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# Impact of Motivation on the Performance of Women Workers in Garment Industry in Bangladesh

Begum, Ms. Zeennat Ara

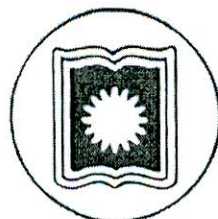
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**IMPACT OF MOTIVATION ON THE PERFORMANCE OF  
WOMEN WORKERS IN GARMENT INDUSTRY IN  
BANGLADESH**



A dissertation submitted to the Institute of Bangladesh Studies,  
Rajshahi University, Rajshahi, Bangladesh, in fulfillment of the degree of  
Doctor of Philosophy

**By**

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**Submitted to the Institute of Bangladesh Studies,  
University of Rajshahi, Rajshahi, Bangladesh.**

**June, 2009**



*Dedicated to My  
Beloved  
Daughter 'Proma'*

# CERTIFICATE

This thesis entitled, “**Impact of Motivation on the Performance of Women Workers in Garment Industry in Bangladesh**” submitted by Ms. Zeennat Ara Begum for the award of the Degree of Doctor of Philosophy to the Institute of Bangladesh Studies (IBS), University of Rajshahi is a record of bonafide research work done by her under my supervision and it has not been submitted for the award of any degree, diploma, associateship, fellowship of any University/Institution.

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## **D E C L A R A T I O N**

I, do hereby declare that the thesis entitled, “**Impact of Motivation on the Performance of Women Workers in Garment Industry in Bangladesh**” submitted by me to the Institute of Bangladesh Studies (IBS), University of Rajshahi, Rajshahi, Bangladesh for the Degree of Doctor of Philosophy is the result of my original and independent research work, carried out under the supervision of Dr. Md. Amanullah, Professor, Department of Marketing, University of Rajshahi and it has not been submitted for the award of any degree, diploma, associateship, fellowship of any University or Institution.

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## A C K N O W L E D G E M E N T S

I would like to express my gratitude to my honourable supervisor Professor Dr. Md. Amanullah, Department of Marketing, University of Rajshahi for his Ungrudging help in the course of my research work. He gave me valuable suggestions, instructions and encouragement to enhance my ability to do such as difficult task. Without his cordial guidance, it would not have been possible for me to carry out the study. I am extremely grateful to him.

I am grateful to the Director, Institute of Bangladesh Studies (IBS), University of Rajshahi for granting me an opportunity to purpose my research through the institution. I am also grateful to the teachers and fellows of IBS whose comments were extremely helpful. Specially I want to remember Dr. Md. Zainul Abedin, Professor, IBS for giving me his valuable suggestions which were useful to enrich my ideas. I want to deeply remember my teachers and colleagues, specially Professor M. Anisur Rahman, Professor Dr. M. Nasim Anjum, Professor Dr. M. Mokhlesur Rahman, Professor A.S.M. Nawaz Ali, Professor Dr. M. Shaha Nawaz Ali, Professor M. Aminul Islam, Professor Dr. A.C. Saha for their frequent advise, they inspired me continuously. I am also grateful to Dr. Sayedur Rahman, Professor, Department of Statistics, University of Rajshahi, in analyzing and compiling the statistical data, which was very vital in my thesis.

This research crucially depended on the cooperation of the owners of firms as well as the workers who shared their opinions with me. I am extremely grateful to them. Thanks to high official of Bangladesh Garment Manufacturers and Exporter Association, Librarians of Bangladesh Export Promotion Bureau. They provided me all research related necessary information.

I also want to express my gratitude to the authorities of various libraries for allowing me to use their libraries and procuring reading materials from different sources.

Thanks are also due to Md. Rabainur Rashid Chowdhury and Md. Zubaer Ibney Noor for their cordial cooperation. They helped me a lot for collecting data. Their untiring effort are greatly appreciated. Thanks to Prince for his painstaking typing of the manuscript.

I am indebted to my parents who inspired me continuously for higher degree. Finally, I would like to express my love and affection to my loving children 'Anindo' and 'Proma' whom I deprived my close association during this work.

It is always difficult to express one's sense of gratitude to all separately. One can mention only a few but keep all of them in mind with gratitude. So, thanks to all who have contributed to the completion of my research work.

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## ABSTRACT

Industrial outcomes depends on skill and workmanship. A worker may be highly skilled, he knows his job, but this alone cannot ensure perfection of work or quality of goods. In order to produce quality goods or improve productivity, the worker must be motivated. Motivation implies that the worker is willing spontaneously to work effectively. Motivation is the willingness of people to exert high levels of efforts towards organizational goal, conditioned by efforts, ability to satisfy some individual needs. Unless properly motivated, worker will not be able to produce quality goods or improved productivity.

In our study, garment industry is selected. During the late 1980s garment industry drew attention not only as earners of foreign currency but also due to the rush of women workers walking in groups that one saw in the early morning hours and after the sunset. Not all could appreciate the advent of such social changes. Complaints were raised, often in news media on possible labour lawlessness including employment condition, exploitation of labour by providing low wages, overwork gender difference in earnings, social insecurity of female workers, etc. Most of these were based on wild guesses rather than direct observation.

The broad purpose of the study is to highlight the motivational aspects of women workers of garment industry in Bangladesh and to assess the impact of motivation on workers' performance. Eight hypotheses have been formulated based on intensive review.

For collecting data both primary and secondary sources were used. In some cases observation method worked. For collecting primary data 30 garment factory were selected randomly where at least 500 female workers were employed. All of our sampled workers were female and machine operator as per skilled category III. 300 workers were selected from 30 garment factories randomly and proportionately. On the other hand, 60 executive (two in each sample unit) were selected purposively from human resource department. Two different sets of semi-structured questionnaire were used for interviewing the respondents. For rating the performance of the workers, performance rating schedule was used. Concerned supervisor of the workers rating their performance. Opinions at the respondents have been classified following ordinal scale and Likert's five point scale. Statistical tools like, frequencies, percentages, mean standard deviation, minimum, maximum, t-value, p-value etc. are shown. Testing of hypotheses are done through z-test and chi-square test.

The overall conclusion of the study is that garment female workers are not motivated properly and their performance are in lower level. The findings also indicate that the garment workers are not reasonably satisfied with job satisfaction measures. Result at the present study further shows that the garment workers desire for higher order needs is not so much dominant, which implies that these higher order needs may be suspended before some progress is made to job characteristics and job context factors. The present observation proves that sample garment workers' primary needs are not reasonably satisfied.



Our garment female workers have been facing lot of social and economical problems. Most of them are younger in age, unmarried and lower educated. They have come from rural background with economic sufferings. Majority of them are the primary earner of their family. The most adverse social impact of garment industry is on violence against women, verbal abuse at workplace is highest. They are to listen demeaning remarks of neighbours for performing overtime work at night. In the street they are attacked by mastan or local touts. Their residence are not also secured. They had to face lot of problems there. Their standard of living is lower also. Their commuting problem is highest specially at night. The workers health condition is not so good. They have been suffering from lot of physical problems like physical weakness, eye problem, headache, waist & back pain, cough and fever etc. They are not able to take treatment for economic reason. Occupational hazards, uncongenial working conditions. Inability to take adequate healthy food are the responsible for their ill health. Moreover, they have no time to take rest, they are to work from morning till night.

Among motivating factors, workers gave highest priority to financial factors like wage, bonus and fringe benefits. It follows supervision. If we sum up the findings of our survey, we find that financial incentives are not at all satisfactory for the workers. On the other hand, among non-financial incentives, relationships with peers are reasonably satisfactory but to supervision, relationship with management, company's policy and administration, they expressed dissatisfaction. The workers feel highest job insecurity. Moreover, lack of promotion, self development opportunity, work autonomy and gender differential behaviour are the major grievances of the garment workers. Even they have no right to form trade union. In garment factories, legal machineries are not implemented properly. AS a result, physical working conditions, leave, employment matters are ignored to a large extent. These problems and dissatisfactions should be duely considered and properly handled by the management. Special care should be taken so as to remove the crucial problems.

Under the circumstance I would like to suggest for motivating workers to improve their performance and to make sound working environment. Job satisfaction measures for the workers should be taken seriously. Economic dissatisfaction should be handled carefully. Payment of wage and other financial benefit may be given on the basis of performance. Measures should be taken for advancement and self development of workers. Legal machineries should be implemented properly. For ensuring social security of the workers, law and order situation should be improved in general. Social awareness should be developed by the initiative of the government and non-government organizations. Finally human relation atmosphere should be developed in the factory.

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# LIST OF ABBREVIATIONS

ADB	=	Asian Development Bank
AGOA	=	Africa Growth Opportunity Act
ASIAN	=	Association of South East Asian Nations
ATC	=	Agreement of Textile and Clothing
BATEXPO	=	Bangladesh Apparel & Textile Expositions
BBS	=	Bangladesh Bureau of Statistics
BDT	=	Bangladesh Taka
BDXDP	=	Bangladesh Export Diversification and Development Project
BEPZA	=	Bangladesh Export Processing Zones Authorities
BGMEA	=	Bangladesh Garment Manufacturers & Exporters Association
BIDS	=	Bangladesh Institute of Development Studies
BIFT	=	Bangladesh Institute of Fashion & Technology
BKMEA	=	Bangladesh Knitwear Manufacturers & Exporters Association
BOI	=	Board on Investment
BSCIC	=	Bangladesh Small & Cottage Industries Corporation
BTMA	=	Bangladesh Textile Manufacturers Association
CBI	=	Carrabin Basin Initiative
CBW	=	Central Bonded Warehouse
CM	=	Cutting & Making
CPD	=	Centre for Policy Dialogue
EEC	=	European Economic Community
EPB	=	Export Promotion Bureau
EPZ	=	Export Processing Zone
EU	=	European Union
FDI	=	Foreign Direct Investment
GDP	=	Gross Domestic Product
GOB	=	Government of Bangladesh
GSP	=	Generalized System of Preferences
GTAP	=	Global Trade Analysis Project
HRD	=	Human Resource Development
IDA	=	International Development Agency
ILO	=	International Labour Organization
IMF	=	International Monetary Fund
LC	=	Letter of Credit
LDC	=	Least Developed Countries
MFA	=	Multi-Fibre Agreement

NAFTA	=	North American Free Trade Agreement
NGO	=	Non-Government Organization
PMAP	=	Post-MFA Action Program
PTA	=	Preferential Trade Area
PTS	=	Primary Textile Sector
RCA	=	Revealed Comparative Advantage
RMG	=	Ready-Made Garment
SAARC	=	South Asian Association for Regional Cooperation
SME	=	Small & Medium Enterprises
SOE	=	State Owned Enterprise
SWOT	=	Strength Weakness Opportunity & Threat
TA	=	Transportation Allowance
TQM	=	Total Quality Management
WTO	=	World Trade Organization

# **CHAPTER-I**

**Introduction**

**Methodology**

**Conceptual Framework**

**Review of literature**



# CHAPTER-I

## PART A

### INTRODUCTION

#### 1.1 Prelude and Statement of the Problem

Motivation concerns itself with the desire to work. It means that it is an act of stimulating some one to get the desired course of action. Individual performance is generally influenced by the individuals desire to do a particular job, his capability and the work environment. So effectiveness of the performances of an individual largely depends upon how the individual is motivated. For a manufacturing enterprise performing activities effectively is of utmost importance and it can be ensured through motivating the people. Motivating people is a complex process and the measurement there of is like wise a very difficult task. Psychologically each human being generally finds it difficult to adjust and accommodate himself to a new environment. This happens because of inherent conflict, ideas, experience, norms, habits and discipline he/she develops from birth till the time, he/she is supposed to get accustomed to the environment of the new place.<sup>1</sup> They face tremendous troubles in adjusting themselves to the new environment of mills and factories. As a result, it finds expression in negative behaviour as indulgence in absenteeism, grievance, turnover, industrial disputes, hostile attitude etc. in the industrial plants.

The first and foremost concern of every industrial enterprise is to maximize the profit margin with proper utilization of human resources and wealth. It is an admitted fact that man behind a machine still is the most important factor of production. In spite of rapid advancement of modern technology and all the systems and controls coming into wide spread use, without the support of the people machines idle, raw materials lie stacked and money tied up. It is the human factor, which keeps the business in constant motion. It therefore, goes without saying that effectiveness of any organization and the achievement of organization objectives depend to a great extent on the proper utilization of human resources of the factory by maintaining good

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<sup>1</sup> E.C. Tolman, *Principles of Purposive Behaviour*, (N.Y.: McGraw-Hill Book Co. Inc., 1959), pp. 39-40.

industrial relation, motivating the workforce in maximizing production. Whether, a man satisfied or dissatisfied, contented or discontented helps to create attitude, and which expressed through behaviour. It is an outward expression of the inner mental process of the man. A frustration instigated behaviour will cause an employee to raise vehement criticism about management, damaging equipment, or joining militant union.<sup>2</sup> If something happens to change his attitude, his opinion will also show a marked change. Understanding of human mind enables an employee to make worker feel that he is a part of the organization and he can expect a favourable response from his employee. A worker with positive attitude have a strong sense of belongingness to his work and organization and on the other hand a worker with a negative attitude have less interest to his work. He works only up to that quantity so that he can somehow retain his job. Motivation creates positive attitude of an employee towards his job. Managers in an organization essentially face three tasks: managing people, managing operations and managing organization. There are in fact, no “people less” organizations. So, manager must know how to motivate, lead and communicate and he must understand interpersonal relations. All these necessities need a deep understanding of human psychology.<sup>3</sup> A manager has to get things done with the application of certain strategy. Which reflects his/her assumptions about individuals or groups. These assumptions form the core of motivation. Motivation is a function of human needs, general economic condition of country and the social condition of the business enterprise. The latter includes managerial style, peer group loyalty, boss-subordinate relationship at various levels of organization and the organizational structure.<sup>4</sup>

In modern industrial society, managerial problems became more complicated in view of the fact that the workers now a days mobile, they join their work team at their own free will and leave it as when they desire. The problems arising out of the growing strength of organized labour which give protection to his members from arbitrary action. So, among all other functions of management of an individual organization,

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<sup>2</sup> Gordon S. Watkins and Others, *The Management of Personnel and Labour Relations*, (N.Y.: McGraw-Hill Book Co. Inc., 1979), p. 175.

<sup>3</sup> Ibid.

<sup>4</sup> Richard M. Steers and Lyman W. Porter, *Motivation & Work Behaviour*. 3<sup>rd</sup> ed., (N.Y.: McGraw-Hill Book Co. Inc., 1983), pp. 49-51.



human factor is the guiding force and the ingredients of all other functions such as planning, directing, co-ordination and controlling. It is now increasingly felt that the biggest job in any plant, large or small is not managing production nor managing markets but managing men.<sup>5</sup> As a factor of production, human factor is vital as it co-ordinates the machines and the material for the finished product.

The poor performance of industrial projects has been identified as one of the major constraints facing the national economy. The only solution to the problem is to increase productivity by motivating the workers. But workers motivation is not an isolated phenomenon, rather it is connected with a number of factors amongst which incentive both financial and moral. In fact, incentives motivate the workers to work more and get more, which ultimately leads to increased productivity. Thus, effective motivation schemes ensure the interest of the workers (by ensuring higher purchasing power) as well as the interest of the employer (by ensuring higher productivity).<sup>6</sup>

The purpose of motivation scheme is to stimulate an individual to-<sup>7</sup>

- i) Put in as much effective as he can, day in and day out, through-
  - working at a higher pace or speed;
  - using his effort more effectively and skilfully;
  - applying himself to work for as great a proportion of available time as possible and
- ii) Co-operate and coordinate his work with others as best as he can towards achievement of certain specified objectives through rewarding him according to and in proportion to the results or objectives achieved.

From the theories of motivation it may be assumed that the utilization of manpower in the way of improving the performance through motivation can be affected by effective work design, rational wage and salary policy, structure of organization and

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<sup>5</sup> Sayed Masud Hasan. "Motivation to Work for Improving Performance". *Management Development*. Vol. II (No. 3, July, 1982), pp. 34-39.

<sup>6</sup> Ibid.

<sup>7</sup> Duleep Singh. *Planning of Incentive Schemes*, (New Delhi: National Productivity Council, 1973), pp. 5-7.

environment which will provide appropriate incentive and opportunity and so on for employees participation to the maximum extent.<sup>8</sup> Motivation is very much needed for maintaining optimum job satisfaction level by increasing productivity. The level of motivation can be characterized by the rate of absenteeism, labour turnover, productivity, hazards, industrial disputes etc.<sup>9</sup> The magnitude of industrial disputes, grievances, absenteeism and turnover in the mills and factories in our country are far more greater than the prevailing in other advanced countries. So, workers motivation is a very important factor in the field of our industry and it has received considerable and sustainable attention in recent years among both practicing managers and organizational researches. Managers and organizational researches can not avoid a concern with the behavioural requirements of an organization. In addition to the necessity to acquire financial and physical resources, every organization needs people in order to function. More specifically, it can be said that organizations, have three behavioural requirements in this regard- (1) people must be attracted not only to join the organization but also to remain in it; (2) people must perform the tasks for which they are hired and must do so in a dependable manner and (3) people must go beyond this dependable role performance and engaged in some form of creative, spontaneous and innovative behaviour at work.<sup>10</sup>

Given the ever tightening constraints placed on organization by unions, governmental agencies, increased foreign and domestic competitive citizen's lobbies and the like, management has had to look for new mechanisms to increase and in some cases just to maintain its level of organizational effectiveness and efficiency. Because of this management must ensure that it is driving full potential benefit from those resources - including human resources - that it does have at its disposal. Thus, organizational effectiveness becomes to some degree a question of management's ability to motivate its employees to direct at least at a reasonable effort toward the goals of an organization.

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<sup>8</sup> Ibid.

<sup>9</sup> Sayed Masud Hasan, *Op. cit.*, p. 38.

<sup>10</sup> Stephen P. Robbins, *Essentials of Organizational Behaviour*, 5<sup>th</sup> ed., (New Jersey: Prentice-Hall Inc., 1997), p. 147.



The story of motivation is old as the story of man and hence they are fundamental to human activity. There is an old saying that you can lead a horse to water but you can not make it drink. Like the horse, an individual employee may be endowed with all equipment such as physical abilities, knowledge, skill and machinery to perform but this does not guarantee that he will indeed perform his task. The underlying force impelling him to undertake action to get the work done actually what is called motivation.<sup>11</sup> So, workers motivation is a very important factor in the field of industry in any where.

## 1.2 Importance and Justification of the Study

The readymade garment industry in Bangladesh has experienced an unprecedented growth over the last decade and half. Readymade Garment (RMG) industry holds a key position in the economy of Bangladesh in terms of foreign exchange covering, employment generation and poverty alleviation. Right now RMG sector is the highest foreign currency earner in Bangladesh. The RMG sector earns about 76 percent of our total export earning, employs 40% of our total industrial workforce and has achieved an almost 20% growth rate despite the post MFA doomsayers. Predictions, to be caught up in a state of turmoil.<sup>12</sup> As against many apprehensions that after MFA phase out Bangladesh would suffer a severe loss of market share, but its knitwear and woven apparel exports grew by 33.9% and 13.27 percent respectively during July to May of fiscal year 2005-06.<sup>13</sup> The Knitwear sector showed outstanding performance in the month of July 2006. The items export grew by 31.19% fetching \$452.95 million which exceeded the target set for the first month. With 24.57 percent growth, woven products one of the major export earners, continued to see the positive growth fetching \$451.91 million during this period.<sup>14</sup>

There is a need to prioritize RMG for this period. Bangladesh is the best among the garments exporting countries of the world. Bangladesh now enjoys the status of fifth largest RMG exporters to both USA and EU countries.

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<sup>11</sup> Robert M. Fulmer, *Practical Human Relations*, (Illinois: Richard D. Irwin Inc., 1983), p. 134.

<sup>12</sup> BGMEA, *News Letter*, Vol. II (Dhaka, July, 2007), p. 11.

<sup>13</sup> Ibid.

<sup>14</sup> Ibid.

According to BGMEA report, listed BGEMA members of year 2005-2006 are three thousand five hundred and ninety four (3594).<sup>15</sup> Apart from contributing to huge foreign exchange earnings RMG industry has become the largest source of employment generation. Both men and women are working there but it has provided unprecedented wage employment opportunities for young women in Bangladesh over the other sectors. Roughly, around 2.65 million workers are serving in the garment industries of whom 2.12 million are distressed women.<sup>16</sup> According to BGMEA report 70% of the total women workers of the country are absorbed in garment industry. It appears that by utilizing the neglected backward women fold, the garment sector has contributed to the reducing poverty and brought about a change in the socio-economic pattern of the country. Moreover, as the garment industry is a labour intensive industry is likely to play a vital role in the economic development of the country by creating more employment opportunities there. In this regard, it may be pointed out here that if appropriate plans and programs are formulated for the development of garment industry sector, the country can achieve tremendous growth in industrialization within a short span of time.

Before the establishment of garment industry women of our country could not find any suitable employment opportunity. They are deprived in our sub-continent from the ancient time. In our male dominated society this women are in an inferior position. The men believe that the women are only for giving birth, look after the child and for household work. They also think that women are unable to do any outside work. Now, it is proved that women are also efficient for any productive job. Women are efficiently working in garment sector. They are working hard. Bangladesh earns most of its foreign exchange from the labour of 265 million workers of whom 90% are women who are working in around 3500 garment factories.<sup>17</sup>

Although so many workers are working in the garment factories, there is no safe working environment. Various complains are raised often in news media. As survival

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<sup>15</sup> BGMEA, *Members' Directory*, 2005-2006 (Dhaka).

<sup>16</sup> Keith Stuart-Smith, *Post MFA Strategy Study for the RMG Workers in Bangladesh*, (Dhaka: Nari Uddug Kendra, 2003), p. 4.

<sup>17</sup> Ibid.



is the question, a large section of the women are taking trouble and working in the garment sector at the ill paid salary. Moreover, garment workers are the victim of torture and oppression. Last five years more than five hundred workers had died in garment factories. Due to fire broke out total number of workers death were 226 during the period of the year 1997 to 21<sup>st</sup> August 2006.<sup>18</sup> Due to collapse of the factory building 80 workers died, 84 were injured and many workers were untraced of the year 2005.<sup>19</sup> On the other hand, news of exploitation, such as overwork, gender difference in earnings and behaviour, sexual harassment, violation of labour laws and factory act are publishing regularly in different dailies. Questions are raised about management skill, infra-structure, written job contracts, legal requirements, formal training methods, workers representation, physical working conditions, working hours, overtime, pay scales: Basic, overtime, fringe benefits, bonus, holidays - paid/unpaid, maternity leave, pay days, delayed payment, accommodation, transport, disciplinary procedures, written contract of employment, identity cards, service records, excessive overtime hours, compensation, production and quality bonus payment schemes and so on.

