applied as we have a large group of target population in this study. The total sample size of this study consists of 250 female workers of the selected RMG factory.

The questionnaire of this study has been prepared based on prior research work on workplace bullying, job dissatisfaction and organizational injustice. Primary data has been collected from the total number of 250 female workers through a self- administered survey questionnaire. The questionnaire has been incorporated of the total 21 items (workplace bullying 7 items, job dissatisfaction 7 items and organizational injustice 7 items) and constructed by using five point Likert scale, where 1= strongly agree, 2= agree, 3= neither agree nor disagree, 4= disagree, 5= strongly disagree. The items on the survey have been generated based upon the review of the previous literature in general. However, the theoretical part of this study is formalized from secondary data collected from different books, journals and publications of thesis. Statistical Package for Social Science (SPSS) was used to complete the analysis and relevant interpretation. To fulfill the criteria of data analysis, reliability, correlation, and regression were used as statistical tools.

VII. FINDINGS OF THE STUDY:

7.1 Demographic Findings of the Respondents:

From the survey questionnaire, we have found a general idea of each respondents' different aspects like age, marital status, job position, education level, work experiences, income level etc.

Table 1: Demographic profile

Variables	Category	Frequency	Percentage
Age	15-20 years	157	62.8
	21-30 years	74	29.6
	31-35 years	19	7.6
	Unmarried	119	47.6

Marital status	Married	93	37.2
	Divorced	29	11.6
	Windowed	09	3.6
Job position	Sewing	93	37.2
	Knitting	73	29.6
	Packaging	53	21.2
	Cutting	19	7.6
	Finishing	12	4.8
Education Level	Class 5	117	46.8
	Class 8	97	38.8
	SSC	36	14.4
Working Year	0-1 years	163	65.2
	1-2 years	67	26.8
	2-3 years	13	5.2
	4-5 years	07	2.8
Income level	Less than 11,000/- Taka	91	36.4
	Between 12,000/- to 15,000/- Taka	113	45.2
	Between 16,000/- to 20,000/- Taka	34	13.6
	Above 20,000/- Taka	12	4.8

Source: Field Survey

From the above table 1, it is clearly seen that, the age of maximum female workers of this research is between 15 to 20 years which cover the maximum respondents (62.8%) among all other ages. Moreover, in term of marital status, most of the female was unmarried which was 47.6%. In this study, sewing workers (37.2%) were the maximum respondents as their job position with near to half percent (46.6%) was class 5 education levels. Above half of the respondents' working experience (65.2%) was 0-1 years among their total working experience. Almost half of the income level (45.2%) was between Taka 12000 to Taka 15000.

7.2. Reliability Analysis:

Cronbach Alpha has been used in the study to check the internal consistency of all the study variables. If the Alpha value is greater than 0.7, it is accepted and good reliability. Conversely, if the Alpha value is less than 0.5, it is poor and unrecognized reliability. Moreover, the value of Alpha is more than 0.6 can be moderately reliable.

Table 2: Reliability Analysis

Variables	No. of Items	Current Reliability
Workplace bullying	07	0.86
Job dissatisfaction	07	0.87
Organizational Injustice	07	0.88

Table 2 depicts that bullying has 07 items and its reliability was 0.86. Job dissatisfaction has also 07 items and its reliability has been found to be 0.87. There are 07 items in organizational injustice and its reliability has been found to be 0.88. Therefore, the reliability of all variables has been found above 0.7, which indicates the good reliability of all variables.

7.3. Correlation Analysis:

The correlation test has been done to find the strength and direction between the relationships of all the variables (independent, dependent and the mediator) of this study. The correlation among variables of this study determines of how much a variable is correlated with other variable and what type of the direction of the relationship among the variables (either positive or negative).

Table 3: Correlation Analysis

		Workplace Bullying	Organizational Injustice	Job Dissatisfaction
Workplace Bullying	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	250		
Organizational injustice	Pearson Correlation	.592**	1	
	Sig. (2-tailed)	.000		
	N	250	270	
Job Dissatisfaction	Pearson Correlation	.688**	.603**	1
	Sig. (2-tailed)	.000	.000	
	N	250	250	250
*Correlation is significant at the 0.05 level (2-tailed)				
**Correlation is significant at the 0.01 level (2-tailed)				

The independent variable (workplace bullying) has moderate and positive relationship ($r = .688$) with the dependent variable (Job dissatisfaction) of the study. This relationship of the study shows that if there is increase in independent variable (workplace bullying), there will be definite increase in dependent variable (Job dissatisfaction). The correlation between independent variable and moderator ($r = .592$) is positive and moderate. Moreover, the correlation between moderator variable and dependent variable of the study ($r = .603$) depicts positive in direction and moderate in strength. This co-relation indicates that if the malpractice of organizational injustice becomes high and regular among the workers, the job dissatisfaction among the workers must be high. In this study, our correlation analysis plays the pivotal role as the evidence of testing the study hypothesis.

7.4. Regression Analysis:

The regression analysis indicates a statistical process for establishing the relationships between a dependent variable and one or more independent variables. The linear regression has been used in this study. The regression analysis without moderating variable has been done first and then this analysis has been completed with moderating variable to find the moderating effect of moderating variable between the independent and dependent variables.

The following **Table 4** shows the result of relationships between independent variable (workplace bullying) and dependent variable (job dissatisfaction). The calculation of R value (.688) represents the positive and moderate relationship between the independent and dependent variables. Again, the value of R square (.469) indicates the independent variable has 46% of total change in dependent variable. Moreover, the result of adjusted R square can be generalized to the whole population when the variation between R square and adjusted R square is less than the optimal limit.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.688 ^a	.469	.467	.46862

a. Predictors: (Constant), WPB

The next following **Table 5** is called ANOVA table and the calculation of F value (241) is greater than 4 that logically fit with the study model and the value of p (.000) is less than 0.05 indicates the significance level of the model.

Table 5: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.013	1	53.013	241.774	.000 ^b
	Residual	58.357	265	.220		
	Total	111.373	267			
Dependent Variable: Job Dissatisfaction						
Predictors: (Constant), Workplace Bullying						

From the following Coefficient **Table 6**, among the calculation of ($\beta = .297$, $t=13.5$, $p=.000$) beta value indicates one unit change in independent variable bring 29% change in dependent variable. Moreover, the value of t is the acceptance level of hypothesis and the p value is the significance level of the model.

Table 6: Coefficients

Coefficients ^a						
Model		Un-standardized Coefficients		Un-standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.772	.287		5.943	.000
	Workplace Bullying	.297	.017	.688	13.580	.000

From the above analysis, all the calculated results strongly represent the evidence related to the study variables such as there is a strong relationship between independent variable and dependent variable. Therefore, there is a strong impact of bullying on female workers' dissatisfaction.

7.5. Test of moderating variable:

The previous regression test shows us the relationship and strength of impact between independent and dependent variable without moderating variable. The following analysis has been done to find out whether there is a moderating effect of moderating variable or not in this study.

The following regression **Table 7** shows R value without moderating variable is (r =.688) and with moderating variable is (.728). Both the R value depicts the more effect of independent variable with moderating variable. Then, the value of R square without moderating variable is (.469) and with moderating variable is (.531) which indicates a certain change in values and adds the evidence of effect of moderating variable.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.688 ^a	.469	.467	.46862
2	.728 ^b	.531	.528	.43371

a. Predictors: (Constant), WPB
 b. Predictors: (Constant0), Workplace bullying, Organizational injustice

The following ANOVA **Table 8** shows the values of p are less than 0.05 that depict the significance level of study model and the values of F have been changed due to moderating effect of moderating variable.

Table 8: ANOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.013	1	53.013	241.774	.000 ^b
	Residual	58.357	265	.220		
	Total	111.373	267			
2	Regression	58.692	2	28.258	347.797	.000 ^c
	Residual	51.667	263	.191		
	Total	111.373	267			

a. Dependent variable: Job dissatisfaction
 b. Predictors: (Constant), Workplace bullying
 c. Predictors: (Constant0), Workplace bullying, Organizational injustice

The following Coefficient **Table-9** shows the changes of Beta and t value when the predictor constants are independent and mediating variables. Moreover, coefficient shows the increase or change in values of Beta and in the value of t in this model.