We may recall the history of the International Women's Day which originated from the movement of the clothing and textile workers in New York City, USA in 1857. At that time, the garment workers protested against the very poor working conditions, long working hours and low wages. The context were definitely similar to ours if not the same. It was the turn of the 20<sup>th</sup> century amid rapid world industrialization and economic expansion that led to exploiting women workers and denied their rights. Now in 2009, we are facing the similar situation in the face of globalization and the WTO rules.

Labour is the most pivotal factor in any labour intensive industry. The garment industry being labour intensive so, its success to a large extent depends on labour productivity, which in turn depends on workers motivation. Motivation schemes can be devised to fulfill any organizational interest so long as the interest does not stand in

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<sup>18</sup> Editorial Column, "Behind Tragedies in Garment Factories", *The Bangladesh Observer*, (Dhaka: October 6, 2006), p. 5.

<sup>19</sup> Ibid.

the way of employees interest and is something which the employees want to achieve. The following are some of this objectives which motivation schemes may be required to achieve:<sup>20</sup>

- Increased output
- Reduced working time
- Higher workload
- Improved quality
- Improved methods
- Higher plant utilization
- Higher material utilization
- Improved process efficiency
- Economy in the use of services
- Greater safety
- Effective supervision
- Reduced absenteeism
- Reduced cost and other accounts

In this context the employees have the following interests.

- Extra pay for extra effort
- Economic security
- Fair reward
- Fair deal
- Job security
- Unlimited earning
- Self-expression

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<sup>20</sup> Duleep Singh, *Planning of Incentive Schemes*, (New Delhi: National Productivity Council, 1973), p. 18.



So undoubtedly, motivations whether monetary or otherwise are positive aids to higher productivity and greater satisfaction at work. These might be differences of opinion as to the relative merit of individual and group motivation but there can be no question that this valuable technique offers wide scope for cutting manufacturing costs and increasing output. Healthier industrial relations and introduction of motivation schemes can go hand in hand, so that our country can put our limited resources to the maximum use.

A major section of the rural women has chosen the garment sector as a source of their livelihood. They work all the day and night, in exchange get a little amount of wage. Moreover, they have no security of life. To acknowledge their valuable contributions, awareness among the owners should be grown up. The owners should recognize and understand the problems, sentiments, feelings, needs, desire of the workers. They should look into the different aspects of job satisfaction as well as motivational aspects of its workers which is being mostly neglected in garments industry of Bangladesh. The recent unrest and disorderly conduct of the labour force of the garment industries must be a worrying factor for Bangladesh. Basically, it is an issue of long deprivation of the poor workforce. We have to remember that human sentiment can not be channelled into a strict orderly mathematical fashion that human beings will always behave in a certain way. Unlike machines, the living beings have no button which could be pressed to boost their activities. They are motivated by a complex of stimulants - economic, biological, social and psychological. So, it should be delt carefully. Despite of various problems which create by external factors but motivation to the workers is an internal factors which can be delt with the honest drive by the owners. But the irony is that neither the government nor the owner of the industries have ever tried or bothered to comprehend or given due recognition to the labour of the workers whose sweat and blood have made the industries so profitable and successful. Therefore, the level of motivation of these workforces must be studied and should be given due consideration to it.

Therefore, considering the above and for better understanding of the motivational problems, this study has been conducted. Of course, this research will change the general outlook of the owners and motivation can be treated as an important factor in

any fast growing industries like garments. To date, a good number of studies have highlighted the manifold problems of the garment industry in Bangladesh. But no such study in depth on this field has been done. On the other hand, problems and expectations of the working people are constantly changing because of various changes in their needs with the changing socio-economy. So, researches should be made on a continued basis on the motivational aspects of the working people in order to ensure successful operation of the manufacturing units. Individuals, associated with the manufacturing concerns, policy planners, academicians and others directly or indirectly involved with the state economy will be benefited from this study and will be able to keep thoughtful opinion in the light of the findings of this study in their respective problem areas. Considering the above, the present study is planned.

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

The broad purpose of the study is to highlight the motivational aspects of woman workers of garment industry in Bangladesh. Keeping in view the above conception the study aimed at the following objectives:

- To examine the legal aspects and employment conditions of the workers.
- To examine the social acceptability of the workers.
- To determine the governing factors of motivation of the workers according to their relative importance.
- To examine the existing motivational factors those are available for motivating the workers.
- To determine the level of satisfaction on the motivational aspects of the workers.
- To explore the causes of job satisfaction/dissatisfaction of the workers.
- To assess the impact of motivation on workers' performance.
- To suggest the ways of improving motivation of the workers to achieve the organizational goal.



## 1.4 Formulation of Hypothesis

The broad-based review of relevant research studies lead to the formulation of following hypotheses:

- i. Quality of work depends on physical working condition.
- ii. Job security makes attention to work.
- iii. Quality of work depends on close supervision.
- iv. Friendly and helpful supervision ensure quality of work.
- v. Leave opportunity and absenteeism are ~~significantly~~<sup>positively</sup> correlated.
- vi. Management competence and workers' sense of discipline are interrelated.
- vii. There is a relation between dynamism and recognition of work.

## 1.5 Scope and Limitations of the Study

The present study is covered to the following scopes and limitations:

- The study was conducted to Dhaka zone only, as listed in garment directory 2005-2006.
- Where at least 500 workers were employed that type of garment factories were selected.
- Both knit and woven garment factories were included. Sub-contracting garment factories were not considered.
- Only skilled women workers (Machine Operators, Grade III) were included in the study. Semi-skilled and un-skilled workers were not considered.
- Supervisors of the workers were considered as a mid-level manager.
- Only managerial people of the human resource department were considered as a top-level manager.

## **PART B**

### **METHODOLOGY OF THE STUDY**

#### **1.6 Nature and Sources of Data Collection**

The study was based on both primary and secondary data. Two sets of semi-structured questionnaire were prepared for collecting primary data. One for the workers and the other for the executives of the firms. Performance rating schedule were prepared for evaluating the workers performance.. Concerned supervisor of the workers rated the workers performance.

A pilot survey were conducted in two garment factories for the test of suitability of the questionnaire. On the basis of pre-testing, the original questionnaire were revised, improved and enlarged. Survey were conducted by the researcher through direct personal visit. In some cases, observation method worked.

The secondary data were collected mainly from the publications of BGMEA, CPD, NUK, BIDS, Ministry of Industries, Bangladesh Bureau of Statistics, Official Records of the sample units, books, journals, newspapers, various published and unpublished documents and study reports.

For the convenience of the researcher, only Dhaka city was selected as study area.

#### **1.7 Sample and Sampling Technique**

For the purpose of collecting primary data, 30 export oriented readymade garment factories were selected from Dhaka city where at least 500 female workers were employed. Members' directory, published by the Bangladesh Readymade Garment Manufacturers and Exporters Association (BGMEA), 2005-06 was used for collecting the list of garment units. Out of 3594 factories as listed in the garment directory, 2957 garment factories were located in Dhaka region. Of them 30 garment factories were selected randomly. As per skilled category, 300 female skilled workers (grade III, machine operator) were selected from 30 garment factories randomly and proportionately. On the other hand, 60 executives (two in each sample unit) were selected purposively form human resource department.

## 1.8 The Techniques of Data Analysis

The following techniques were used for processing and analyzing the data:

- a) Statistical tools like frequencies, percentages, mean, standard deviation, minimum, maximum, t-value, p-value, z-value are shown.
- b) Testing of hypotheses are done through z-test and chi-square test.
- c) Opinion of the respondents have been analyzed following both ordinal scale and Five Point Likert's scale.
- d) Performance of the workers were rated by using Five Point Scale.



## PART C

# CONCEPTUAL FRAMEWORK

### 1.9 Motivation

Motivation concerns itself with the desire to work. It means the act of stimulating some one to get the desired course of action. In another sense, motivation means to push the right button to get a desired result. It actually seeks to know the motives for work and to find out ways and means by which their realization can be helped and encouraged.

The term 'motivation' was originally derived from the Latin word 'movere' which means 'to move'. However, this one word is obviously an inadequate definition for our purposes here. What is needed is a description which sufficiently covers the various aspects inherent in the process by which human behaviour is activated. When we discuss motivation, we are primarily concerned with: (i) what energizes human behaviour, (ii) what directs or channels such behaviour and (iii) how this behaviour is maintained or sustained. Each of these three components represents an important factor in our understanding of human behaviour at work. First, this conceptualization points to energetic forces within individuals that often trigger these drives, second, there is the notion of goal orientation on the part of individuals, their behaviour is directed toward something; third, this way of viewing motivation contains a systems orientation; that is, it considers those forces in the individuals and in their surrounding environments that feed back to the individuals either to reinforce the intensity of their drive and the direction of their energy or to dissuade them from their course of action and redirect their efforts. These three components of motivation appear again and again in the theories and research that follow.<sup>21</sup>

Literally, motivation means the act of giving incentives.<sup>22</sup> The term motivation has been defined in various ways by different authors but an exhaustive definition of the

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<sup>21</sup> Richard, M. Steer & Lyman, W. Porter, *Motivation and Work Behaviour*, 3<sup>rd</sup> ed., (New York: McGraw Hill Book Co., 1983), pp. 3-4.

<sup>22</sup> A.S. Hornby, *Oxford Advanced Learners Dictionary for Current English*, (Oxford University Press, 1985), p. 551

term is yet to be found out. According to Cruden and Sherman, “The study of motivation involves trying to find the answers to such questions as: why does one person strive harder than another? Why do some employees seek higher levels of responsibility and some do not? Why do wage incentives stimulate some employees and not others?”<sup>23</sup> In general, it refers to the process or factors (motives) that influence people to act. Psychologists view motivation as the process of (i) arousing behaviour, (ii) sustaining behaviour in progress, (iii) channeling behaviour into a specific course. That is motivation is the inner state that energizes, channels and sustain human behaviour.<sup>24</sup> In these definitions so far cited in an effort to explain the term “Motivation” the authors have stressed only the individual’s desire to exert their performance in a particular manner. M.J. Garinon defines motivation as “individual’s needs, desires, and concepts that cause him or her to act in a particular manner.”<sup>25</sup>

According to R.W. Griffin, motivation is a cyclical process affecting the inner needs or drives that energize, channel and maintains human behaviour. It begins with inner drives and needs that motivate the individual to work towards certain goals which the individual has chosen in the belief that they will satisfy the inner drives and needs. After attaining those goals the individual consciously or unconsciously judges whether the effort has been worth while.<sup>26</sup> Dictionary of Business and Management defines motivation as a stimulus that differentially energizes certain responses within a person. A motivation is inferred from a person’s pattern of behaviour which the individual is not aware.<sup>27</sup> According to Encyclopedia of Management the term motivation has been defined as the degree of readiness of an organism to pursue some designated goal and implies the determination of the nature and locus of the forces inducing the degree of readiness.<sup>28</sup>

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<sup>23</sup> Herbert, J. Cruden and Arthur W. Sherman, *Managing Human Resources*, 7<sup>th</sup> ed., (Chicago: South-Western Publishing Co., 1984), p. 257.

<sup>24</sup> William, F. Glueck, *Management*, 2<sup>nd</sup> ed., (USA: the Dryden Press, Hinsdall, 1980), Pp. 160-161.

<sup>25</sup> Martin, J. Gannen, *Organizational Behaviour: A managerial and Organizational Perspective*, (Boston: Little Brown & Co., 1978), p. 172.

<sup>26</sup> R.W. Griffin, *Management*, (Boston: Houghton Mifflin Co., 1984), pp. 383-387.

<sup>27</sup> *Dictionary of Business & Management*, 2<sup>nd</sup> ed., (New York: John Wiley & Sons Inc., 1993), p. 332.

<sup>28</sup> *The Encyclopedia of Management*, 2<sup>nd</sup> ed., (New York: Van Nostrand Reinhold Co., 1973), p. 597.



From an organizational point of view, motivation deals with everything that a manager knows, or can use to influence the direction and rate of individual behaviour.<sup>29</sup> Like personality traits and types, motivation is not directly observable; it must be inferred from behaviour.

Every organization needs people in order to function. More specifically, Katz and Khan have pointed that organizations have three behavioural requirements in this regard: (i) people must be attracted not only to join the organization but also to remain in it; (ii) people must perform the tasks for which they are hired and must do so in a dependable manner and (iii) people must go beyond this dependable role performance and engage in some form of creative, spontaneous and innovative behaviour at work.<sup>30</sup> In other words, for an organization to be effective, according to this reasoning, it must come to grips with the motivational problems of stimulating both the decision to participate and the decision to produce at work.<sup>31</sup>

Motivation obviously acts as the propellant that drives the will and inner forces of an individual towards doing spontaneously a particular task. Motivation is very much needed for maintaining optimum job satisfaction level by increasing productivity and sales amidst myriad of adversities by way of using human resources through creation of dynamism and imparting training and development.

From the above discussion it is clear that motivation implies an action on the part of an individual besides its traditional sense of stimulating process that leads people towards performing an action facilitating the accomplishment of organizational goals. Therefore, motivation can be termed as a forceful drive originated in the inner self to attain certain goals for satisfying needs. It enhances, guides and controls the human behaviour towards goal oriented needs.

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<sup>29</sup> Robert, M. Fulman, *Practical Human Relations*, Rev. ed., (Illinois: Richard, D. Irwin Inc., 1983), p. 134.

<sup>30</sup> D. Katz and R. Khan, *The Social Psychology of Organization*, (New York: John Willey & Sons., 1966), p. 137.

<sup>31</sup> J.G. March & H.A. Simon, *Organizations*, (New York: John Willey & Sons., 1958), p. 213.



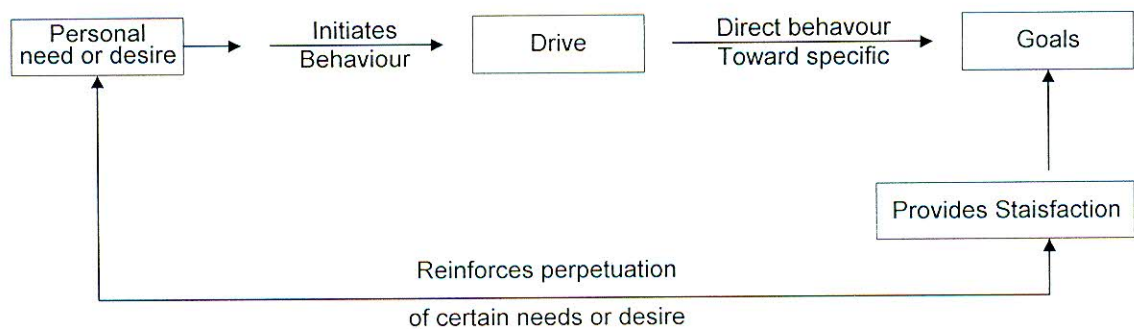
### 1.10 The Basic Motivational Process

George R. Terry characterizes the motivation process or phenomena by some common denominators extracted astutely from the analysis of various definitions and he describes them as follows:<sup>32</sup>

- i. an internal need energizes and activates human behaviour,
- ii. drive is the inner force that leads people behaviour in a specific direction, and
- iii. goals are the incentives or payoffs that reinforce private satisfaction, that in turn reinforce this perpetuation of needs.

Apart from the above denominators which purport to be the actual meaning of motivation, the author also makes an attempt to represent the motivational process through a diagram shown below:<sup>33</sup>

**Fig. 1.1**  
**Motivational Process**



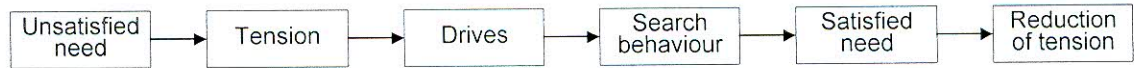
Different management thinkers have described the motivational process in a variety of ways which ultimately has given to diversity in manifesting the motivation process through diagrams. Stephen P. Robbins showed the motivation process by the following way:<sup>34</sup>

<sup>32</sup> George, R. Terry and Franklin, Stephen, G. *Principles of Management*, (Illinois: Richard, D. Irwin Inc., 1982), p. 298.

<sup>33</sup> Ibid.

<sup>34</sup> Stephn, P. Robbin, *Essentials of organizational Behaviour*, 5<sup>th</sup> ed., (N.J.: Prentice Hall Inc., 1997), p. 47.

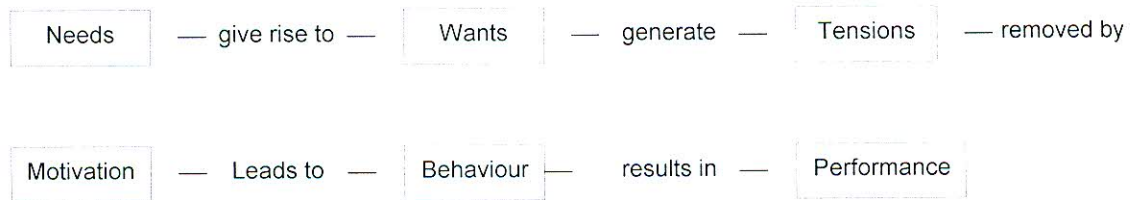
**Fig. 1.2**  
**Motivation Process**



Here unsatisfied need creates tensions which stimulate drives within the individual. These drives generally search to find particular goals that, if attained, will satisfy the need and lead to the reduction of tension.<sup>35</sup>

Another management thinker M. Banerjee suggests the motivation process as follows:<sup>36</sup>

**Fig. 1.3**  
**Motivation Process**



The basic building blocks of a generalized model of motivation are: (i) needs or expectations; (ii) behaviour; (iii) goals and (iv) some form of feedback. The interaction of these variables is showed in Figure-4.<sup>37</sup> Basically, this model points individuals process and expectations. For example need for affiliation, a strong desire for additional income or an expectation that increased effort on the job would lead to a promotion. Those activators are generally characterized by two phenomena. First, the emergence of such a need, desire generally creates a state of disequilibrium within the individuals which they will try to reduce. Second, the presence of such needs, desires is generally associated with an anticipation or belief that certain actions will lead to the reduction of this disequilibrium.<sup>38</sup>

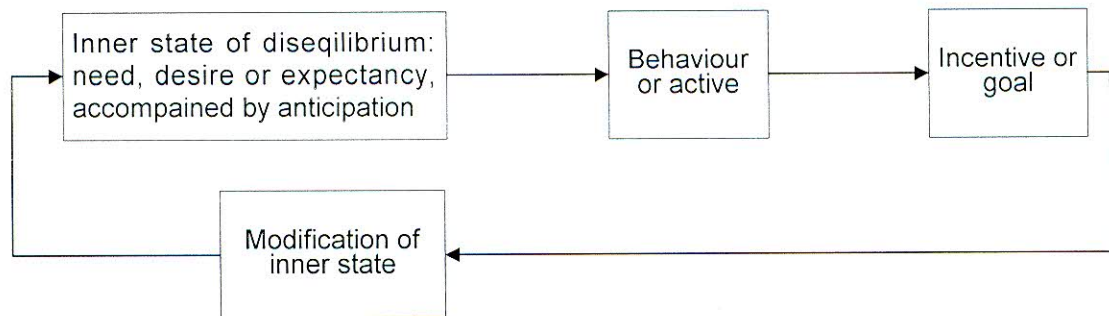
<sup>35</sup> Ibid.

<sup>36</sup> M. Banarjee, *Organization Behaviour*, (New Delhi: Allied Publishers Private Limited, 1986), p. 44.

<sup>37</sup> Steers, Op. cit., p. 4.

<sup>38</sup> Ibid.

**Fig. 1.4**  
**A generalized mode of the basic motivation process**



Source: Richard M. Steers, and Lyman W. Porter, *Motivation and Work Behaviour* 3<sup>rd</sup> ed., (NY: McGraw Hill Book Co. Inc., 1983), p. 14.

It is true that human being will never be satisfied with their needs. As soon as one of his need is satisfied, another appears in its place. This process is unending, it continues from birth to death. So, motivation process is a continuous process.

Certainly, it is not an easy task to motivate people because every individual has his own characteristics such as needs, interests, attitudes and goals, all of which have a definite influence on the motivated behaviour. On the other hand, within the organization itself, there are certain characteristics like task being performed, organizational practice pattern, the working condition etc. which also have influences on the motivated behaviour of people.

### **1.11 Factors Governing Motivation**

Motivation may be positive and negative. A positive motivation rewards the employee for superior performance, whereas a negative motivation consists of some form of penalty for poor performance. Though the fear involved in negative motivation may be occasionally necessary for maintaining discipline, they are not long lasting and are hence unsuitable for increasing production.

‘Job factors’ of the employees are the governing factors of motivation. It can be classified by the following way:<sup>39</sup>

<sup>39</sup> M.V. Krishan, *Incentives*, (New Delhi: National Productivity Council, 1988), Pp. 22-23.



**1. Non-financial motivators:** Non-financial motivators are those where there is absolutely no monetary benefit. For example:

- a. Appreciation for good work done;
- b. Opportunity to learn the job,
- c. Efficient and sympathetic supervision,
- d. Suitable type of work,
- e. Comfortable working condition,
- f. Sympathy and help on personal matters,
- g. Job security and job stability,
- h. Service rules and conditions,
- i. Opportunity for helping other people,
- j. Opportunity for making friendship,
- k. Opportunity for receiving and giving love, approval and respect,
- l. Power and authority,
- m. Freedom of action in using own ideas and intelligence,
- n. Fair deal
- o. Impartial behaviour
- p. Freedom of expression,
- q. Participation in decision making activities,
- r. Opportunity for personal growth, development and self-fulfillment,
- s. Relationship with superior.

Non-financial motivators will be effective at the worker levels only as a supplement to financial motivators. However, for supervisors and those above them, such motivators serve as morale boosters and spur them on to being more effective in their organizations.<sup>40</sup>

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<sup>40</sup> Ibid.

**2. Semi-financial motivators:** Semi-financial motivators may be classified as those which have some monetary benefit, but not directly linked with output and wages. For example:<sup>41</sup>

- Promotion
- Increment
- Provision of training
- Welfare facilities

**3. Financial motivators:** Financial motivators are also known as wage incentives and payment by results, may be classified under the financial schemes.<sup>42</sup> Direct financial incentive schemes are the most effective among the different types of schemes and provide the strongest motivations.<sup>43</sup>

**4. Group incentives:** Individual and team-spirit are both essential to achieve an organization's objectives. Individual incentives in the form of recognition and extra pay for superior performance encourage competitive spirit among workers, and result in the employees putting forth their maximum effort. Co-operation is an equally important incentive in many situation. There are many situation in industry where work will be interdependent and a group of workers may have to work as a team for the completion of the job. Since the work is inter-related and each worker will have to cooperate with the other, a group incentive is given, so that by a cooperative effort better group performance is obtained.<sup>44</sup>

Most of these motivating elements or factors are normally considered for the workers in the context of their jobs.