Table 9: Coefficients

Coefficients						
Model		Un-standardized Coefficients		Un-standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.772	.287		5.943	.000
	Workplace Bullying	.297	.017	.688	13.580	.000
2	(Constant)	1.249	.297		2.989	.001
	Workplace bullying	.411	.021	.403	11.623	.000

	Organizational Injustice	.698	.014	.597	17.794	.000
a. Dependent variable: Job dissatisfaction						

All the above changes of values add the strong evidence of the moderating effect of moderating variable between the independent and dependent variables. Therefore, **H1**: There is positive relationship between independent variable (workplace bullying) and dependent variable (Job dissatisfaction) is accepted. Furthermore, **H2**: There is a moderating effect of moderating variable (organizational injustice) between independent variable (workplace bullying) and dependent variable (job dissatisfaction) of the study is also accepted.

VIII. DISCUSSION, IMPLICATION AND SUGGESTION FOR FUTURE WORK

The current study finds the significant relationships between bullying and dissatisfaction in the present readymade garment factory of Bangladesh. This study implies that the continuous bullying behavior occurring inside the factory among the female workers extends job dissatisfaction. As a result of dissatisfaction, female workers suffer from absenteeism and intension to quit the factory. Additionally, their sufferings become more acute when organizational injustice positively moderate between bullying behavior and dissatisfaction attitudes that is the current finding of this research. Under conditions of higher perceived injustice levels, Reknes et al., (2020) have found injustice perceptions have an indirect effect on dissatisfaction and intention to leave via workplace bullying. Moreover, Abuseif et al., (2015) found that, injustice has a moderating correlation with bullying and dissatisfaction. Furthermore, Santinello et al. (2011) also indicated a positive moderating correlation between perception of injustice and workplace bullying that support results of our research finding. Furthermore, if injustice happens on wage and payment again and again in the workplace, female workers become more dissatisfied as they expect timely wage for leading their life. Therefore, females become more dissatisfied as the result of injustice on insufficient payment, wage delay, few promotions, inadequate health service, maternity leave etc.

The findings can help female workers, supervisors, factory managers to understand the workplace bullying phenomenon. Additionally, the findings can provide an important insight to the factory owners about the pivotal aftermath of organizational injustice as the core moderating cause of increasing bullying behavior and dissatisfaction among workers. Moreover, the study findings can reflect the current phenomenon of female workers to the concern authority of RMG so that they lessen the injustice and bullying behavior throughout of the factory. To let up this situation, the female RMG workers should be more conscious and raise their voice against this malpractice of bullying and injustice inside the factory. When any bullying occurs on them by their male co-workers or supervisors, they should protest it according to labor law of Bangladesh. Moreover, female workers should file a written complain to the owners of the factory via their registered trade union.

However, the primary data of this research was limited to only the female workers of some selected garment factory of Bangladesh which may fail to represent the actual impact of independent variable on dependent variable and even the moderating variable may fail to affect strongly between the relationship of independent and dependent variables. Moreover, most respondents were reluctant to fill up the questionnaires as their education level was below the SSC. Easy entry into the factory was difficult due to factory owners' rigorous co-operation. Moreover, this study was confined to the selected small and medium garment factory that may fail to show actual result of bullying phenomena when some large factories have already introduced working compliance to control this deviant behavior among workers.

This study has been conducted in the field of RMG, Bangladesh, considering the female workers as the prime respondents of primary data who have experienced of a victim of bullying, injustice behavior and dissatisfaction in their workplace. So, future studies may be carried out in other fields such as hospital, nursing etc and in other regions such as India, Sri Lanka etc. Moreover, the researcher uses a single instrument such as a questionnaire survey to collect the primary data for this study. So, in the near future, in-depth qualitative studies by using the interview technique can be conducted to assess the level of bullying, dissatisfaction and injustice among female RMG workers. Additionally, organizational justice can be used as a mediating or moderating variable in place of organizational injustice in future to reflect the relationship between bullying and job dissatisfaction.

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