## 1.12 Theories of Motivation

Over the last 50 years, innumerable motivation theories have evolved. Maslow's Need Hierarchy, McClulland's Acquired Needs, Herzberg's Two-factor, McGregor's X &

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<sup>41</sup> Ibid.

<sup>42</sup> Ibid.

<sup>43</sup> Ibid.

<sup>44</sup> Ibid.

Y theory. Gary, P. Latham and Edurin A. Locke's Goal-setting, J. Stacy Adam's Skinner's Operant Conditioning. Integrated theories, Ouchis theory, Z, Alderfer's ERG theory, Porter-Lawler Expectancy model have been developed for the purpose of understanding motivational process with a clarity. These theories can broadly be clustered into cognitive and acognitive school of thoughts. Cognitive school theories advocates for internal striving like: physiological, safety, utilization, power, achievements, esteem, self-actualization, ethics and values while acognitive school theories focus on external strivings like cash rewards. Some of these strivings involves financial outlay while others are non-financial in nature.

The analysis of the motivation in this study will be done in light of:

- Need Hierarchy theory, and
- Motivator Hygiene theory.

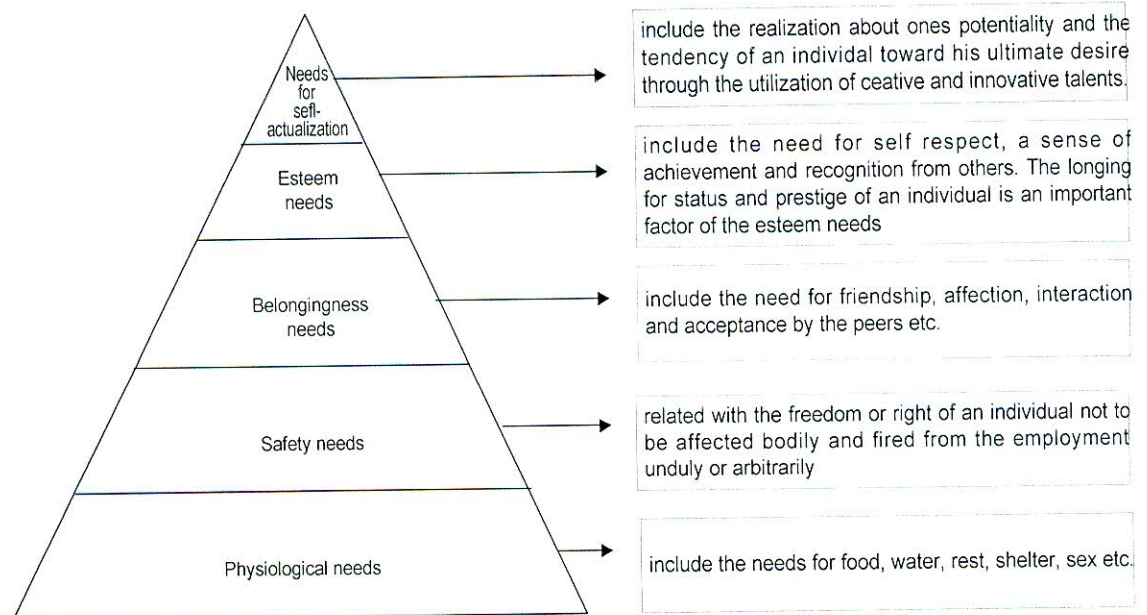
### **The Need Hierarchy Theory**

Abraham Maslow gave one of the most popular theories of motivation known as the "Need Hierarchy Theory". The basic assumption of this theory is that human needs and wants are the main causes of human behaviour. In order to satisfy their needs and wants people go for works. It is necessary to have the knowledge about needs and wants to understand the motive and behaviour pattern of people. In order of the importance, human needs consisting of five categories which have been placed by the author one after another to form a hierarchy as shown in Figure 1.5.

After lower level needs (physiological and safety needs) are satisfied, the individual proceeds to the higher order needs (social, esteem and self-actualization need) in the same order. In order to recognize physiological needs such as need for food, drink, shelter etc. as the primary or most fundamental needs they have been placed at this lower level thereafter security needs have been placed above the physiological needs implying that first primary needs are to be met up and only after then the question of satisfying security needs comes and fulfilment of the needs occurs from the lower level to the upper level.



**Fig. 1.5**  
**Need Hierarchy Theory**



**Source:** Ricky, W. Griffin, *Management*, (Boston: Houghton Mifflin Company, 1984), p. 388.

As a result the hierarchy has become pyramidal. Some of the outstanding management practitioners think that Maslow was rather interested in depicting the sources of these needs than categorizing them. According to Maslow, some needs are inherited such as the need for food and water and the others such as the need for social recognition are acquired.<sup>45</sup>

### **Hierarchy of Needs**

**i) Physiological needs:** The first level of hierarchy consists of the physiological needs. If needs such as hunger or thirst are not properly met then the needs above them on hierarchy are pushed into the background in terms of controlling behaviour. Maslow felt that physiological needs are adequately met for most people in our society.

**ii) Safety needs:** These needs represent a need for safety or security in our environment. Higher needs become an important when one's life is endangered.

<sup>45</sup> William, F. Glueck, *Management*, (Illinois: The Dryden Press, 1980), p. 163.

Maslow realized that safety needs can be found in people's preference for familiar surroundings, secure jobs, saving accounts and insurance.

**iii) Belongingness needs:** When safety needs have been adequately met, they become unimportant in the direction of behaviour and the love or belongingness needs emerges. These needs involve hunger for affectionate relationships with others, need to feel part of a group, or a feeling that one 'belongs'.

**iv) Esteem needs:** Once the love needs are fulfilled people seek for fulfilling esteem needs. There can be need for self-esteem and esteem from others. Self-esteem motivates the individual to strive for achievement, strength, confidence, independence and freedom. On the other hand, esteem from others involves a desire for reputation, status, recognition and appreciation by others for one's abilities and a feeling of importance.

**v) Self-actualization needs:** When one has satisfied the first four levels of need, the final level of development which Maslow termed as self-actualization. Self-actualization is the desire for values such as truth, honesty, beauty and goodness and finding a meaning of life. Maslow suggested that the process of self-actualization takes considerable time and most of the self-actualizing persons is 60 or more years old.

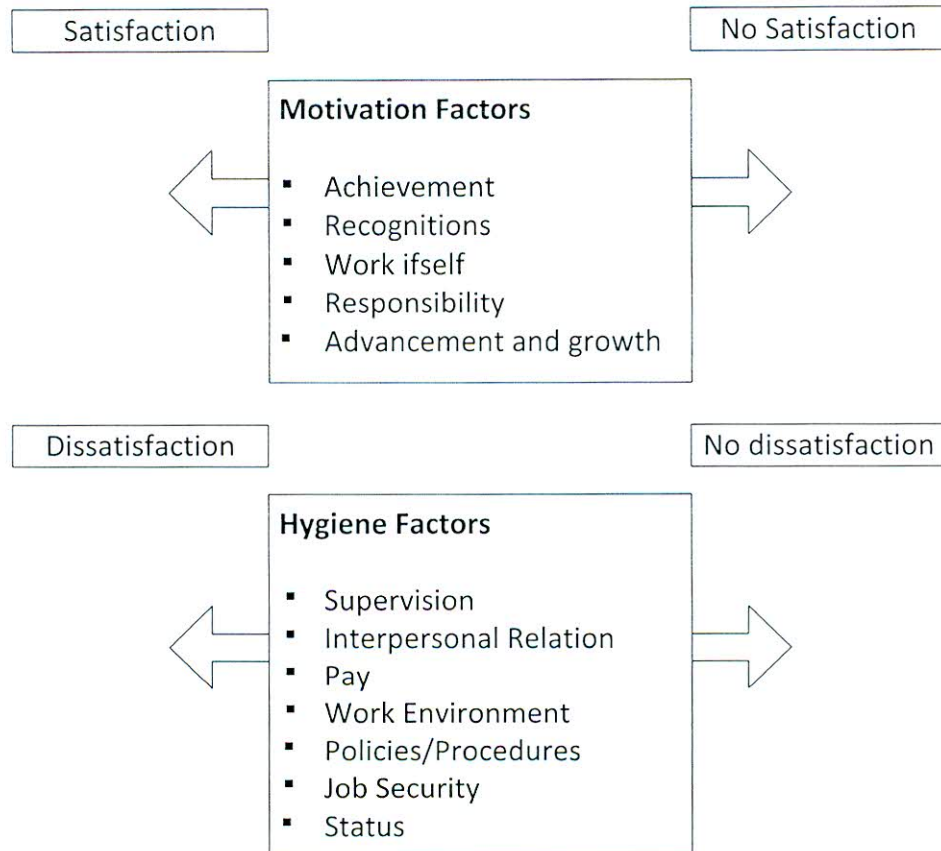
### **Herzberg's Two-Factor Theory**

A related type of need theory influenced in part of Maslow's concept of self-actualization is called the 'Herzberg's Two-Factor Theory: Based on job satisfaction studies of Herzberg and his colleagues.<sup>46</sup> This theory proposes that two different sets of needs these are motivator and hygiene which can stimulate the work environment. The two factors have been referred as satisfiers and dissatisfiers. Herzberg labelled the factors that led to satisfaction at work as motivators and he labelled the factors that led to dissatisfaction at work as hygiene factors. The most common motivators and hygiene factors can be found in Figure-6.

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<sup>46</sup> Frederick, Herzberg, B; Mausner, and B. Snyderman, *Motivation at Work*, 2<sup>nd</sup> ed., (N.Y.: John Willey & Sons., 1967), p. 302.

**Fig. 1.6**  
**Motivators and Hygiene Factors of the Two-factor Theory**



Source: F. Herzberg, *Work and the Nature of Men*, (Cleveland, OH: World Publishing, 1966).

According to the two factor theory, the presence of dissatisfies (hygiene factors) are extrinsic in character, such as company policy, technical supervision, interpersonal relation with supervisors, with peers and subordinates, salary, job security, working condition and status etc. does not necessarily motivate employees. But their absence gives rise to dissatisfaction. On the other hand, the presence of satisfiers known as motivation factors, intrinsic in nature, such as achievement, recognition, advancement, work itself and possibility of growth etc. motivate people to work resulting in good job performance but their absence does not cause any dissatisfaction. This theory has also got some limitations. Criticism has been made against this theory on the basis of the results of some studies conducted with a view to testing this theory. According to the findings of the study, some factors are responsible for both satisfaction and dissatisfaction. For example, if an individual gets



promotion or his salary increases as per his expectation, he will work more and if it is otherwise, that is, if his expectations are not fulfilled, dissatisfaction within that individual will of course develop.

### **1.13 The Measurement of Motivation**

The scientists and the social researchers never measure the motivation directly. Firstly, they manipulate some stimulus condition and then measure some behaviour in the form of response. For example, scientists have studied that a rat runs faster after 48 hours of deprivation than when not deprived. A similar approach has been taken for this study. A questionnaire has been developed assuming different stimulus conditions and responses. Motivation can however, be assumed from the change in behaviour that may occur in different conditions. These conditions and behaviours are measured from questions such as when the employee feels particularly good in his job or what other benefits the employee needs from the company.

Researcher made questions from the view point of need hierarchy theory and motivator-hygiene theory. Questions have been used to find the physiological needs of the need hierarchy theory. These questions reflect the employee's basic needs such as food, shelter, education, clothing, housing etc. Question has been asked about the different benefits those an employee is willing to have from the company and then look to the responses whether their physiological needs has been fulfilled or not. Questions are asked to the workers regarding the physical working condition, job security, relationship with superiors, co-workers, feelings as part of this company, recognition for good work done, scope for advancement, training need and training for development etc. to find the safety and security needs, belongingness needs, esteem needs and self-actualization needs accordingly.

The analysis of the motivator and hygiene theory is done with the help of some questions to workers. These questions reflect the conditions or situations that brings about the feeling of good or bad. Feeling of good can make an employee more motivated, which in term leads to increase service and organizational commitment. On the other hand, feeling of bad can bring about lack of motivation in the employee and creates job dissatisfaction. If the management is aware about the situation that there is dissatisfaction among the workers due to certain situations then they can

stimulate those situations more often so that the level of motivation among the workers of the company will increase. In this way, bad feeling among the workers can be avoided and the employees can be kept apart from lowering their level of motivation at work.

#### **1.14 Definition of Worker**

In our research purpose, we accepted that definition of worker who are directly engaged in operating jobs. They do not have any executive power and get wage as remuneration. In garment industry, there are three types of workers as per skilled category: (i) skilled, (ii) semi-skilled, (iii) un-skilled.

For the research purpose only skilled female workers were selected. To ensure the uniformity of data only skilled machine operators (Grade III) were considered.

#### **1.15 Concept of Performance**

Performance concerns those behaviours directed toward the organization's mission or goals or the products and services resulting from those behaviours.<sup>47</sup> Performance is affected by some factors such as intelligence, skill and availability of key resources.<sup>48</sup> For my research study, we used a performance rating schedule. The following factors were included in the performance rating schedule:

- i. Intelligence and mental alertness
- ii. Sense of responsibility
- iii. Attention in work
- iv. Obedience
- v. Time sense
- vi. Sense of discipline
- vii. Skillness
- viii. Laborious
- ix. Quality of work
- x. Quantity of work

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<sup>47</sup> Abraham, Zaleznick, *Motivation, Productivity and Satisfaction of Workers: A Prediction Study*, (Boston: Harvard Business School, 1988), pp. 268-269.

<sup>48</sup> Ibid.

- xi. Behaviour with co-workers
- xii. Behaviour with supervisors
- xiii. Honesty
- xiv. Absenteeism rate/attendance
- xv. Interest of learning
- xvi. Interest to obey the rules and regulation of the company.
- xvii. The interest of the company
- xviii. Mentality to accept any change
- xix. Interest to take safety measures

Respective supervisor were rated these factors of their workers by using the Likert's five point scales. Supervisor in an organization has many duties to perform. He is to guide the workers and control and coordinate their work. He is also responsible for ensuring adequate production at specified quality, so he/she is the right person to measure the workers performance properly.



## PART D

### REVIEW OF LITERATURE

Many researches have been conducted on the motivation by the managerial and non-managerial people from different aspects. But few systematic analysis have yet been conducted to examine the state of motivation among working women and to investigate the factors contributing to job satisfaction and dissatisfaction.

One of the most engrossing and comprehensive work made by M. Habibullah<sup>49</sup> is “Motivation Mix”. His work is an excellent presentation of different motivational aspects of both the management and the non-management people working in five major industries of Bangladesh namely: jute, cotton, paper, tobacco and drug manufacturing. He made an attempt to identify categorically different factors affecting the motivational levels of both the managers at different levels and the workers by way of showing co relational relationships to measure socio-economic influences on motivation and analyzing motivational deficiencies in different aspects. The researcher made number of suggestions covering every facets of the motivational problems.

Abdul Awal Khan and Md. Yunus<sup>50</sup> conducted a study on “Workers Motivation: A Case Study of a few Manufacturing Concerns in Chittagong”. This study was an analysis of the findings of motivational factors of the workers employed in some manufacturing concerns in Chittagong. The researcher wanted to identify that what the workers of our industries want out of their jobs. According to this study workers want better pay, production bonus, travelling allowance, canteen subsidy, rationing facilities, promotion, uniform, security and training facility. They expressed worker’s opinion according to priority basis.

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<sup>49</sup> M. Habibullah, *Motivation Mix* (University of Dhaka: Bureau of Economic Research, 1974).

<sup>50</sup> Abdul Awal Khan and Md. Yunus, “Workers Motivation: A Case Study of a few Manufacturing Concerns in Chittagong”, *Chittagong University Studies*, Vol. 1, Part 1, (1977), pp. 129-142.

A.K.M. Shahid Uddin<sup>51</sup> conducted a research study on “Managing women workers in the garment industry”. His objects were to identify the present working environment for the women workforce in garment industries to find out the attitude and morale of women worker. Researcher made an attempt to identify the socio-economic factors affecting the women workforce in seeking jobs in the garment industry and suggest the ways to improve the handling and managing of the workforce for greater productivity. He collected data from 158 garments industries in Chittagong zone. His findings represent that there is scarcity of experienced and skilled workers in general and among the women in particular. The reasons behind the job changes were inadequate pay, fringe benefits, lack of proper facilities and unfavourable attitude of the employee/supervisor. The absenteeism and labour turnover was about 15 percent for women workers in garment industries but it was five percent in other industries. More than 50% of the workers have less than 6 years of schooling, poor salary structure, heavy working hours, lack of housing facilities, lack of recreational facilities, insufficient industrial welfare activities, training facilities etc. affected the morale of the working force. He concluded that due to lack of proper awareness of industrial welfare and the recognition of workers, no sense of belongingness and commitment to the job could be found. Most of the industries are being managed by people who have no knowledge and proper training about personnel management and industrial relations. So, very poor industrial relationships were observed there.

S.M. Ikhtiar Alam<sup>52</sup> conducted a study on “Job satisfaction: A case study of working women in different garment factories in Dhaka city”. The purpose of this study was to investigate the state of job satisfaction and the factors contributing to satisfaction and dissatisfaction in their jobs. He investigated 14 different garment factories in Dhaka city. Two hundred female workers (of whom 74 unmarried and 126 married between 18 to 50 years of age) who took up their jobs only for economic reasons were selected for interview. In this study the respondents pointed out seven factors contributing to

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<sup>51</sup> A.K.M. Shahid Uddin, “Managing women workers in the Garment Industry”, *The Dhaka University Studies*, Vol. IV, Part C (No. 2, 1983), pp. 83-98.

<sup>52</sup> S.M. Ikhtiar Alam, “Job Satisfaction: A Case Study of Working Women in Different Garment Factories in Dhaka City”, *The Dhaka University Studies*, Vol. VII, Part C (No. 1, 1986), pp. 99-108.



their job satisfaction. These factors were (1) Economic importance of the present job, (2) Absence of better/similar alternative job opportunities, (3) The work itself, (4) Interpersonal relationship with peers, (5) Achievement, (6) Possibility of growth, and (7) Advancement. He also identified the eight factors contributing to their dissatisfaction. These were (1) Low job security, (2) Low level of wages and salaries, (3) Personal life, (4) Company policy and administration, (5) No chance of advancement, (6) Absence of recognition, (7) No possibility of growth, and (8) Working condition. He concluded that major portion of employed women workers of this country were not satisfied with their present jobs. He suggested that to encourage further enrolment of females in the labour force and to increase their work efficiencies and to develop their overall performance government should adopt appropriate measures to ensure their job security and to fix and enforce a minimum wage/salary level. For this purpose the researcher suggested to revise the existing labour laws.

M. Omar Ali<sup>53</sup> completed a research work entitled “Employee Motivation in Bangladesh with Special Reference to Nationalized Industrial Units Located in Rajshahi and Khulan Zones”. The purposes of the study were to identify the causes of employee dissatisfaction. In this study he suggested a creative approaches for enhancing motivation. Nine units from jute, sugar and cotton textile industries were selected for this purpose. Responses were collected from 177 male workers of these units. The findings showed that the majority of the workers were dissatisfied with the facilities given by their organizations. Particularly low rate of pay was identified as the most dissatisfying factor. He remarked that once these problems are removed, there would be increase in production and productivity.

Rafiqul Huda Chaudhury<sup>54</sup> had a study on “Married women in non-agriculture occupation in a metropolitan urban area of Bangladesh: Some issues and problems”. His study was an attempt to examine the state of job satisfaction among working

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<sup>53</sup> M. Omar Ali, “Employee Motivation in Bangladesh with Special Reference to Nationalized Industrial Units Located in Rajshahi and Khulan a Zones”, *Research Report* (UGC: 1989).

<sup>54</sup> Rafiqul Huda Chaudhury, “Married women in non-agriculture occupation in a metropolitan urban area of Bangladesh: Some issues and problems”, *The Dhaka University Studies*, Vol. XII, Part C (No. 1, 1991), pp. 171-180.



women of this country and to find out the reasons for dissatisfaction in their jobs. In this study the overall job satisfaction of a working women was determined in terms of the following: whether she was happy with her present working conditions (level of wages, job security, the job itself, promotion, office environment etc.). The subjects were taken for their study from different occupational groups of Dhaka city. The study estimated that 71 percent of this respondents were unhappy with their current jobs and the reasons for job dissatisfaction were low pay, low job security, job was not to their liking, low chances of promotion, unhealthy office environment and others. Out of these reasons, low pay was the most important reasons for dissatisfaction. He also attempted to find out the relationship of job satisfaction to age, education and types of job or profession.

Dr. Shayam Sundar Karmakar<sup>55</sup> wrote an article, entitled “Human Factors in Development with Special Reference to Japan”. This paper focused on the basic ingredients of the human resource development strategy of Japan and identified some of the measures which are relevant in the context of the development process of Bangladesh. Analysis of human resource development strategy of Japan unfolds the fact that more emphasis was laid on the provision of basic opportunities to the people for participating in the development process than the growth centered strategy of development. The researcher expressed that development strategy of Bangladesh be critically examined to explore the possibilities whether human resource development strategy should be given priority over other development strategies.

Md. Anisur Rahman<sup>56</sup> wrote an article on “Employee Motivation: An Application of Maslow’s Need Hierarchy Model in the Organizational Context of Bangladesh”. In this study the researcher identified that to attain the specified and desired objectives of an organization, effective management should emphasize the appropriate utilization of human and non-human resources of the organization. It is generally recognized that the maximum utilization of human resources in an organization largely depends on

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<sup>55</sup> Dr. Shayam Sundar Karmakar, “Human Factors in Development with Special Reference to Japan”, *Dhaka University: Journal of Business Studies*, Vol. 12 (No. 2, 1991), pp. 53-70.

<sup>56</sup> Md. Anisur Rahman, “Employee Motivation: An Application of Maslow’s Need Hierarchy Model in the Organizational Context of Bangladesh” *The Dhaka University Studies*, Vol. 12, Part C (No. 1, 1991), pp. 171-180.

the use of appropriate motivation. The motivated workers are often the most productive workers reaching or even exceeding that organizations goal sets for him. Therefore, in order to get the work done on desired level the management should understand what motivates the action of the people. This research showed that Maslow's need hierarchy model is a powerful basis for motivating the workers and for getting higher performance.

M. Habibullah, Santi N. Ghosh and M. Abdul Quddus<sup>57</sup> jointly conducted (a research project sponsored by BMDC and ILO/UNDP) a study on "Motivation Study". The researchers investigated and analyzed the feasibility of increasing production and minimizing wastage by motivating managers through Result-Based Reward System.

Dr. Mokbul Ahmed Khan<sup>58</sup> conducted a study on "Incentive Schemes in Industries of Bangladesh" (BMDC Journal). In this study this researcher showed that both incentive and overtime play very significant role in raising output per direct worker. His study also revealed that there was high positive correlation between incentive earning and productivity.

Abu Bakr Siddiqui<sup>59</sup> wrote article on "Motivational Models, Managerial Strategy and Organizational Theory: An Analysis of their Interdependence-Based Link and Trends". This paper attempts to focus on such link emphasizing their interdependence based progression thereby trying to form some sort of conceptual framework about future organization and this analysis is intended to fill up the question mark (?). Ultimately the study showed that there has been a close link between motivational models, managerial strategy and organizational approach.

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<sup>57</sup> M. Habibullah, Santi N. Ghosh and M. Abdul Quddus, "Motivation Study", *BMDC: Research Project*, (1991).

<sup>58</sup> Dr. Mokbul Ahmed Khan, "Incentive Schemes in Industries of Bangladesh" *BMDC: Management Development*, (1991), pp. 37-58.

<sup>59</sup> Abu Bakr Siddiqui, "Motivational Models, Managerial Strategy and Organizational Theory: An Analysis of their Interdependence-Based Link and Trends", *Chittagong University Studies*, Vol. 9, Part C (1993), pp. 125-146.



Alinoor Rahman<sup>60</sup> had studied on “Job Satisfaction of Garment Industries Supervisors of Bangladesh”. The study was designed to investigate the job satisfaction and dissatisfaction of garment supervisors in Bangladesh. The study comprised of 60 supervisors from four different garment factories located in Narayanganj. The subjects of the study were selected on random basis. The study suggests that open communication, job security, supervision, recognition for good work done and overtime are considered more important for their job satisfaction than job status, working environment and autonomy in work. The study also shows that job satisfaction has significant impact on performance. Some of the personal factors such as sex, education and income have significant impact on job satisfaction but some other factors such as age, experience and marital status do not show any significant impact on job satisfaction.

Another study was conducted by Md. Mosharraf Hossain and Md. Alinoor Rahman<sup>61</sup> on “A Socio-Economic Survey of the Female Garment Workers in Narayanganj”. Main results of this study indicate that the workers were young in age and were poorly paid compared to their counterparts in other industries of Bangladesh. It was also found that workers in garment units were subjected to some problems at work. The most important of these problems were long working hours, excessive work load and job insecurity. The workers stated that garment owners did not follow any labour law. In spite of these problems, most respondents were working in the garment units because they did not have any alternative job opportunities. As a result dissatisfaction among workers was rising everyday, thereby making the future of garment industry dark in the country. The workers have suggested that both the owners of garment units and government should take necessary steps for reducing dissatisfaction among workers and for creating better labour management relations in the readymade garment industry.

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<sup>60</sup> Alinoor Rahman, “Job Satisfaction of Garment Industries Supervisors of Bangladesh”, *BMDC: Management Development*, Vol. 23, (1994), pp. 53-59.

<sup>61</sup> Md. Mosharraf Hossain and Md. Alinoor Rahman, “A Socio-Economic Survey of the Female Garment Workers in Narayanganj”, *The Islamic University Studies*, Vol. II (No. 1, 1995), pp. 71-79.



Md. Ekramul Hoque and Md. Sarwar Jahan<sup>62</sup> jointly conducted a study entitled “Work Motivation and Job Performance of Employees of Commercial Banks in Bangladesh”. The researchers attempted to compare the employees of private and public commercial banks in terms of their work motivation and job performance. The study revealed that motivation scores of the officers were higher than those of the non officers. Personal variables like age, experience, education, size of family did not have significant impact on motivation except for income. The findings of the study further revealed that work motivation had significant effect on job performance.

A study on “Garment Workers in Bangladesh: Economic, Social and Health Condition” was conducted by Salma Chaudhuri Zohir and Pratima Paul Majumder<sup>63</sup>. This study analyzed organizational aspect of the firms and their impact on workers. There is also information on child labour. It has extensive analysis on economic conditions, social security and health condition of the workers. Furthermore, it discusses legal rights of the garment workers as well as opinion of the entrepreneurs regarding labour laws. A particularly interesting dimension is the analysis on the status of the workers within their families and in the society at large.

Md. Fashiul Alam<sup>64</sup> wrote an article on “Labour Unrest in Selected Industries of Chittagong”. The objects of the study were to identify the causes of labour unrest in selected industries in Chittagong, examine the legal framework for the regulation and control of labour relations, prevention and settlement of disputes and grievances. He selected 4 units in total (2 public sectors and 2 private sectors) 70 respondents, i.e. 15 manager, 15 union leaders and 40 workers were participated for the purpose of the study. His study revealed that the cost of living, delay in the settlement of dispute, negligence of administration about labour affairs, termination of workers and trade union leaders, employers domination over the terms of employment, management support for a section of leaders etc. were the main causes of labour unrest. He

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<sup>62</sup> Md. Ekramul Hoque and Md. Sarwar Jahan, “Work Motivation and Job Performance of Employees of Commercial Banks in Bangladesh”, *Journal of Business Administration*, Vol., 22 (Nos. 1&2, 1986), pp. 51-55.

<sup>63</sup> Salma Chaudhuri Zohir and Pratima Paul Majumder, “Garment Workers in Bangladesh: Economic, Social and Health Condition”, *BIDS: Research Monograph* (1996).

<sup>64</sup> Md. Fashiul Alam, “Labour Unrest in Selected Industries of Chittagong”, *The Chittagong University Studies*, Vol. V (1996), p. 22-29.

suggested that the permanent cell should be made to listen the workers grievances and improving conditions of work. The author remarked that the broad based should be done to examine the issues and causes of labour unrest in Bangladesh.

Md. Abu Bakar<sup>65</sup> had studied on “Employees Motivation and Job Performance”. He identified that major motivating factors are pay and other tangible facilities, opportunity for promotion and advancement, comfortable working conditions, suitable type of work, goal and sympathetic supervision, opportunity to learn the job, appreciation for good work done, sympathetic and help on personal matters, job security and job stability, power and authority, ego-needs fulfillment, opportunity for creative thinking and expression, participation in decision making activities, opportunity for personal growth, development and self-fulfilment.

Md. Maksudur Rahman Sarker<sup>66</sup> conducted a study on “Status of the Workers in the Garment Industries of Bangladesh: A Study on Socio-Economic Perspective”. This study investigated the conditions of the workers from dual angle. One is social perspective and the other is economic perspective. This analysis was based on the survey of 1000 workers of selected 20 garment factories in different regions of Bangladesh. Comprehensive interview and observations of the working conditions and socio-economic conditions of the various levels of workers and also of the attitude of the management and directors have been conducted. The prime conclusion of this study is that the standard of living of the garment workers is still in precarious condition. They are not free from the vicious circle of poverty and face extreme difficulties in obtaining their basic needs for survival.

Nazmul Hossian and Jagjit S. Brar<sup>67</sup> conducted a study on “The Garment Workers of Bangladesh: Earnings and Perceptions towards Unionism”. In this study the researcher

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<sup>65</sup> Md. Abu Bakar, “Employees Motivation and Job Performance”, *Bank Parikrama*, Vol. V (Nos. 3&4, 1996), pp. 27-32.

<sup>66</sup> Md. Maksudur Rahman Sarker, “Status of the Workers in the Garment Industries of Bangladesh: A Study on Socio-Economic Perspective”, *Dhaka University: The Journal of Business Studies*, Vol. 18 (No. 1, 1997), pp. 43-57.

<sup>67</sup> Nazmul Hossian and Jagjit S. Brar, “The Garment Workers of Bangladesh: Earnings and Perceptions towards Unionism”, *Dhaka: Journal of Business Administration*, Vol. 14 (No. 4, 1999), pp. 185-194.



mentioned that low labour cost has made Bangladesh one of the fastest growing garment exporting countries. The competitive nature of this industry requires the timely shipment and the quality of the products. Garment producers have considerable flexibility and independence in monitoring and dictating work activity, setting wages and recruiting policies, because of the absence of unionism. This article studied the workers perceptions toward unionism as well as the determinates of earnings. A majority of the workers perceived that unionization would help them to attain higher wages and greater job security as well as better working condition. Education and experience were found to be the major determinants of earnings in the garment industry.

Md. Omar Ali<sup>68</sup> made a study on “Job satisfaction of the workers in the garment industry in Bangladesh”. The objectives of the study were to identify the causes of satisfaction and dissatisfaction of garment workers in their jobs, examine the level of job satisfaction, existing job enrichment facilities in the industry and to determine the optimum capacity of the worker’s job performance. One hundred thirty female workers in different garment factories in Dhaka and Chittagong city were selected for interview. 30 factories were selected for this purpose (20 from Dhaka city and 10 from Chittagong). In this study, the researcher classified satisfaction into two groups (i) general satisfaction, it means overall satisfaction of workers to their jobs and (ii) specific satisfaction, which specific in nature, i.e. satisfaction with specific aspects of job. He used some variables for this purpose. These were pay, security, respect and fair treatment, accomplishment, satisfaction with co-workers, independent thought and action, satisfaction with supervisor. These variables of satisfaction were measured on a five point scale. According to his observation, the garment jobs in Bangladesh are not well designed and not enriched. Workers overall satisfaction level was neither positive nor negative. Management of the garment factories was not sympathetic to the needs and requirements of their employees. Pay and different financial and non-financial incentives were not at all satisfactory for the worker’s. The study found that significantly higher percentage of respondents were dissatisfied with their

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<sup>68</sup> Md. Omar Ali, “Job satisfaction of the workers in the garment industry in Bangladesh”, *ADP: Research Report* (1999).



promotional opportunities, self-development and work autonomy. The researcher suggested that management should be more sympathetic to the workers and modern techniques of HRM should be introduced. He also suggested that financial incentives should be provided on the basis of performance and performance evaluation should be made at regular interval. The researcher also observed that adequate safety measures were urgently needed especially in the factory areas.

Salma Zohir<sup>69</sup> in her study “Beyond 2004: Strategies for the RMG Sector in Bangladesh”. Attempts to give answer some questions by examining what strategies Bangladesh needs to adept with respect to (i) external (demand side) constraints and internal (supply-side) constraints. This paper suggests that in order to overcome external constraints Bangladesh will have to take steps to access market through (a) seeking duty free access and (3) have to comply with the non-tariff barriers. There are several strategies, which could be taken to overcome this internal constraints. These are (a) reduce lead time for delivery (b) diversifying into new and higher valued products and into newer markets. (c) enhancing labour skill and productivity to produce better quality products at competitive prices and (d) quality of the product should be improved through proper training of the workers. In order to reduce the lead time there is a need to have backward linkages industries, provide bonded facilities, provide shipping facilities, solve problem at Chittagong Port and improve infrastructure and solve the financial and custom problems.

N.C. Nath<sup>70</sup> in his paper entitled “External Competitiveness of Readymade Garment Industry of Bangladesh: Analysis and Strategies” expressed that Bangladesh needs to be well conscious about its weaknesses, strengths, opportunities and threats. For strategies of strengthening competitiveness cheap and quality labour, accumulated experience of workers and management over the years, good labour management relation and liberalized trade policies of the state persistently to be followed in future.

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<sup>69</sup> Salma Zohir, “Beyond 2004: Strategies for the RMG Sector in Bangladesh”, *BIDS: Bangladesh Economy*, (2000), pp. 137-163.

<sup>70</sup> N.C. Nath, “External Competitiveness of Readymade Garment Industry of Bangladesh: Analysis and Strategies” *Proceedings of a National Seminar on Readymade Garment Industry: BIDS* (January 21-22, 2001), pp. 45-65.

Especially after 2005, it has to face tougher competition and the country needs to get ready from now by developing competitive backward integration. Network IT is urgently necessary to develop regional firm-to-firm cooperation in getting timely delivery of inputs and for international marketing on better terms.

Salma Zohir<sup>71</sup> conducted a study on “Social Impact of the Growth of Garment Industry in Bangladesh”. This study compared not only between male and female workers in the garment industry but also made comparison between workers engaged in the RMG units located in EPZ and non EPZ areas. The findings in this study suggest that employment in the garment industry has definitely empowered women, increased their mobility and expanded their individual choice and there has been improvement in worker’s well being. The improvement in the worker’s well being will be sustained in future if proper policy supports are extended to the garment industry and its workers. The study suggests some measures such as setting up backward linkages, seeking duty free access, diversifying into new and higher value products, diversifying into newer markets and providing safety for the workers are needed.

Md. Shah Nawaz Ali<sup>72</sup> had a study on “Personnel Management in the Garment Industry in Dhaka City”. Ten garment factories in Dhaka city were selected for the study. Exceptional situations were observed there. In this study the researcher identified that 80% of respondent were satisfied with their jobs and personnel management practices in the garment industry was somehow satisfactory. According to his observation he suggested that management should be more attentive and careful about the financial and non-financial matters, moral, training, trade union rights to develop the workers productivity.

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<sup>71</sup> Salma Zohir, “Social Impact of the Growth of Garment Industry in Bangladesh”, *The Quarterly Journal of the Bangladesh Institute of Development Studies*, Vol. 27 (No. 4, 2001), pp. 41-58.

<sup>72</sup> Md. Shah Nawaz Ali, “Personnel Management in the Garment Industry in Dhaka City”, *ADP: Research Report* (2001).



S.H. Masud<sup>73</sup> wrote an article on “Motivation and Development”. His study indicates that there are two types of forces which makes people work. These are (a) pull forces which are manipulated by external sources and (b) push forces which are generated from within the individual. In this article a number of techniques have been discussed to develop the motivation of development officials. These are aspiration, need achievement, job environment, job enlargement, job performance, interpersonal relation, recruitment procedure and organizational development. The researcher indicated that the selection of any of these measures depends upon the nature of the personnel to be motivated, type of task to be achieved and extent of social interaction envisaged in the work process.

Md. Shirajul Islam<sup>74</sup> conducted a study on “Motivational Intervention in Productivity Improvement”. This study was conducted on public sector managers (both cadre and non-cadre) at the level of assistant secretary or equivalent and above. The research study tried to establish links between motivation and productivity. This study showed that motivation and productivity are positively correlated. The study explores, in generic terms, potential benefits of motivation in productivity improvement and suggests action for policy interventions. The study result unfolds innumerable potentials of motivation in reinforcing positive behaviour, weakening negative behaviour, identifying other positive impacts in terms of greater or increased individual commitment responsibilities and output, determining costs of non or low motivation by way of job avoidance and exploring individual capacity of performance improvement.

Abu Yousuf M. Abdullah and Dr. Md. Zakir Hossain<sup>75</sup> conducted a study on “Measures to be taken to make the RMG sector more competitive to meet the post MFA Challenges”. This article identifies some crucial steps, which Bangladeshi RMG sector can adopt in order to face the post Multi Fiber Agreement challenges. The

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<sup>73</sup> S.H. Masud, “Motivation and Development”, *The Dhaka University Studies*, Vol. 4, Part C (No. 2, 2003), pp. 83-97.

<sup>74</sup> Md. Shirajul Islam, “Motivational Intervention in Productivity Improvement”, *PATC: Bangladesh Journal of Public Administration*, Vol. XIII, (No. 12, 2004), pp.40-62.

<sup>75</sup> Abu Yousuf M. Abdullah and Dr. Md. Zakir Hossain, “Measures to be taken to make the RMG sector more competitive to meet the post MFA Challenges”, *Dhaka: Journal of Business Studies*, Vol. XXV (No. 2, 2004), pp. 43-57.



study also identifies the necessary tools to apply for improving the performance. They also suggested that necessary steps should be taken by both the government and the private sector to establish more fashion and technology institutes. The working force in this sector should be well aware of modern technologies as well as fashions of the buying countries in order to remain globally competitive. On the other hand, Government of Bangladesh, the financial institutions, law and order enforcement committee etc. should work in unison towards the successful flourishing of RMG export sector.

Pratima Paul Majumder and Anwara Begum<sup>76</sup> conducted a study on “Engendering Garment Industry: The Bangladesh Context” (The University Press Ltd. Dhaka, 2006). The study showed that most of the workers employed in the garment industry are women. They provide in terms of cheap labour, low bargaining power, and their docility. The main objective of this study was to identify gender differences and their socio-economic impacts and to measure the extent to which these impacts on garment industry in Bangladesh. The analysis in this book is based on the findings of a number of survey conducted by BIDS. It finds women’s employment in the export oriented garment industry of Bangladesh has narrowed down this gender gap in many spheres like employment, income, social prestige, control over income, decision making etc. At the same time women’s employment widens the gender gap in other spheres such as health, social security etc. Tension and ambivalence are also more prevalent among female workers than among the mass workers. It also finds that occupational segregation and gender discrimination in wage rates was wide. Women cannot reap the full potential of their employment if these gender imbalances are not addressed. Most of the policy recommendations in this study aim at eliminating or minimizing the gender imbalances arising from women employment in the export oriented garment industries.

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<sup>76</sup> Pratima Paul Majumder and Anwara Begum, “Engendering Garment Industry: The Bangladesh Context”, *Dhaka: The University Press Ltd.* (2006).

N.K. Tiwari and S.K. Srivastava<sup>77</sup> made a study on “The Industrial Unrest and Productivity: A Case Study”. In this study, the authors emphasized sympathetic and democratic nature of supervision for getting higher production in the organization instead of autocratic and authoritarian types. The authors felt for an effective communication in the organization. They mentioned that workers needed to be taught the importance of communication during working hours and training period. This study facilitates the ways of attainment of job satisfaction. They opined that ill attitude of supervisors or executives towards workers and vice versa may be changed by holding different sessions of counseling, seminars, meetings in the presence of industrial psychologists of the organization.

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<sup>77</sup> N.K. Tiwari and S.K. Srivastava, “The Industrial Unrest and Productivity: A Case Study”, *Journal of Asian Business*, Vol. 9 (No. 4, 1993), pp. 111-131.



## **CHAPTER II**

# **An Overview of Export-Oriented Readymade Garment Industry of Bangladesh**

## CHAPTER II

### AN OVERVIEW OF EXPORT-ORIENTED READYMADE GARMENT INDUSTRY OF BANGLADESH

#### 2.1 Introduction

Garment industry refers to those establishments which cut and/or stitch/make up garments out of woven or knitted fabrics without being involved in the manufacture of fabrics. The term 'garment' is used interchangeably with apparel and 'clothing'. The 'garment' includes readymade woven garment as well as knitwear and hosiery. The products of garment industry are every diverse. It ranges from industrial work wear or basic shirt, which provides protection to the wearer's body luxury fashion products.

The textile and garment industries are closely dependent of another. The output of textile industry does not have value unless it is converted into ready-to-wear apparels by the garment industry. On the other hand, the readymade garment (RMG) can not operate if textile industry does not produce fabrics.

Garment making is the most globalized industry. Every country of the world is involved in garment manufacturing and trading. This industry needs low level of technology. It requires small investment to start its operations. A garment factory can be started as a very small unit. Therefore, entrepreneurs can easily enter to this industry.

In garment industry, the level of investment risk is comparatively low. Entrepreneurs need small amount of capital to start an RMG factory. Besides, it is labour intensive industry. It creates broader opportunity for the employment of large number of people. Garment industry is migratory in nature. It facilitates migration from high cost to low cost countries. Moreover, garment industry provides comprehensive opportunities for subcontracting. With the development of RMG industry large scale merchandising is taken by larger firm. They subcontract stretching and in some cases, both cutting and stretching operation to the RMG factories. Workforce is predominantly composed of female workers as they are easy to manage and direct in their intended way.

## 2.2 Historical background of readymade garment industry in Bangladesh

The performance of the export sector, fuelled by the phenomenal growth of the Readymade Garments (RMG) has been one of the most notable success stories of Bangladesh. The glory attached with manufacture and export of the world famous 'Maslin' and 'Nakshaikantha' by the medieval Bangla will perhaps never come back as such. But it is a matter of no small satisfaction that a new found reputation has been replaced some of that faded glory. Convincingly in the appeal map of the world, Bangladesh is one of the major exporters of quality readymade garments. As exporter of non-traditional item and as a labour intensive industry, garment industry has developed in the private sector and localized in Dhaka, Narayanganj and Chittagong, three major cities of Bangladesh. There are many uncommon features of this industry like export-orientation, high growth, complete dependence on imported raw materials and female dominated employment.

The first RMG factory named "Reaz Garment" was established in Dhaka in 1960, a second was established in 1962, a third and fourth in 1967 and at the time of liberation of Bangladesh there were 5 units for manufacturing readymade garments for domestic markets. At that time, domestic market for RMG in Bangladesh was much smaller than what was in East Pakistan. However, there were few tailoring groups in Dhaka who made export quality shirts and children wear on orders but only very small quality. They received orders and supplied to Karachi based firms.<sup>78</sup>

The garment industry of Bangladesh has been expanding rapidly since late 1970s. But in 1970 Bangladesh made entry into the export market with a small consignment. The first consignment of apparel (cotton shirt) was exported by the state trading agency, TCB (Trading Corporation of Bangladesh) to some socialist countries under the better arrangement. The first consignment of RMG with the initiative of a private business house was exported in the 1977-78. Until early eighties the RMG industry was completely dependent on imported raw materials (primary fabrics) and accessories

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<sup>78</sup> Muzaffar Ahmed, "Readymade Garment Industry in Bangladesh", *Dhaka: Bangladesh Journal of Political Economy*, Vol. 9 (No. 2., September, 1989), pp. 94-95.



(threads, button, zippers, padding materials, labels, packing materials, and carton/boxes for shipment). At that time Bangladesh did not have any capacity to produce export quality fabrics and accessories needed to make and export garments. In the early years the growth rate of garment factory was moderate. In 1977-78, there were only 9 export oriented garment manufacturing units which generated export earning and hardly US \$1.00 million. Some of these units particularly the older ones were very small producing units for both domestic and export market. Three of such small and old units were 'Reaz Garment', 'Jewel Garment' and 'Paris Garments'. Reaz Garment was the oldest. Reaz Garment is considered the pioneer of garment industry in Bangladesh. In 1973, Reaz Garment changed its name into M/S Reaz Garment Ltd. Reaz Garment exported its operations into export market by selling 10,000 pieces of men's shirts worth 13 million to a Paris based firm, Hollander France in 1978. It was the first direct private export of garment in Bangladesh.<sup>79</sup>

Desh Garments, the first joint venture in the garment industry was established in 1979. The joint venture was made with Korean conglomerate, Daewoo Corporation. It was a technical collaboration between two firms from two countries. The Bangladesh Partner provided the necessary equity capital and the Korean partner provided the training for the floor workers, supervisors and the manager of the factory. Bangladesh for the first time was integrated into what is called global commodity chain. This garment was the largest and first hundred percentage export oriented company. It played leading role in demonstrating the high potential of the RMG industry in Bangladesh. Under the joint venture agreement, 130 operators and supervisors including three women trained in Seoul, South Korea. With these trained workers and supervisors Desh Garment started production in Chittagong in 1980.<sup>80</sup> The joint venture agreement was a milestone in the history of RMG industry in Bangladesh. The success of Desh Garment encouraged other large buyers from several other countries to come to Bangladesh to have appeals manufacturing factories for export under various engagements. Within a short period of time, an increasing number of

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<sup>79</sup> Ibid.

<sup>80</sup> Redwan Ahmed, "Textile Sector for Bangladesh Offers best Investment Opportunity in South Asia" *Commerce & Industry* (October, 1996), p. 35.

entrepreneurs got familiar with the world apparel trading system, the method of working with foreign buyers and also acquired the skills of apparel marketing. They saw a tremendous opportunity in RMG industry with in a very short period of time. Another joint venture was signed. The proposal of joint venture was approved by the government of Bangladesh on April 15, 1980. The second joint venture agreement was different from the first one. The Dhaka based Treximp Ltd. and South Korean Youngones Corporation signed an agreement. Under which treximp provided 51% of the equity capital and the Korean firm provided 49%.<sup>81</sup> This was the first joint venture with foreign equity participation in the history of garment industry in Bangladesh. This hundred percent export oriented industry was setup in Chittagong, with 80 basic sewing machines that had an annual capacity of producing 500,200 pcs duck down acrylic padded and non-padded jackets. It exported its first consignment to Sweden on December 31, 1990.<sup>82</sup>

By the year 1983 the number of garment factories rose to 60 and in the same year about 200 entrepreneurs came up with fresh proposal for obtaining permission to setup such industry. By this period RMG emerged as the most promising non-traditional export-oriented sector in the socio-economic context. Those entrepreneurs felt a necessity of sectoral trade body, non-government in nature and free from traditional bureaucracy to help the RMG sector.

Till the end of 1983, there were only 92 firms under this sector and yearly growth was very slow. But the year 1984 was the blooming year of this industry. At that Bangladesh provided all ingredients for such a source abundance of cheap labour, a good infrastructure for movement of cargo and a non-quota environment. The buyers therefore, rushed in and to cope with their demand this industry expanded at an astonishing pace. In all 455 units were installed in the year of 1984. However, in 1985 due to US policy there was an abrupt halt to this honeymoon in garment industry.

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<sup>81</sup> Ibid.

<sup>82</sup> Ibid.



Only 168 firms were registered in that period.<sup>83</sup> The size of industry become so big that the importing countries started giving call notices to Bangladesh for imposing quota restrictions in order to stop their market disruption. Accordingly government of Bangladesh imposing restriction to the installation of new firms. Therefore, only 33 new units were installed in 1986 and only 2 units were setup in 1987.

Up to 31 December, 2004, Bangladesh Export Oriented Garment Industry enjoyed a granted quota in the international market especially USA and EU markets. There was no competition in the international market. But after phasing out Multi Fiber Agreement (MFA), that this sector were under a threat of loosing the export orders from international market because of China and India entrance as major competitors in the global market. Many experts and researchers opined that this industry would be dissolved. But actual scenario after phasing out the MFA is inverse at present, globalization is not a threat but it is an opportunity. Consequently, now Bangladesh with an opportunity to increase its export quantity in terms of lower production cost and better quality in quota free regime. So, the Bangladesh Garment exporters and the US buyers take a positive view of the industries future in the post MFA era. The US buyers all consolidating by narrowing their sourcing countries, keeping Bangladesh among the top 10 suppliers as they produce at the lowest price and follow good labour standards and have gained the reputation of dependable market. Tesco, HZM, Wal-Mart, JC Penney is in fact actually increasing their purchase from Bangladesh. Big international buyers shall not rely too much on a single country like China, they want greater security through diversity. They think Bangladesh is a proven manufactures with good stitching skills.

The number of garment factories increaed from 3618 in 2000-01, to around 4227 in 2005-06. The following displays the growth pattern of number of readymade garment (RMG) units.

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<sup>83</sup> Jamal Ahmed Chowdhury, "Garment Industry in Bangladesh: Its problems and prospects", *Dhaka: Journal of Business Administration*, Vol. 13, (No. 3, 1987), p. 350.

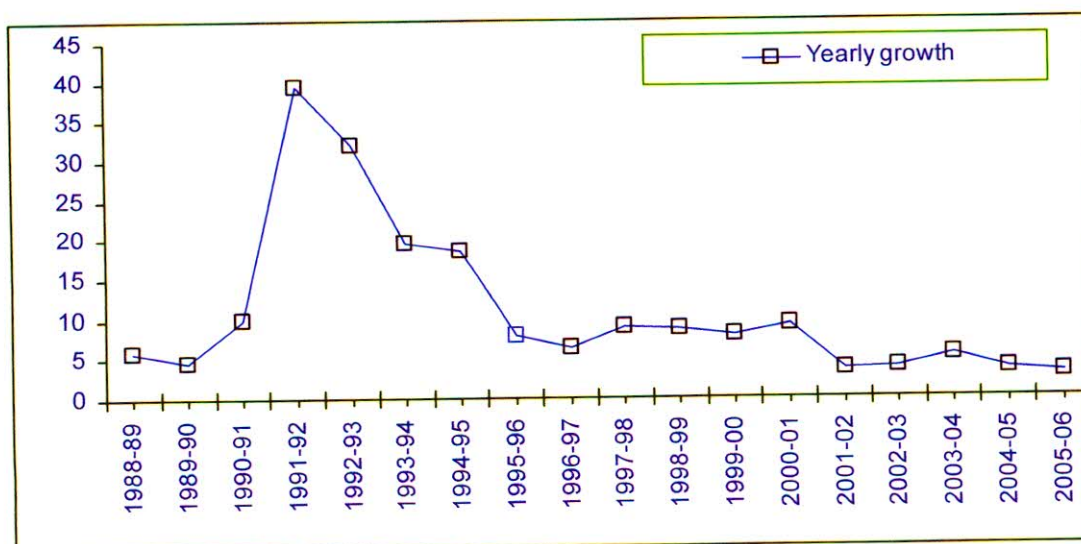


**Table 2.1**  
**Growth of BGMEA number units**

Year	Number of units	Yearly growth
1988-89	725	5.83
1989-90	759	4.67
1990-91	834	9.88
1991-92	1163	39.45
1992-93	1537	32.16
1993-94	1839	19.65
1994-95	2182	18.65
1995-96	2353	7.84
1996-97	2503	6.37
1997-98	2726	8.90
1998-99	2963	8.69
1999-00	3200	8.00
2000-01	3496	9.25
2001-02	3618	3.49
2002-03	3760	3.92
2003-04	3957	5.24
2004-05	4100	3.61
2005-06	4220	2.93

Source: Export Promotion Bureau (EPB) and BGMAE.

**Fig. 2.1: Growth of RMG member units**



### **2.3 Export Position of RMG sector in Bangladesh**

Generally, an industry initially develops in response to domestic demand, and then subsequently turns to export once it becomes mature. The evolution of the garment industry in Bangladesh, as in most CBI and Sub-Saharan countries, has not followed this pattern. Instead of growth being spurred by domestic demand, the rise of the RMG industry in Bangladesh can be ascribed to growing demand in developed countries for cheap apparel. Having said this, one should not forget that there was a small domestic garment industry in the then East Pakistan (now Bangladesh) during the sixties which catered to the demand for apparel in the then West Pakistan. The mercury shirts, a company located in Karachi, sourced a few consignments of shirts during 1965-68 made by some tailoring outfits operating in Dhaka, and then exported these to some European countries. There were a few tailoring groups in Dhaka who made a small quantity of export-quality shirts and children's wear on specific orders. They received orders from and supplied to Karachi based firms. However, there was little investment in this industry during those days because of the very limited size of the domestic market. It was the global trend of relocation of production of garments from high wage to low-wage countries, together with the bilateral MFA quota system, that acted as the main driving force for the emergence and subsequent growth of the RMG industry in Bangladesh. Supportive government policies also played an important contributory role in this regard.

As noted earlier, it was the state trading agency, the TCB that made the first export of RMG from Bangladesh in the mid-seventies. The first consignment of private sector export of garments from Bangladesh took place in 1977-78 which M/S Reaz Garment Ltd. exported men's shirts worth 13 million French Francs to a Paris-based firm. At that time, there were only 9 percent export oriented RMG units in Bangladesh. Along with Desh garments, some other apparel-producing enterprises were setup in 1979, bringing the total number of firms in the industry to 22. By 1980, the number of firms in the industry increased to 47, but total RMG export from Bangladesh was less than



US \$ 1 million.<sup>84</sup> Despite the small export volume in the initial years, by the early eighties, the export-oriented RMG industry was well on its way to a historic place in the annals of industrial development in Bangladesh.

During the early eighties, the government issued licences to many entrepreneurs for the duty free importation of machinery to produce garments for export purpose. Consequently, the number of firms in the garments industry increased rapidly and reached 632 in 1984-85.<sup>85</sup> Export increased from US \$1.3 million in 1980-81 to US \$116.2 million in 1984-85, a phenomenal growth indeed (shown Table 2.2). Bangladesh exported its garments to the North American and European markets in the early eighties; at that time, its exports were not subject to MFA quotas in these markets, hence the spectacular growth. However, the very rapid growth of imports of apparel from Bangladesh promoted the US, Canada and the European countries to impose MFA quotas on Bangladesh's garments exports in 1985.<sup>86</sup> This had temporarily showed down growth of the RMG industry in Bangladesh; there was a restrained increase in the number of firms from 744 in 1985-86 to 804 in 1989-90. Export growth had also showed down somewhat during 1985-90 period. However, the industry bounced back from 1990 onwards.

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<sup>84</sup> Nazneen Ahmed, "External Sector: Performance and Prospects", *Paper presented in a seminar on National Budget for 2005-2006 and PRSP*, Organized by BIDS (29<sup>th</sup> May, 2005).

<sup>85</sup> Jamal Ahmed Chowdhury, *Op. cit.*, p. 351.

<sup>86</sup> *Ibid.*

**Table 2.2**  
**Yearwise growth of export in the garment industry of Bangladesh**

Year	Export (US \$ million)	Percentage change
1978-79	0.04	-
1979-80	0.25	84.00
1980-81	1.32	430.00
1981-82	3.50	62.14
1982-83	6.37	82.14
1983-84	31.57	395.60
1984-85	116.20	268.07
1985-86	131.48	13.15
1986-87	298.67	127.16
1987-88	433.92	45.28
1988-89	471.09	8.57
1989-90	624.16	32.49
1990-91	866.82	38.88
1991-92	1182.57	36.43
1992-93	1445.02	22.19
1993-94	1555.79	7.67
1994-95	2228.35	43.47
1995-96	2547.13	14.11
1996-97	3001.25	17.83
1997-98	3781.94	26.01
1998-99	4019.48	6.29
1999-00	4349.41	8.19
2000-01	4859.83	11.74
2001-02	4583.75	-5.68
2002-03	4912.12	7.21
2003-04	5686.09	15.83
2004-05	6417.72	12.91

Source: Export Promotion Bureau (EPB) and BGMAE.

By 2004-05 exports had reached US \$6.4 billion. The average growth rate of exports during 1990/91-1997/98 was almost 21 percent per year. However, the growth rate of exports declined in the 1989/99-2004/05 period mainly due to exogenous factors like flood in 1988, the global recession in 2000 and 11<sup>th</sup> September incidents in the US the following year. The share of garment export in total export earnings of Bangladesh claimed from 3.89 percent in 1983-84 to 75.67 percent in 1998-99 and has stayed around this level since then.<sup>87</sup>

<sup>87</sup> BGMEA, *Newsletter*, Vol. 16, Issue 2 (February 2005), p. 37.

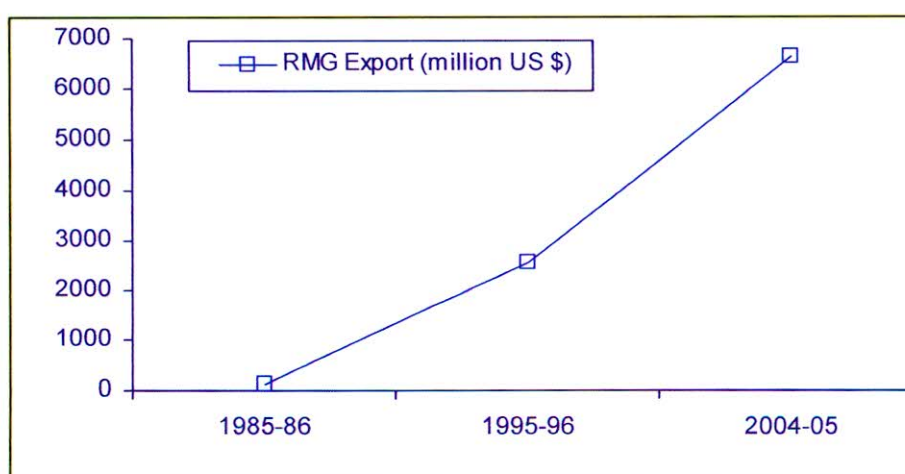


**Table 2.4**  
**Export growth of RMG over the year.**

Years	Export (US \$ million)	Share to Total Export
1985-86	131	16.0%
1995-96	2547	65.6%
2004-05	6624	76.5%

Source: Bangladesh Institute of Labour Studies, 2005

**Fig. 2.3**  
**Export growth RMG of Bangladesh (in million US \$)**



An important development in the RMG industry of Bangladesh was the growth of Knitted garments export in the early 1990s. The garment industry almost completely dominated by woven garments during the 1980s. Export of knit wear to the turn of US \$ 131.20 million was the first major consignment of Knit RMG export from Bangladesh. After this, knit wear export from Bangladesh grew rapidly, during the ten year period 1993/94-2003/04, the annual growth rate of knit wear exports was about 23 percent, which was higher than the annual growth rate of 10.6 percent achieved by woven garments export during this period.<sup>88</sup> The share of knit garments exports in total apparel export from Bangladesh rose from 17 percent in 1993 to over 43 percent by 2004-05, while the share of woven garments gradually declined. While woven

<sup>88</sup> Abdur Razzaque, "Sustaining RMG Export Growth after MFA Phase-out: An Analysis of Relevant Issues, with Reference to Trade and Human Development", *Consultant Report: UNDP*, (2005), p. 9.

garments exports of Bangladesh are concentrated in the North American Market, Knitwear exports are mainly sold in the EU market. Local value addition in the knit sector is about 70 percent.<sup>89</sup>

**Table 2.5**  
**Comparative statement on export of RMG and total export**

Year	Export at RMG (US \$ million)	Total Export of Bangladesh	Percentage of RMGs
1983-84	31.57	811.00	3.89
1984-85	116.20	934.43	12.44
1985-86	113.48	819.21	16.05
1986-87	298.67	1076.61	27.74
1987-88	433.92	1231.20	35.24
1988-89	471.09	1291.56	36.47
1989-90	626.16	1923.70	32.45
1990-91	866.82	1717.55	50.47
1991-92	1182.57	1993.90	59.31
1992-93	1445.02	2382.89	60.64
1993-94	1555.79	2533.90	60.40
1994-95	2228.35	3472.56	64.17
1995-96	2547.13	3882.42	65.16
1996-97	3001.25	4418.28	67.93
1997-98	3781.94	5161.20	73.28
1998-99	4019.98	5312.86	75.67
1999-00	4349.41	5752.20	75.61
2000-01	4859.83	6467.30	75.14
2001-02	4583.75	5986.09	75.57
2002-03	4912.09	6548.44	75.01
2003-04	5686.09	7602.99	74.29
2004-05	641.67	8654.52	74.15
2005-06	7900.80	10526.16	75.60

Source: Export Promotion Bureau (EPB)

The scenario on international market trade has changed to a larger extent after the phasing out of Multi Fibre Agreement (MFA) in January 1, 2005. Under this trade agreement Bangladesh got the quota facility which together with Generalized System of Preference (EU GSP) schemes (which provides Bangladesh with zero tariff access to EU market) created an ensured market for Bangladesh garments in the world

<sup>89</sup> Ibid.



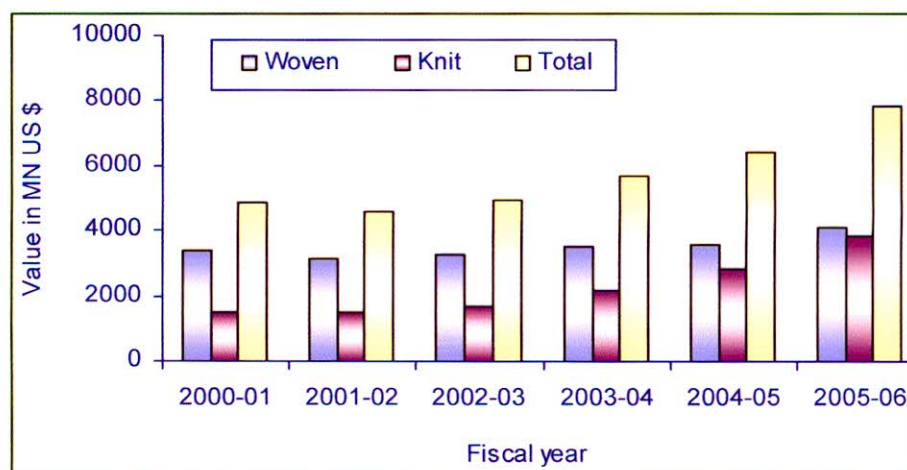
market.<sup>90</sup> But the expiry of the post MFA systems, Bangladesh has been thrown into open market where there is acute competition among the exporting countries for global market share. However, it has also opened up market opportunities leading to export expansion. During the quota free period in 2005, the export of woven garments to the USA market increased by 22% and earned 1812 million US \$. On the other hand, knitwear exports to USA market at the same time increased by 65% of value 496 million US \$. The export growth in both woven and knitwear to the US market in 2005 increased by 77%. The yearwise total export earning of the sector is shown below:

**Table 2.6**  
**Yearwise export earning (in million US \$)**

Years	Woven	Knit	Total
2000-01	3364.32	1495.51	4859.83
2001-02	3124.82	1458.93	4583.75
2002-03	3258.27	1653.82	4912.09
2003-04	3538.07	2148.02	5615.09
2004-05	3598.20	2819.47	6417.67
2005-06	4043.82	3816.98	7860.80

Source: Export Promotion Bureau (EPB)

**Fig. 2.4**  
**Yearwise export earning (in million US \$)**



<sup>90</sup> Siddiqui Rahman Choudhury, "Post-MFA Issues and Challenges: Social Dimension" *Report* (2005), p. 16.

According to the BGMEA, there were 4300 member firms in 2004-05 of which 2275 were woven garment units, 700 were knitting factories and 525 were producing sweaters; however, 1300 of these units were closed. In addition, there were 560 units which were exclusive members of the Bangladesh Knitwear Exporters and Manufactures Association (BKMEA). Thus, the total number of active firms producing garments in Bangladesh in 2005 was 3560 of which 47 percent was woven units, 42 percent knit units and the rest producing sweaters.<sup>91</sup>

## 2.4 Market Concentration

At the early stage of Bangladesh Garment Industry, garments export to only EU and USA markets. Bangladesh exports more than 90 percent its garments to European Union and USA. MFA from the US and GSP provided by EU was the reason for this market concentration. Even after 2004, in the open market, the scenario is almost the same due to the safeguard that are imposed by US to China for export surge. Gradually Bangladesh increased its market into major developed countries like China, Japan, Australia and many other countries. Still now, Bangladesh is trying to expand its markets to other developed and developing countries through promotional activities. The major markets for Bangladeshi garments into international market and market share of total market are given below:

**Table 2.7**  
**Major export destination and their share in total apparel export**

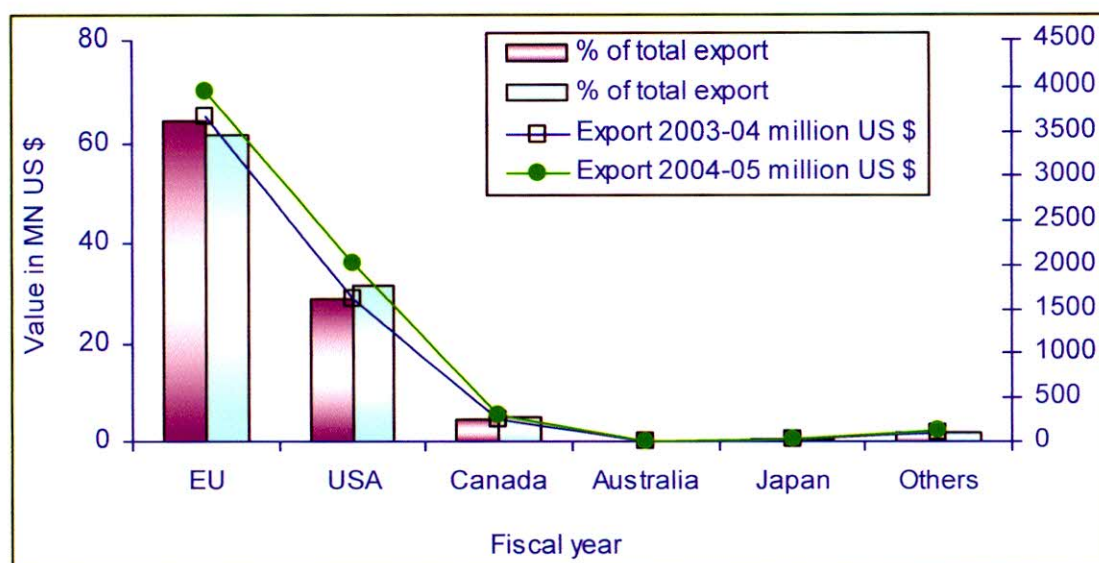
Exporting countries	Export 2003-04 million US \$	% of total export	Export 2004-05 million US \$	% of total export
EU	3664.427	64.45	3945.653	61.48
USA	1628.588	28.64	2026.091	31.57
Canada	256.40	4.51	307.941	4.80
Australia	3.739	0.07	7.299	0.11
Japan	19.789	0.35	16.302	0.25
Other countries	113.148	1.99	114.391	1.78

Source: Export Promotion Bureau (EPB)

<sup>91</sup> Official Record, *Bangladesh Garment Manufacturers and Exporters Association*.



**Fig. 2.5**  
Major export destination and their share in total apparel export

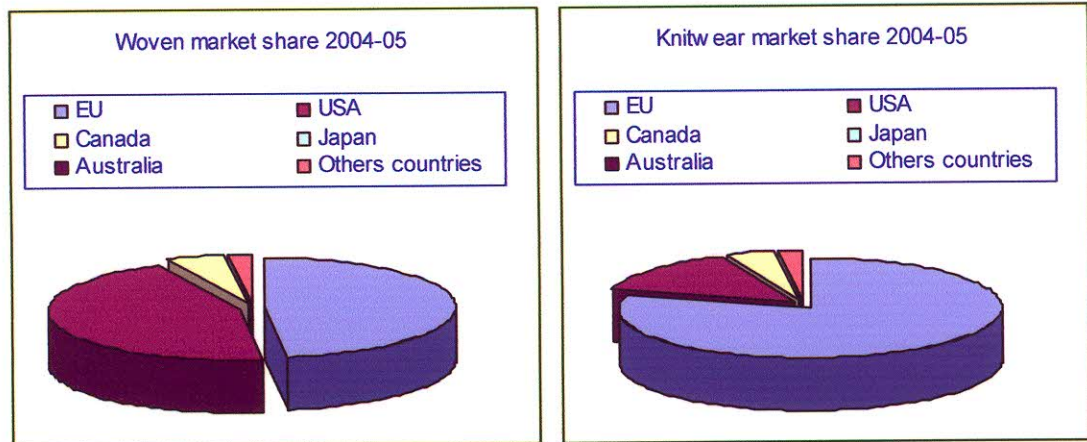


**Table 2.8**  
Export of apparel from Bangladesh to major market

Name of the country	Woven			Knit			Total (woven + knit)		
	2004-2005	2005-2006	% at export increase/decrease	2004-2005	2005-2006	% at export increase/decrease	2004-2005	2005-2006	% at export increase/decrease
EU countries									
German	620.55	696.74	12.28	668.82	993.49	48.54	1289.37	1690.23	31.09
UK	357.88	355.02	-0.63	330.08	401.77	21.72	687.96	757.39	10.09
Italy	113.84	112.21	-1.43	184.83	225.33	21.85	289.77	337.54	12.98
France	211.99	204.31	-3.62	373.29	435.25	16.60	585.28	636.56	9.27
Belgium	67.53	71.75	6.25	132.54	141.20	6.53	200.07	212.95	6.44
Netherlands	117.49	110.66	-5.81	142.66	181.26	27.06	260.15	29.92	12.21
Total Six EU countries	1489.28	1551.29	4.16	1832.32	2378.30	29.80	3321.60	3229.59	18.30
US all countries	1623.41	2012.77	23.96	402.68	618.51	53.60	2026.09	2630.28	29.87

Source: Export Promotion Bureau (EPB)

**Fig. 2.6**  
**Comparison of market share in woven and knitwear 2004-05**



### 2.5 Profit made by the RMG sector

The progress of the RMG sector is further manifested in its increasing profit. This is very much compatible with other performances of the sector particularly in capital investment and output production. In the year 1999-2000 the sector has made a profit of US \$ 110.12 million and US \$ 289.17 in the year 2003-2004. Only in the year 2001-2002 there was a reduction in profit from the preceding year. These information are shown in the following table.

**Table 2.9**  
**Profit earned by RMG from 1999-2004 (value in million US \$)**

Years	Profit
1999-2000	110.12
2000-2001	174.73
2001-2002	142.19
2002-2003	228.66
2003-2004	289.17
2004-2005	297.37
2005-2006	315.44
2006-2007	329.72

Source: BGMEA & EPB



## 2.6 Production Concentration

Readymade garment industry is producing different types of product which are shown in the following table:

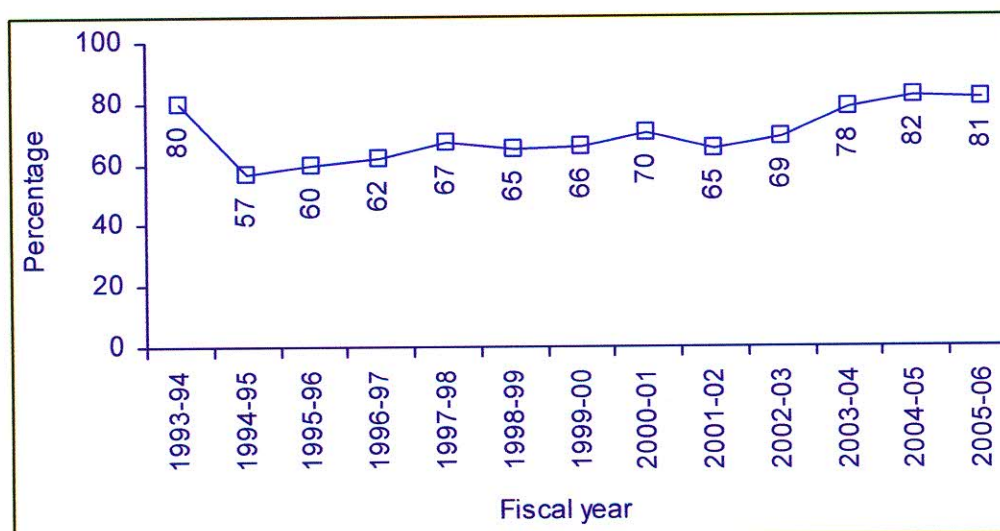
**Table 2.10**  
**Name of products in garment industry**

<b>Code</b>	<b>Name of Product</b>
A	Dress shirts/shirts MB
B	Ladies shirts/Blouses and Fashion wears
C	Jackets, Rain wear, Wind breakers, Wind suits, Rain coats, Fleece jackets, Worm-up suits, Snow suits
D	Coats, Blazers, Suits
E	Dresses including uniforms
F	Children / infant wears
G	Outer wear, Overall, Coverall
H	Trousers, Jeans, Shorts, Slacks, Skidpoms, Boxer
I	Knitted garments, T-shirts, Fleece shirts, Polo shirts, Ladies tops, Tank tops
J	Sports wear, Jogging suit and Play suits, Swim suits, Swim trunk, Track suits
K	Nightwear, Maternity wear, Pajama sets
L	Under garment, Brassieres, Panties, Briefs
M	Coordinate set
N	Gloves, Mittens
O	Sweaters, Pullover, Cardigans, Jumpers, Mufflers
P	Exclusive T-shirts/Tank tops
Q	Caps/Hats
R	Bags/Luggage
S	Vests, Socks, Rompers, Stuffed toys, Gowns, Work wears, quilts

Source: BGMEA Directory, 2005-2006.

Product concentration is another worry for apparel industry. Only five items dominated the export market throughout its history. These five items, shirts, trousers, T-shirts, jackets, sweaters, constitute around 80 percent of total apparel export. Even in two months of FY 2006-2007, with an open market these five items still dominated the export basket. The reasons are partly due to the safeguard restriction and partly the mastery has been gained by the firms.

**Fig. 2.7**  
**Yearwise share of five major export items**



Source: BGMEA and Export Promotion Bureau.

## 2.7 Employment Opportunity in Readymade Garment Sector

Readymade garment industry in Bangladesh is not only accounts for the lion share of the export earning of the country but also has opened up tremendous potentialities for employment. Even as late as in 1985, just about 0.1 million people were employed in the industry, but within the next 20 years the figure grow rapidly to reach about 1.9 million,<sup>92</sup> 80 percent of whom are women. The trend of growth rate of employment for the period 1980-2004 is estimated to 24 percent per annum.

**Table 2.11**  
**Direct employment (male & female) in the RMG sector (in million)**

Years	Employment		
	Total	Male	Female
1999-2000	1.60	0.32	1.28
2000-2001	1.80	0.36	1.44
2001-2002	1.80	0.36	1.44
2002-2003	2.00	0.40	1.60
2003-2004	2.00	0.40	1.60

Source: BGMEA & EPB

<sup>92</sup> Dabapriya Bhattacharya, "Women and Industrial Employment in Bangladesh: Challenges and Opportunities in the Era of New Technologies." *A Research Report: BIDS*, (1977), p. 38.



Table 2.11 reveals that till 2004 the RMG sector employed 2 million workers, 80 percent being female. In the last five years alone there has been an additional employment of 0.4 million workers there by showing a 20 percent increase. The employment ratio of male and female has remained almost the same with female workers being the larger segment. No single sector of the formal economy has employed workers on such a large scale or increased in such magnitude. The RMG is one of the largest employers of the country directly employing 2 million workers.

**Table 2.12**  
**Indirect employment with the RMG (in million)**

Year	Indirect employment
1999-2000	0.742
2000-2001	0.807
2001-2002	0.839
2002-2003	0.872
2003-2004	0.917

Source: BGMEA & EPB

RMG is the final product of a long production chain. RMG uses woven cloth, accessories, transportation and other components. The major industries associated with the RMG are the waste recycling industry, the truck and covered van industry, buying houses, corrugated carton industry, sewing and thread industry, embroidery manufacturing and exporting. The RMG sector has generated employment through these associated industries to assist RMG production. The indirect employment increased on a regular process over a span of five years from 0.742 million in 1999-2000 to 0.917 million in 2004 (Table 2.12).

### **2.8 Size of Firms**

According to BGMEA report the readymade garments industry may be classified into the following three broad categories depending on the size of employment.

- a. Small size – have employment size upto 250 workers.
- b. Medium size – having employment size from 250 to 500 workers.
- c. Large size – having employment size of more than 500 workers.

The distribution of employment among different size-class of firms is important from the perspective of the present study. EPB data, as cited in World Bank (2005), show a relatively high degree of export concentration at the firm level of 2387 exporting RMG units in 2004, the top 500 firms exported 74 percent of total garment exports, while 81 percent of total RMG exports was made by the top 650 firms. These firms belong in the large category (production capacity of 5000 to 10000 dozens per month). The remaining 19 percent of garment export was made by 1737 firms which can be considered as small (production capacity of less than 5000 dozens per month). The large firms has their own fabric and sell directly to foreign buyers, while the medium sized firms work on a cut and make (CM) basis for importers or buying agents. The small firms either sell to buying agents or work as sub-contractor for the larger firms. This means that out of the total number of 3560 firms in the RMG industry, about 1200 firms were either not exporting at all or were working as sub-contractors.

The same EPB firms level data show that 1.2 million workers were employed in the 2387 firms that were exporting garments. This means that about 0.8 million workers are employed in the 1200 firms that are engaged in sub-contracting activity (i.e., they are not direct exporters) and hence are not required to fulfill the social compliance conditions of foreign buyers.

According to the information available the size distribution of readymade garment industry in Bangladesh is given below:

**Table 2.13**  
**Size distribution of readymade garment industry**

Size in '000 dozen pieces	1000+	500+	250+	100+	Less than 100
Percentage	12.70	41.60	26.70	15.90	3.10

Source: Muzaffar Ahmed, "Readymade Garment Industry in Bangladesh". Journal of Political Economy, Vol. 9, (No. 2, 2004), p. 95.

## **2.9 Contributing Factors for Rising Garment Business**

About the factors that contributed to the rise of the apparel industry, most firms acknowledged three internal factors and two international factories. Internal factors are:



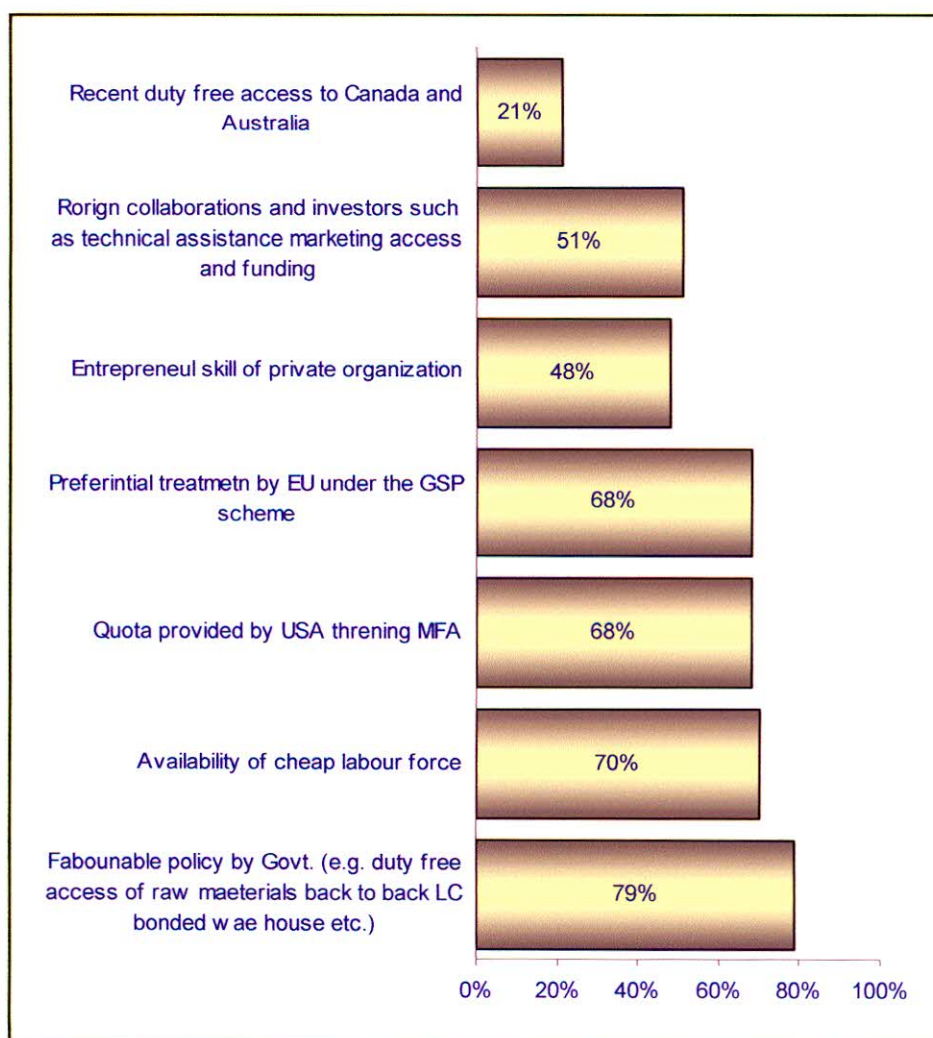
- Favourable government policy.
- Cheap labour force.
- Entrepreneurial skill

International factories are:

- Quota provided by USA
- GSP scheme provided by EU

These are the top five reasons for their achievement of the sector.

**Fig. 2.8**  
**Factors for rising garment business**



Source: A.R. Chowdhury Repon; and Sayed Ahmed, "Social and Economic Cost of Post MFA: Workers' Perspective." *Research Report: Bangladesh Institute of Labour Studies, 2005*, p. 38.

## 2.10 Readymade Garment Industry Linkages and its Strengths and Weaknesses<sup>93</sup>

- A. Forward linkages : Marketing, Selling, FDI, Agents, Product Development, Value Addition etc.
- B. Middle linkages : Human Recourses, Skills Development, Social Accountability, Labour Safeguards
- C. Backward linkages : Primary, Textile sector – Woven, Fabric, Processing etc.

### Strengths and Weaknesses

<b>Strength</b> Competitive labour cost	<b>Weakness</b> Manufacturing orientation – 90%	<b>Weakness</b> Buyers order sewing capacities	<b>Weakness</b> Few backward links weaving
<b>Strength</b> Experienced CMT producers	<b>Weakness</b> Limited market knowledge/buyer contact	<b>Weakness</b> Imported finished fabrics – delays, long lead time	<b>Weakness</b> Infrastructure interest rates, incentives
<b>Strength</b> Backward links – knitting	<b>Weakness</b> Bureaucracy speed money	<b>Weakness</b> Training facilities, Productivity	<b>Weakness</b> Quality inconsistency technology
<b>Strength</b> Trainable labour	<b>Weakness</b> Technology level	<b>Weakness</b> Management skills - limited	<b>Weakness</b> Middle Linkages

## 2.11 Buyers Requirements and Global Situations

Buyers demands are gradually becoming very rigorous and hard to meet. They generally demand the following, which is dictated by the nature of their business.

- High quality of products
- Competitive price
- Shipment on time
- Variety of style
- Quick response
- Short lead time
- Social compliance

<sup>93</sup> Keith Stuart-Smith, “Post MFA Strategy Study for the RMG Workers in Bangladesh”, *A Seminar Paper: Nari Uddug Kendra*, (Dhaka: 25<sup>th</sup> February, 2003), p. 6.



## **Pressure of Local and Global Situations**

Supplier companies are generally under very hard situations, which are given below:

- Quota umbrella and MFA are being phased out
- New competitors are in the market
- Local protection of industries are being withdrawn
- Emergence of new regions under NAFTA and in Sub-Saharan Africa enjoying preference from USA
- Strict compliance of code of conduct, etc.

### **2.12 Labour Movement for Higher Wages in the Apparel Sector**

The garment industry of Bangladesh is cheap labour intensive. At the starting point of this industry there was no cited labour movement till 2005, due to unemployment economy. On the other hand a large number of workers are female who are basically housewives, they are working for extra income to help their husband or family. Consequently, they did not move for higher wages. In this connection, the anti-trade union minded owners did not permit the workers included trade union. United workers always work under threatened of termination. The basic rights and welfare issues of garments workers were neglected.

For this communication gap between factory owners widened with mistrust. The repression of trade union activists by the owners at factory level makes such exploitation easier. The basic problem of the ordinary workers and labour movement in garment sector are low scope of operation, non existent freedom of legally registered unions at the factory level, long working hours and practically no weekly holiday that left hardly any time for workers to participate union activities, non-compliance of existing labour laws, high occupational accidents etc.

In spite of above situation, the labour union movement is relatively young but proactive in garment sector. There are approximately, 200 registered enterprise level union (Bangladesh Government Labour Department) in garment sector with total 57,103 members. Different national and international bodies like ILO, ECFTU, SKOP, Centers made strong attention towards problems, and demands of the garment workers. As an impact of this, a good number of enterprise level basic unions and industrial federations

were formed and registered over the years with an aim to protect the rights and interests of workers in this sector. In fact, many of newly registered basic unions at factory level were not sustainable, crushed or paralyzed due to non-recognition, illegal interference and unfair labour practices by the garment owners/management. Practically, the industrial federations are now playing a key role in this sector. The present rate of participation in the trade union activities is around 3.8 percent and it is growing in spite of the negative attitude of owners and governments' apathy to implement labour laws existing in Bangladesh at factory level.

Recently, the Bangladesh government when it implemented its national pay-scale (July 2005 to 2006) the price level of stable goods has increased. But wages of garment workers did not increase. In this market condition garment workers of different trade unions demand minimum wages of 3000 BDT and a new salary scale. It is illustrated that minimum salary was only 950 BDT. It was fixed 12 years back.

For a long time Garment Sramik Karmachari Federation was demanding to re-fix the minimum salary to balance with the rising living costs. But the owners did not respond to the demands of the workers despite repeated requests. Even they did not adjust the minimum salary with BDT devaluation against the US dollar.

At the eleventh hour, garment workers came out on the streets and actively for minimum wages of 3000 BDT. The activities demanding higher wages, attacked some factories and fired in Dhaka, Gazipur. Bangladesh Garment Sramik Karmachari Federation called strike. All factories were closed and turned in new crisis. At last the government, owners and workers met to discuss the issue. Garment workers are at loggerheads over fixing a minimum wage for employees as the BGMEA is perusing BDT 1200 a month with the workers are demanding BDT 3000.

A six member board formed by the government held a series of meetings to re-fix the minimum wage for the workers and set again to settle the issue. The board recommended a new pay scale for the workers in 90 days.

The government and factory owners agreed to re-fix the wage structure for the garment workers following labour unrest. In the tripartite meeting, considering the owners' post MFA position, they would like to re-fix BDT 1230 scale for unskilled workers to around 2000 for skilled workers. The owners' association argued that after post MFA, total wage cost for the workers accounts for roughly 48 to 55 percent of the workers



and manufacturing (CM) charge the owners are getting. In favour of owners association, it was said that the factory owners received. CM ranging between \$12 and \$14 for a dozen pants from buyers last year but they are now getting \$6 to \$7 for the same product. They also remarked, if the salaries in all grades are increased total salary amount will be around 130 percent of the CM and not a single factory in the country will be able to survive after paying BDT 3000 salary a month. On the other hand leaders of different trade union said they did not agree with the minimum wage of BDT 1230 proposed by the owners. The owners have to raise the minimum salary considering rising living costs.

On the other hand State Minister of Labour and Employment urged the RMG owners to implement in due time the tripartite agreement, signed on 2, June 2006, that envisages minimum wages for the garment workers. In this context country apparel sector entrepreneurs have demanded of the government to fix the minimum wages for workers based on the financial capability of the individual factories. All the 4200 factories showed be categorized as A, B and C based on their annual turnovers. Factories falling in A category will implement the higher minimum wages, B category factories the second highest wages and C categories the lowest minimum wages (opened the president of BKMEA). But some organizations of the RMG workers including Sramic Karmochari Oikya Parisad (SKOP) had been demanding for all units BDT 3000. On the other hand owners said this minimum wage at BDT 3000 would not be viable for all industrial units. At last, bargaining between owners and workers, wages re-fixed.

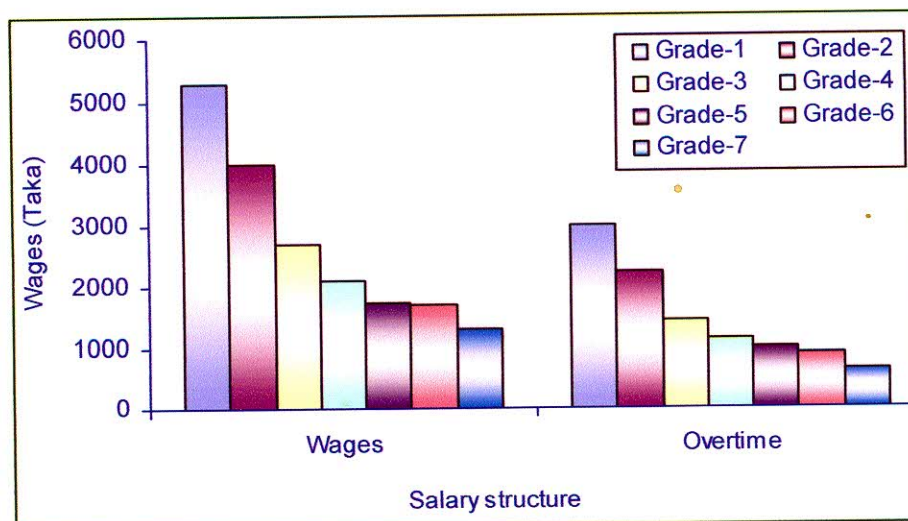
The old and the new wage structure are given below:

**Table 2.1<sup>44</sup>**  
**Old salary structure 2004 (monthly gross wages)**

Serial	Grade	Wages (Tk.)	Overtime (Tk.)
A	Grade-1	5300	3000
B	Grade-2	4000	2250
C	Grade-3	2700	1450
D	Grade-4	2100	1150
E	Grade-5	1750	1000
F	Grade-6	1700	900
G	Grade-7	1300	650

Source: Export Promotion Bureau (EPB)

**Fig. 2.9**  
**Old salary structure 2004 (monthly gross wages)**

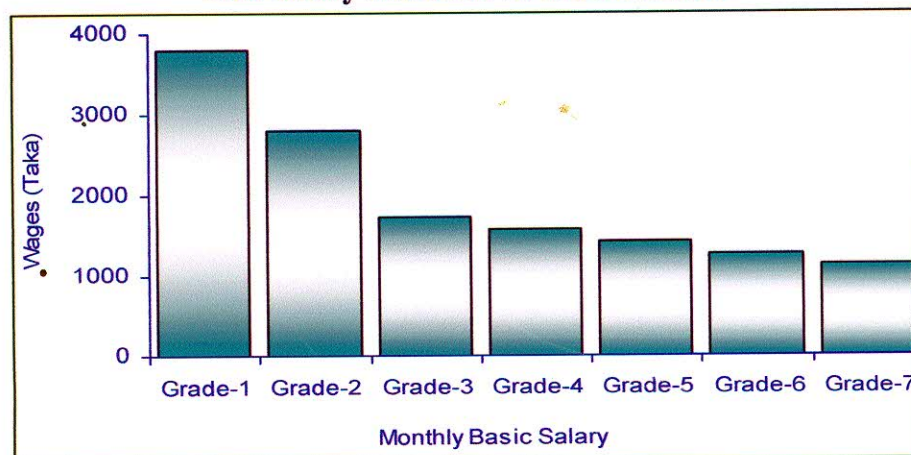


**Table 2.15**  
**New salary structure of workers 2006**

Grade	Monthly Basic Salary (TK.)	House Rent 30% of Basic (TK.)	Medical Allowance (TK.)	Gross Salary (TK.)
Grade-1	3800	1140	200	5140
Grade-2	2800	840	200	3840
Grade-3	1730	519	200	2449
Grade-4	1577	473	200	2250
Grade-5	1420	426	200	2046
Grade-6	1270	381	200	1851
Grade-7	1125	337	200	1662

Source: Bangladesh Gazette – 19<sup>th</sup> November, 2006. Labour and Employment Ministry, Government of Peoples Republic of Bangladesh.

**Fig. 2.10**  
**New salary structure of workers 2006**





### 2.13 Training in Garment Industry

Training helps a company to be competitive where various roles play into the dynamics of the industry. There is little importance placed on training and its role in improving productivity by firms in this sector. Very often, firms do not view training as an investment and so that they do not want to spend their time and money on it. They rely on in-house training for the workers and are reluctant to give further training as they viewed trained workers move elsewhere for better opportunity.

Fresh workers, they (the workers) trained themselves. It is like someone's sister or brother come together, they learn during the lunch hour with some fabrics with the machines. They trained naturally (interview with workers).

Garment managers favoured industry based training because of its in-hand approach and direct link to practical field. However, firms now understand the importance of training and try to train key person of the industry like CAD operators. They realized that advance training to familiarize the regular trend of fashion, increased productivity to a considerable extent and reduced wastage. They also realized overtime could be further reduced by organizing a training schedule for all the workers time to time.<sup>94</sup>

Other forms of training come from private sector institutions, commonly as short certificate course of 4 to 6 months. There is some other training provided by some institutions in adhoc basis, which is very few compared to the skill development required in the industry. In 2006, the South Asian Enterprise Development Facility (SEDF), a multi-donor facility managed by the International Finance Corporation (IFC) of the World Bank group, based in Dhaka provided financial support to the Department of Industrial and production Engineering (IPE) of Bangladesh Engineering University of Technology (BUET), Premiere University of Engineering Education for developing efficiency and productivity to readymade garments. BKMEA is also going to launch a nine month project titled 'Capacity building of the knitwear sector through productivity in knit industry with financial support from EU. The program trained 30 people with hand on technique to reduce wastage and

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<sup>94</sup> Uttom Kumar Datta, "Backward Linkage and Productivity – A Study on Export Oriented Garment Industry of Bangladesh", *An unpublished Ph.d. Thesis*, (University of Dhaka, 2007), Pp. 57-58.

production cost, who later joined BKMEA's productivity cell and in their respective firms.<sup>95</sup>

This awareness program has to continue with more participation from the industry itself. At the same way, the government has to come up with institutes, which will attract talented, promising and creative students.

#### **2.14 Academic program for technical support for enhance productivity**

BGMEA has established an institute named 'Institute of Fashion and Technology (BIFT)' to produce technically competent human resources, for the RMG sector of the country. It started functioning in the year 2000, and affiliated to the National University, Bangladesh in 2001. Since its inception it is organized B.Sc. Honours course in Apparel Manufacture and Technology and Fashion Design and Technology (FDT). In addition to honours course, BIFT is organizing 1 year Diploma course in apparel merchandising; apparel manufacture and technology, fashion design and technology and also six months certificate and short courses relevant to the need of the RMG sector. The B.Sc. Honours course is governed by the rules and regulations of the National University. This institute is situated in a prime location of Uttara Model Town of Dhaka Metropolitan City having all communication network with all areas of Bangladesh.

#### **The Aim and Objectives of BGMEA Institute of Fashion and Technology**

The aim is to produce versatile and resourceful individuals with scientific, technological and social knowledge and equip them to overcome the challenge of the 21<sup>st</sup> century. The specific objectives are given below:<sup>96</sup>

- To develop BIFT as an international standard institute of fashion and clothing industry.
- To enhance the strength of the Bangladesh RMG sector by providing technically skilled human resources.

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<sup>95</sup> BGMEA, *Newsletter*, Vol. 3, Issue 2 (July 2006), p. 16.

<sup>96</sup> Ibid.



- To increase the efficiency, productivity and product value of the industry through development of human resources and research center as well as providing international standard education in fashion and technology.
- To development technically competent and socially aware work force through the provision of public lecturers, research and consultancy linked to local, national and intonations issues.
- To provide technical assistance in all aspects of garment manufacture to the local apparel industries.
- To keep close contact with students and employees to fulfil their intellectual and creative potential.
- To provide opportunities for development and training of RMG sectors employees and staffs.
- To provide information and data about source material and up-to-date technology to the students and RMG sector of Bangladesh.
- To forge links with local and foreign institutions to encourage of staffs and students to increase awareness of good practice and to enhance the reputation of Bangladesh garment sector.

### 2.15 Major Calendar Events in RMG History of Bangladesh

Years	Events (RMG History of Bangladesh)
1977	First shipment of Reaz Garments to France.
1978	Desh-Daewoo agreement for technical and marketing collaboration signed on July 4, benchmark for the start of the garment industry.
1979	One hundred and thirty Desh supervisor and managers leave Dhaka on April 1 for Daewoo's Pusan Plant in South Korea for six months of training in the export oriented garment business; Desh trainee return on November 30.
1980	Desh modern factory, at the time the largest in Asia outside Korea, constructed on the specifications and with the technical assistance of Daewoo, goes into operations 15 Daewoo technicians are sent to Bangladesh for on-the-job training.
1982	BGMEA formed to promote and protect the interests of the manufacturers and exporters of RMG.

Years	Events (RMG History of Bangladesh)
1985	First UK, then France and Canada and finally USA imposed quota restrictions on Bangladeshi export of popular RMG products such as shirts, blouse, shorts and jackets.
1986	After quota negotiations in Washington DC in February and Brussels in July, UK and France quotas are largely withdrawn; EEC trigger level for quotas are raised and US quotas are relaxed.
1987	Advisory committee with 23 members formed to help resolve the financial and administrative crisis at BGMEA.
1988	Floods of unprecedented magnitude hit most of Bangladesh including Dhaka and affect garment export.
1989	First exhibition of exportable apparel for foreign buyers held in Dhaka, BATEXPO '89.
1991	A cyclone divastates Chittagong; Desh's main factory damages beyond repair.
1992	RMG gross export crosses the psychological barrier of one billion dollars.
1993	Bangladesh is now largest supplier of shirts to EEC.
1995	Apparel industry moved to ATC from MFA era. A sharp decline of apparel share to total export, nearly 80 percent in previous FY to 57 percent.
1997	Employment in the apparel sector increased to 1.5 million, whom 85 percent were women.
1998	Flood, worst natural disaster that took place in recent history. The total damage to private and public property is estimated to be about US \$ 3.4 billion.
1999	Slow flood, less severe than 1998, still caused. GDP growth dropped to 4.9 percent from average 8 percent pre-flood growth rate.
2001	China joined the WTO, RMG sector expected challenge after MFA phase out in 2005.
2002	BGMEA launched country's first Business to Business (B2B) web portal in Dhaka <a href="http://www.bangladeshgarments.info">www.bangladeshgarments.info</a> . Norway and Australia have allowed duty and quota-free access of all products.



Years	Events (RMG History of Bangladesh)
2003	Bangladesh got duty and quota free access to Canada to most goods including textile and apparel. Enrolment of 26 Nigerian students at Bangladesh Institute of Fashion & Technology (BIFT), Chittagong campus for the first time. BGMEA, with the help of South Asia Enterprise Development Facility (SEDF), arranged two apparel shows in Montreal and Toronto of Canada.
2004	Granade attack on Awami League rally, largest opposition team in parliament, feared foreign buyers to continue business. Destructive flood, BGMEA's survey claims 50 percent RMG units affected. In number, 1061 in Dhaka while 630 factories in Narayanganj. The documentation process for RMG exports at Kamalapur Inland Container Depot (ICD) has been simplified to six stages from 38 stages. First even Bangladesh Apparel Fair in Tokyo, Japan. Buyer reception call of at Zia International Airport opened by BGMEA.
2005	Quota is withdrawn on January 1, this is open market now. WTO meeting in Hong Kong allowed duty free access of 97 percent of products, apparel set to be excluded. Trade union was allowed to EP2 as the US authorities threaten to withdraw GSP facilities for Bangladesh. The bill titled, 'Tariff Relief Assistance for Development Economics' Act of 2005 (Trade Act of 2005), seeking duty-free access of all Bangladeshi products to the US market, was placed at the lower chamber of Congress by Bangladesh Caucus in the US Congress. BGMEA, later, had appointed lobbyists in the united states to help move the bill in its favour.
2006	\$12 million order from its first ASAP Global sourcing show in participation in Las Vegas, USA. Government enhanced fund to \$100 m from \$38 m.

Source: From various BGMEA newsletter issues.

# **CHAPTER III**

## **Socio-Economic Background of Women Workers in Garment Industry**



# CHAPTER III

## SOCIO-ECONOMIC BACKGROUND OF WOMEN WORKERS IN GARMENT INDUSTRY

Many studies on the garment workers, specially on female workers indicated that the workers are often very young, unmarried, uneducated or little education of rural origin and come from a poor families. These factors are very important because job satisfaction or motivation greatly depends on these factors. These factors create needs. It will not possible to motivate anyone without knowing their needs. Workers want to satisfy their needs from their job. So, it is very important to know some pertinent questions that arise from this fact are: who are these female workers? What is their family background? How does their level of education? What types of social problems they face? What is their economic ability etc. Attempts have been made in this chapter to answer to all these questions.

### **3.1 Age, Marital Status, Education and Origin**

#### **Age**

The total sample workers have been classified into seven categories according to their age.

According to survey report, majority of the workers were found young. Table 3.1 showed that about 82 percent of total workers were aged less than 30 years. The average age of the workers was 24.60 years. None was found who were below the age of 15.

#### **Marital status**

Most of the female garment workers were unmarried. The ~~above~~<sup>3-1</sup> table<sub>λ</sub> reveals that of the total 300 sample workers 68.67 percent workers were unmarried, 24.67 percent were married, 3.67 percent were abandoned, 2.33 percent were separated and only 0.67 percent were divorced. None were found as widow.

**Table 3.1**  
**Characteristics of workers according to age, marital status, education and origin**  
**N = 300**

Characteristics	Number of workers	Percentage
Age group (years)		
Bellow 15	-	-
15 – 19	76	25.33
20 – 24	92	30.67
25 – 29	78	26.00
30 – 34	33	11.00
35 – 39	18	6.00
40 and above	03	1.00
Marital status		
Married	74	24.67
Unmarried	206	68.67
Widow	-	-
Divorced	02	0.67
Abandoned	11	3.67
Separated	07	2.33
Education		
Illiterate	15	5.00
Can sign at best	55	18.33
Up to Class V	163	54.33
Class VI – Class X	47	15.67
Above Class X	20	6.67
Origin		
Rural	266	88.67
Urban	34	11.33

Source: Field survey

### 3.2 Type and Size of Family

Data regarding type and size of family is presented in Table 3.1. Members of a joint family include children, parents, brothers, sisters, father-in-law, mother-in-law, grand father and grandmother.



### Education level

Level of education of the female garment workers increased to a large extent over the last few years. It can be noticed from Table 3.1 that only 5 percent of the female garment workers were illiterate. The number of female workers having secondary level education was 54.33 percent. About sixteen percent had education upto SSC level. On the other hand, about six percent had education above SSC level. About 19 percent can sign only.

### Origin

Table 3.1 indicating that majority of the workers came from rural areas. Our survey report showed that about 83 percent of the workers were from rural areas. Only 11.33 per cent were from urban areas.

**Table 3.2**  
**Distribution of workers by marital status and age**

Age \ Marital Status	Unmarried		Married		Divorced		Separated/ Abandoned		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
15 – 19	71	34.47	03	4.05	01	50.00	01	5.55	76	25.33
20 – 24	87	42.23	05	6.75	-	-	-	-	92	30.67
25 – 29	33	16.01	38	51.35	-	-	07	38.88	78	26.00
30 – 34	15	7.28	12	16.21	-	-	06	33.33	33	11.00
35 – 39	-	-	15	20.27	-	-	03	16.66	18	6.00
40 & above	-	-	01	1.35	01	50.00	01	5.55	03	1.00
Total	206	100	74	100	02	100	18	100	300	100

Source: Field survey

Distribution of the female workers by marital status and age, Table 3.2 showed that although less percentage of the female workers was married, they were of prime reproductive age group. According to Table 3.2 majority of the married workers (about 52%) belong at the age group of 25 to 29. Only 4.05 percent were in between 15 to 19 age group 20.27% are in 35 to 39 age group and only 1.35 were in 40 and above age group. This data also reveals that majority female garments workers are young in age whether they are married or unmarried.

**Table 3.3**  
**Showing nature of family, number of dependents, and children of respondents**

Characteristics	Number	Percentage	Average
Nature of family			Average number of dependent = 5.29
Joint	232	77.33	
Single	68	22.67	
Total	300	100.00	
Dependents (Number)			
1 – 2	30	10.00	
3 – 4	80	26.67	
5 & above	190	63.33	
Total	300	100.00	
Children (Number)			
Nil	09	12.16	
1 – 2	38	51.35	
3 – 4	20	27.03	
5 – 6	07	09.46	
Total	74	100.00	

Source: Workers opinion.

From the above data we came to know that 77.33 percent of respondents came from a joint family. Table 3.3 also presents the number of dependents and children per family of the respondents. Number of dependents were found to be 5 & above in 63 percent cases. While only about 27 percent families had less than 3 to 4 dependents. Average number of dependents in a family was 5.29. In case of the number of childrens most of the married respondents had upto two children. This number was 51.35 percent. 27.03 percent had three to four childrens. Only 12.16 percent did not have any children.

### 3.3 Education of Family Members

**Table 3.4**  
**Education of husband, father and mother of respondents**

Education	Husband		Father		Mother	
	No.	%	No.	%	No.	%
Illiterate	06	8.11	89	30.07	160	53.51
Upto class V	28	37.84	85	28.72	98	3.77
Class VI – X	37	50.00	104	35.13	41	13.71
SSC & above	03	4.05	18	6.08	-	-
Total	74	100.00	296	100.00	299	100.00

Source: Workers opinion.



From the above table it can be said that mothers of respondents are less educated, than their fathers and husbands. But their husband, are comparatively more educated than their fathers. It can be noted here, that four respondents' father and one respondents mother were died. Above Table 3.4 shows that 54.05% respondent's husband had education of higher secondary and SSC level. While 41.21 percent respondents father had this level, but majority (above 54%) of respondent's mother were illiterate.

**Table 3.5**  
**Showing children access to education**

Group	Number of respondents	Percentage
Yes	50	67.57
No	15	20.27
Having no children	09	12.16
Total	74	100.00

Source: Workers opinion.

Awareness of children education has been increasing in every classes of our society. From the above table we observe that 67.57 percent of our respondents' children go to school. The respondents opined that free education of NGO make possible to go their children to school. However, the NGO is not going to support students beyond class five. It is not possible to them to support the academic expenses and all other necessities at the same time. So, they have to call off their childrens education at the passing class five. 20.17% of our respondent's children did not go to school. Most of the cases they were unable to go to school because of their age was not suitable to go. 12.16 percent have no children.

### **3.4 Occupation of husband and father**

Income of workers is supplemented by other sources of income which include income of husband, father, brother, sister or others. It is observed that 86 percent of respondents have that type of income. Occupational pattern of husbands and fathers of respondents is presented in Table 3.6.

**Table 3.6**  
**Showing occupation of husband and father of respondents**

Occupation	Husband		Father	
	No.	%	No.	%
Service	26	37.69	45	16.61
Day labourer	21	30.44	81	29.89
Petty business	10	14.49	87	32.10
Rickshaw puller	09	13.04	40	14.76
Agriculture	01	1.45	15	5.54
Others	02	2.89	03	1.10
Total	69	100.00	271	100.00

Source: Workers opinion.

The above table indicating that occupation of husbands of majority of married respondents were service i.e. 37.69%. On the other hand, father's occupation of the respondents (32.39%) were petty business, only 16.61% were service holder. Table also showed that five respondent's husbands and twenty nine respondent's father had no occupation. Most of them have been suffering from different diseases and in some cases due to old age the respondents fathers were unable to do work. Other occupation of husband and father of respondents were day labourer, rickshaw puller and involved in agricultural work.

### 3.5 Characteristics of Migration of the Workers

#### Types of Migration

In our survey, we had recorded the 'current' place of residence of the workers and the duration of stay at the current place of residence. A person living in Dhaka city since birth was considered as resident of Dhaka city. The rest were considered as migrant workers, broadly grouped into two: temporary migrants and long-term migrants.

Temporary migrants consists of those who change the place of activity but not their usual residence. They are 'short-term migrants. The essence of this type of mobility is that a move is made for a short period with the intention of returning to the place of usual residence. An important group of such migrants consists of workers who work on contract and combine activities in several places according to seasonal labour requirements and the availability of seasonal work opportunities. In our study, such workers came from Narayangonj, Pabna, Mymensing and Comilla.



Another category of ‘temporary migrants’ consists of commuters who move to take up a specific activity in a garment factory but who retains her residence elsewhere. If a worker in Dhaka city resided outside Dhaka city, we considered her to be in this category of commuters. As the worker resides elsewhere, her family life is not disrupted and furthermore, it does not put pressure on housing, sanitation and other urban facilities. This phenomenon of commuting also involves flow of income and goods from Dhaka city to other areas and vice versa.

In contrast to the above, the long-term migrant category consists of those who, in moving, change both their ‘usual’ residence and their place of activity for a prolonged period. This is the group most commonly regarded as migrants. Such people usually retain some link with their house area. The non-migrants were those who have never moved nor have changed either the place of residence or activity within a specified period or since birth.

**Table 3.7**  
**Distribution of workers according to their migratory status**

Status	Number of workers	Percentage
Migrant		
Temporary	17	5.67
Long-term	196	65.33
Non-migrant	87	29.00
Total	300	100.00

Source: Workers opinion.

Our survey reveals that among 300 sampled workers, 71% were migrant, of them 65.33 percent were long-termed migrant and only 5.67 percent were temporary migrant workers. On the other hand, 29 percent were non-migrant workers.

### **Selectivity of Migration**

Studies on migration have found that the propensity to migrate usually varies due to variation in age, sex and education. In this study, we found that migrants aged 15 to 30 years dominated. This is due to the fact that the young ones have a higher propensity to migrate because the return on investment in human capital declines with

increase in age, while the older people tend to have developed stronger attachment to their property and family.

**Table 3.8**  
**Distribution of workers according to selectivity of migration**

**N = 300**

Characteristics	Migrant		Non-migrant	
	Number	%	Number	%
<b>Age Group (years)</b>				
15 – 19	46	21.60	20	6.67
20 – 24	81	38.03	21	7.00
25 – 29	51	23.94	27	9.00
30 – 34	21	7.00	12	4.00
35 – 39	12	4.00	06	2.00
40 and above	02	0.67	01	0.33
<b>Education</b>				
Illiterate	43	20.19	07	8.05
Can sing at best	33	15.49	22	25.28
Up to class V	65	30.52	50	57.47
Class VI to X	70	32.86	05	5.75
Above class X	02	0.94	03	3.45
<b>Marital Status</b>				
Married	52	17.33	22	7.33
Unmarried	148	49.33	58	19.33
Divorced	-	-	02	0.67
Abandoned/Separated	13	4.34	05	1.67
<b>Total number of workers</b>	<b>213</b>	<b>71.00</b>	<b>87</b>	<b>29.00</b>

Source: Workers opinion.

The selectivity of migrants is clearly evident from our survey. Table 3.8 shows that among 213 migrant workers, 59.62 percent belonged to the age group of 15 to 24 years. Furthermore 69.48 percent of migrants were unmarried. This has a great significant in a society like Bangladesh. When females aged above 12 years are often expected to observe 'Purdah' specially in rural areas. It shows that there has definitely been a cultural change. It is also to note that the education level of the migrants is considerably higher. Thus our study showed that the migrants were relatively young and better education than the rural population in general.



### 3.6 Workers' Districts of Origin

**Table 3.9**  
**Distribution of workers by districts of origin**

Districts of Origin	Number of workers	Percentage
Dhaka	83	27.67
Faridpur	42	14.00
Mymensingh	38	12.67
Noakhali	13	4.33
Tangail	10	3.33
Commilla	11	3.67
Barisal	52	17.33
Kushtia	11	3.67
Pabna	25	8.33
Others	15	5.00
Total	300	100.00

Source: Workers opinion.

Among the surveyed sample, 88.67 percent originated from rural areas. Table 3.9 shows that about 28 percent of the workers originated from Dhaka district followed by 17.33 percent from Barisal and 14 percent from Faridpur. 12.67 percent from Mymensingh and 8.33 percent from Pabna. All these district are generally characterized by high proportion of landlessness. Among the workers, most originated from Dhaka, followed by Barisal and Faridpur. Besides, mobility from these areas is easier water transport is cheap and easily available from Barisal and Faridpur. Other respondents were from Noakhali, Kustia, Commilla, Tangail. They were 4.33%, 3.67%, 3.67% and 3.33% respectively.

### 3.7 Relative at the Factory

A worker is likely to feel socially secured at work place if the work place is congenial. From that point of view, the importance of kinship ties in the recruitment process was found to be very important. Moreover, the labour market of the garment industry drew upon the rural sector rather than the informal urban economy. The employees also feel secured to have relatives at the factory, as they can commute to work together. Not only that, having relative at the factory gives women security against bad behaviour of male supervisor or co-workers. It also helps them have joint accommodation near the factory.

**Table 3.10**  
**Distribution showing workers having relative in the same factory**

Types of relatives	Number of workers	Percentage
Mother	03	1.00
Sister	32	10.67
Brother	06	2.00
Spouse	02	0.67
Other relatives	42	14.00
Don't have relatives	215	71.66
Total	300	100.00

Source: Workers opinion.

Above table shows that 28.33 percent of the total workers had at least one relative in the factory. About 11 percent of the workers had their sister, two percent had brother 0.67 percent had spouse. One percent had mother and another 14 percent had other relatives including children. Most of our respondents were young and mostly unmarried. Hence, having a relative in the factory gave them social security at the workplace. But the survey reveals that 71.66 percent respondents did not have any relatives in the factory.

### **3.8 Previous Occupation**

The emergence of garment industries opened the door of employment in our country. A significant number of unemployed female got employment in this sector. From our survey we identified that about 84.67 percent of total workers had job experience in other garment factories. Because, our sample workers were operators and they are employed in skilled category III. So, they had experience in past

**Table 3.11**  
**Showing previous occupation of the workers**

Previous job experiences	Unemployed	Agro-based job	Garment factories	Other experience	Total
Number of workers	20	09	254	17	300
Percentage	6.66	3.00	84.67	5.67	100

Source: Workers opinion.



This type of job requires previous experience. May be for this reason, most of the workers had previous job experience in the garment factories. 6.66 percent were unemployed before joining the sector. 3 percent were involved in agro-based job. Other experiences include, domestic service, small business, salesmanship etc. where 5.67 percent were involved before joining the sector.

### 3.9 Length of Service (SL) in the Present Factory

**Table 3.12**  
Showing the length of service in the present factory

Service length	Number of workers	Percentage	Average
SL $\leq$ 1 year	52	17.33	2.21
SL $\geq$ 1 year	171	57.00	
but $\leq$ 3 years			
SL $\geq$ 3 years	35	11.67	
but $\leq$ 5 years			
SL $\geq$ 5 years	42	14.00	
Total	300	100.00	

Source: Workers opinion.

As the workers were young in age, so their experience was shorter. Table 3.12 shows that more than half of the respondents (57.00 percent) were working in the factory for less than 3 years. On the other hand, 17.33 percent of the workers possesses service length of less than one year and 14 percent of them had work experience of more than 5 years. 11.67 percent had experience of more than 3 years. Average length of service was 2.21 year.

### 3.10 Marriage Age of the Workers

Besides young age and short work experience, early marriage was found to be common in our survey. Table 3.13 reveals that about 53 percent of respondents got married at the age between 16-20 years. About 29 percent got married before reaching 15 years of age. Early marriage is violation of government regulation, which suggests that minimum age of marriage should be 18 years.

**Table 3.13**  
**Marriage age of respondents**

Age (years)	Number of workers	Percentage
11 – 15	21	28.37
16 – 20	39	52.70
21 – 25	10	13.51
25 and above	04	5.42
Total	74	100.00

Source: Workers opinion.

### **3.11 Minimum Wage Legislation and Remuneration to Garment Workers**

The government declared the minimum wage rates for the various categories of workers employed in the garment industries in Bangladesh on 22 October, 2006. Table 3.14 shows that the list of occupation category is not exhaustive. No mention has been made at the category of sewing helper. One could include finishing helper under the category packer, it is however, not very clear. Besides those listed in Table 3.14, the regulation also included electricians, mechanics, and other administration and clerical workers. But since our focus is on production workers, we have ignored them.

The wage rates per hour have been calculated on the basis of 26 working days a month and 8 working hours a day. The overtime rates had been calculated as twice the basic. The Table 3.14 shows the minimum wage of Grade VII garment worker is 1662.50 a month, while Tk. 1851.00, Tk. 2046.00, Tk. 2250.00, Tk. 2449.00, Tk. 3840.00 and Tk. 5140.00 for Grade VI, V, IV, III, II, I garment workers respectively per month. It can be noted that, house rent allowance and medical allowance are included in this amount. In our survey, we considered only Grade III (Sewing Operator) workers. The Table 3.14 shows that Grade III workers is Tk. 2449 including house rent and medical allowance. Their wage rate per hour is. Tk. 11.77.



**Table 3.14**  
**Minimum wage of garment workers**

Grade category and occupation	Salary per months (Tk.)				Wage rate/ hours	Overtime rate/ hours
	Basic salary	House rent 30%	Medical	Total		
<b>Grade I:</b>						
Pattern master, chief quality controller, chief cutting master	3800	1140	200	5140	24.71	36.54
<b>Grade II:</b>						
Mechanic, cutting master	2800	840	200	3840	18.46	26.72
<b>Grade III:</b>						
Sample machinist, senior sewing machine operator, senior cutter, senior marker, senior line leader, senior over lock machine operator, senior button machine operator	1730	519	200	2449	11.77	16.63
<b>Grade IV:</b>						
Sewing machine operator, linking machine operator, marker, cutter, iron man, folder, packer	1577	473	200	2250	10.81	15.16
<b>Grade V:</b>						
Junior sewing machine operator, junior linking machine operator, junior marker, junior cutter, junior finishing iron man, folder, junior packer, junior over lock machine operator, button, machine operator	1420	426	200	2046	9.84	13.65
<b>Grade VI:</b>						
Ordinary sewing machine, winding machine, netting, linking, mending, fusing, colour turning, over lock, button and kanchi machine operator	1270	381	200	1851	8.90	12.21
<b>Grade VII:</b>						
Assistant sewing, winding, netting, linking and mending, machine operator, assistant cutter and marker, line iron man, assistant dry washing man, helper, over lock machine, button machine and kanchai machine, finishing helper	1125	337.50	200	1662.50	7.99	10.81

Source: Adapted from the Bangladesh Gazette Extraordinary, Sunday, October 22, 2006.

### 3.12 Payment of Workers

It is well known that the garment industry is very susceptible to fluctuation in employment as a result of the irregular work order and fast changes in fashion. These

characteristics demand a labour market with high flexibility, in which labour is easily found when it is required and easily disposed of when not needed. To reduce capital cost, machines need to be kept running without any interruption. Work was, therefore, organised on: (1) salaried basis with overtime and (2) on contract basis. The salaried workers are hired on a monthly basis to work for eight hours of a day and 26 days a month, i.e. 208 hours a month. Beyond, eight hours each day, if the worker had to work overtime, he/she was paid an hourly overtime rate which was higher than the usual hourly pay. These workers are made permanent usually after a year of service, after which they enjoy the yearly increment and paid casual, annual and medical leaves. On the other hand, the contract workers are hired for completing a specific work order on a piece rate basis.

Workers at most factories provided a number of benefits beyond their monthly salary and overtime. In most factories, the following benefit and penalty measures have been introduced.

**Attendance bonus:** This type of bonus is given by the firms for better attendance. The rules of attendance bonus are as follows: (a) Present all days (perfect attendance) – Tk. 100, (b) Absent one day – Tk. 50. Among the respondents about 23.67 percent had received an attendance bonus.

**Efficiency bonus:** The productivity targets were enforced by most firms. They were achieved through payment by results, and penalties if output norms were not reached. In some factories, targets were set for the day. If the achievement by 4.30 pm was more than the target a bonus was given. If target was not achieved, sometimes the workers had to finish the work without getting any overtime pay. In one firm, it was reported that if the target was not fulfilled one day was then marked as absent. In our survey, 19.67 percent of the workers received an efficiency bonus.

**Eid bonus:** This type of bonus usually  $\frac{1}{2}$  of basic or  $\frac{1}{2}$  of monthly pay was paid. Some gave one Eid bonus and some two. In our sample factories, 100 percent firms gave two Eid bonus but only 54.33 percent respondents received this bonus. Others



did not obtained it as they did not have required attendance. So, Eid bonus is also depended on attendance.

**Table 3.15**  
**Monthly take home income of the workers**

Total income Tk./month	Number of workers	Percentage
Bellow 2000	02	0.67
2000 – 2500	35	11.67
2500 – 3000	87	29.00
3000 – 3500	111	37.00
3500 – 4000	38	12.66
4000 – 4500	21	7.00
4500 and above	06	2.00
Total	300	100.00
Average income:	Tk. 3,112	

Source: Workers opinion.

Table 3.15 shows the take home income of a workers at the end of the month. These include the monthly pay, overtime payment, Eid or festival bonus, attendance bonus and efficiency bonus. From the above table we observed that 37 percent of the workers monthly take home income was in between Tk. 3000 to Tk. 3500. 29 percent received income Tk. 2500 to 3000. Only 0.67 percent and 2.00 percent received take home income Taka below 2000 and Tk. 4500 and above respectively. Average income of the respondent was Tk. 3,112.

**Other sources of income:** Income of workers is supplemented by other sources of income.

**Table 3.16**  
**Distribution of workers regarding their involvement for extra earning**

Group	Number of workers	Percentage
No involvement for extra income	255	85.00
Involvement to:		
Land property	04	1.33
Small business	07	2.33
Investment	25	8.34
Others	09	3.00
Total	300	100.00

Source: Workers opinion.

Table 3.16 reveals that 85 percent workers had no involvement for extra income. They meet their financial requirements only from their salary. Only 15 percent workers had involvement for extra earnings. Of them 55.55 percent received extra income from various types of investment. 15.55 percent and 8.88 percent earned from small business and land property and the rest earned mainly daily basis work at the time of holidays.

### 3.13 Problems while commuting

It is a common for a worker to work overtime during the peak season in the garment industry. On an average a worker has to work 2-4 hours of overtime a day. So, it is very important to know how do the workers live, how do they commute to working place when they return home and with whom. At the same time it is important to know what type of incidence of harassment in the streets they faced.

#### Mode of transport

The most secured mode of transport is factory bus. Not only that it could ensure the workers are at work on time. But our survey showed that not a single factory provided bus or any other type of transport for commuting the workers to work place.

**Table 3.17**  
**Distribution of workers by mode of transport availed in commuting to work place and commuting distance**

Characteristics	Number of workers	Percentage
Mode of Transport:		
Walk to work	219	73.00
Bus/Tempo	66	22.00
Rickshaw	15	5.00
Factory bus	-	-
Distance of Working Place (km)		
Below 1	10	3.33
1 – 2	24	8.00
2 – 3	105	35.00
3 – 4	75	25.00
4 – 5	29	9.67
5 and above	57	19.00
Total	300	100.00
Average distance of working place: 3.58 km		

Source: Workers opinion.



The above table shows that most of the workers (73 percent) commute by walking to and from the factory everyday. Only 22 percent and 5 percent commute by bus or tempo and rickshaw respectively. Most of them (35 percent) commute two to three kilometres each way. It is followed 25 percent commute 3 to 4 kilometres each, 5 and above kilometre commute only 19 percent and 3.33 percent of the total workers lived one kilometre of the factory premise. Average distance of working in between place is 3.58 km.

**Table 3.18**  
**Distribution of workers showing commuting distance and mode**

Distance (km) \ Mode	Walk to work		Bus/ Tempo		Rickshaw		Total	
	No.	%	No.	%	No.	%	No.	%
Below 1 kilometre	10	3.33	-	-	-	-	10	3.33
1 – 2	24	8.00	-	-	-	-	24	8.00
2 – 3	103	34.33	02	0.67	-	-	105	35.00
4 – 5	69	23.00	05	1.67	01	0.33	75	25.00
5 and above	26	2.00	41	13.67	10	3.33	57	19.00
Total	219	73.00	66	22.01	15	4.99	300	100

Source: Workers opinion.

From the above table it can be said that 100% of workers who lived within one kilometre of the factory premise came walk to work everyday. The workers who lived within 2 to 3 kilometres, most of them commute to the workplace by walking, but who lived 4 to 5 kilometres, most of them commute to and from the factory by bus or tempo. Only 4.99 percent used to rickshaw and most of their living distance is 5 kilometres and above.

### **Problems to Mobility**

It is very important to know with whom do the workers commute from the factory after back. It is reported that workers are often attacked by mastans on their way home, specially at nigh after overtime work.

**Table 3.19**  
**Distribution of workers by with whom they commute**

Commuting person	Number of workers	Percentage
Return alone	103	34.33
With guardian	33	11.00
With colleague	137	45.67
Factory people	27	9.00
Total	300	100.00

Source: Workers opinion.

Table 3.19 shows that the most common way was to commute with colleagues and it's about 46 percent, followed by commuting alone 34.33 percent, 11 percent with guardian and 9 percent with factory people. About 11 percent of total workers reported that they were attacked by mastans on the street. This incidence of mastan attack was highest for these female workers who commuted with their sisters or alone.

### 3.14 Living Condition

In our survey we found that 88.67 percent of the total workers hail from the rural areas. Thus, it is very important to know with whom these workers reside. Moreover, the type of residence has important implications for the overall social security.

### Residential arrangement of the workers

**Table 3.20**  
**Residential arrangement of the workers**

Arrangements	Number of workers	Percentage
Rented house with family	143	47.67
Mess	89	29.67
Relatives/colleagues house	66	22.00
Government quarter with family	02	0.66
Total	300	100.00

Source: Workers opinion.

Table 3.20 shows that 47.67 percent of the workers lived with their family in a rented house, while 29.67 percent lived in the mess, 22 percent in the relatives or colleagues houses and only 0.66 percent lived in the government quarter with their family. Most of these houses were in *Bajtee* where social insecurity is highest.



## Housing Condition

**Table 3.21**  
**Distribution of the workers by their housing condition**

N=300

Living condition	Number of workers	Percentage
Housing condition:		
Living in <i>katcha</i> house	203	67.67
Living in <i>pacca</i> house	33	11.00
Living in <i>katcha</i> house with tin roof	64	21.33
Having electric supply	273	91.00
Having gas supply	45	15.00
Sources of water:		
Drinking WASA's water	177	59.00
Drinking tubewells water	122	40.67
Drinking pond/river water	01	0.33
Types of toilet:		
Using <i>kacha</i> toilet	89	29.67
Using sanitary toilet	211	70.33
Total number of workers	300	
Mean number of members living in a room	6.3	
Mean number of persons using a toilet	11.14	

Source: Workers opinion.

It has been found that most of the garment workers lived in the slum areas where living condition was very unhygienic, over crowded and damp. Living conditions of the workers who do not live in the slum areas was also found not hygienic. It can be observed from Table 3.21 that 67.67 percent of the workers lived in *katcha* house, 21.33 percent lived in *katcha* house with tin roof and only 11 percent lived in *pacca* house. On an average, 6.3 persons lived in a room. It was observed at the survey time, that size of a room was very small.

However, in terms of access to urban utilities the living conditions of the garment workers are better. They have access to electricity, gas and water supply. Our survey reported that 91 percent workers had electricity at their residence, use of water and gas also showed. Though it was not satisfactory, only 15 percent had gas supply. It was found that almost all the workers surveyed drank water either from the supply of WASA or from tubewell (Table 3.21). But we came to know, very few workers drink boiled water.

At the time of survey, we observed most dangerous aspect of workers living was the type and use of toilet. It was found that about 30 percent (Table 3.21) of the surveyed workers used *katcha* toilet. Not only that, it was found that on an average 11.14 persons used one toilet.

### 3.15 Health condition

Being employed in the export oriented garment industry workers, specially female workers could eat for better food than before, which definitely have positive impact on workers health. But all these gains could not bring in any tangible positive impact on the workers health. Findings of this survey showed that a large number of workers suffered from various illness after starting work in the garment industry.

**Table 3.22**  
**Distribution of workers according to incidence of illness**

Illness	Number of workers	Percentage
Headache	161	53.66
Waist and back pain	141	47.00
Eye problem	152	50.67
Physical weakness	209	69.67
Digestion problem	77	25.67
Urine trouble	59	19.66
Cough and fever	133	44.33
Jaundice	61	20.33
Other illness	43	14.33
Total	300	100.00

Source: Workers opinion.

As can be observed from Table 3.22 that more than half of the workers interviewed complained of headache. All the respondents also experienced headaches, claimed that they developed their headaches within 3 – 6 months of joining the garment factory. Table 3.22 shows that incidence of physical weakness among the garment workers are very high. Data also revealed that 50.67 percent workers suffered form eye problems, 47 percent suffered from waist and back pain. Table 3.22 further showed that 44.33 percent of the workers suffered from cough and fever and some breathing problems. It was also found a large number of workers suffered from urine trouble, digestion problem, and jaundice. Other illness included chest pain, ear pain, skin disease and



female diseases. 14.33 percent of the workers suffered from these diseases. We asked the workers whether they suffer more now than before their joining in the garment industry. Almost all workers said that they had healthy life before entering the garment industry. Specially, workers who complained of eye pain and ear pain. None of them had this problem before they had joined garment work.

**Table 3.23**  
**Distribution of workers by age and incidence of illness**

Illness \ Age (year)	15-19	20-24	25-29	30-34	35-39	40 & above	Total
Headache	31 (40.79)	52 (56.52)	39 (50.00)	27 (81.81)	10 (55.56)	02 (66.66)	161
Waist & chest problem	18 (68.42)	19 (20.65)	27 (34.61)	23 (69.69)	17 (94.44)	01 (33.33)	141
Physical weakness	52 (68.42)	61 (66.30)	47 (60.25)	30 (90.90)	16 (88.88)	03 (10.00)	209
Digestion problem	9 (11.84)	22 (23.91)	09 (11.53)	19 (57.57)	16 (88.88)	02 (66.66)	77
Urine problem	17 (22.37)	21 (22.82)	12 (15.35)	07 (21.21)	02 (11.11)	-	59
Cough & fever	29 (38.15)	49 (53.26)	62 (79.48)	21 (63.63)	13 (72.22)	01 (33.00)	133
Jaundice	12 (15.78)	08 (8.69)	34 (43.58)	06 (18.18)	01 (5.55)	-	61
Eye problem	43 (56.67)	69 (75.00)	20 (25.64)	13 (39.39)	07 (38.88)	-	152
Other illness	17 (22.36)	11 (11.95)	04 (5.12)	01 (3.03)	08 (44.44)	02 (66.16)	43
Total	76	92	78	33	18	03	300

Source: According to question no. 1.1 and 1.42 (Workers opinion).

Results of our survey shows (Table 3.23) that most of the workers suffer from physical weakness. This occurs due to long hours of work and low quality of food that they take for lunch. Interestingly, the findings shows that this type of incidence occur at the lower age of workers, whose age group in between 15 to 19.

The eye trouble was more prevalent among the workers aged 20-24 years while, most of the workers aged group of 25-29 had complaint about cough and fever. Most of the 30-34 age group workers had been suffering from physical weakness. On the other hand most of the 35-39 aged group workers had been suffering from waist and chest

pain and 40 and above aged of workers were mostly suffering from physical weakness. In general, the survey reported that, all workers suffer from some kind of illness.

**Table 3.24**  
**Distribution of workers by length of service and incidence of illness**

Job length (years) \ Illness	Headache	Waist & chest pain	Physical weakness	Digestion problem	Urine problem	Cough & fever	Jaundice	Eye problem	Other illness
Below 1	19 (11.80)	21 (14.89)	29 (13.87)	02 (2.59)	03 (5.08)	52 (39.09)	-	13 (8.55)	-
1 – 3	66 (45.34)	50 (35.46)	55.05 (11.50)	39 (50.65)	16 (27.11)	40 (30.07)	19 (31.15)	86 (56.57)	18 (4.86)
3 – 5	30 (18.63)	29 (20.56)	24 (4.48)	13 (16.88)	12 (20.33)	05 (3.76)	17 (27.87)	22 (14.47)	08 (18.60)
5 & above	39 (24.22)	41 (29.09)	41 (19.62)	23 (29.87)	28 (47.49)	36 (27.06)	25 (40.98)	31 (20.39)	17 (39.53)
Total	161 (100)	141 (100)	209 (100)	77 (100)	59 (100)	133 (100)	61 (100)	152 (100)	43 (100)

Source: According to question no. 1.4 and 1.42 (Workers opinion).

It is also important to know whether the incidence of illness increases with the length of job at the garment industry. Table 3.24 shows that the workers whose length of service was 1-3 years most of them had been suffering from headache, waist and chest pain, physical weakness, digestion and eye problem. The workers whose length of service was 5 years and above most of them had been suffering from urine problem. Hence women suffer from cough and fever at an earlier year of service.

### **3.16 Medical expense and health awareness of workers**

#### **Access to treatment**

Findings showed that with income in hand, the female garment workers could spend a some amount of money for their medical care.



**Table 3.25**  
**Average medical expense incurred by the workers**

Taka/Workers/Months	Number of workers	Percentage	Average Method
Below 50	44	14.67	Tk. 371.50
50 – 100	08	2.67	
100 – 150	28	9.33	
150 – 200	12	4.00	
200 – 250	05	1.67	
250 – 300	155	51.67	
300 – 350	06	2.00	
350 – 400	22	7.33	
400 and above	20	6.67	
Total	300	100.00	

Source: Workers opinion.

The above table showed that more than 50 percent workers (51.67 percent) spend Tk. 250-300 per month as medical expense purpose, 14.67 percent of workers expense was below Tk. 50 and only 6.67 percent workers spend Tk. 400 and more for this purpose. Average medical expense was Tk. 371.50 per month. Almost all the workers complaint that this amount was not sufficient as their requirements. They were unable to take proper medical care with their poor wage and medical allowance.

**Table 3.26**  
**Distribution of workers showing medical expense according to marital status**

Taka/Workers/Months	Marital status		Unmarried	
	Married		No	%
	No	%	No	%
Below 50	-	-	44	21.35
50 – 100	-	-	08	3.88
100 – 150	03	3.19	25	12.14
150 – 200	03	3.19	09	4.37
200 – 250	04	4.25	01	0.49
250 – 300	54	57.45	101	49.03
300 – 350	06	6.38	-	-
350 – 400	10	10.64	12	5.83
400 and above	14	14.89	06	2.91
Total	94	100.00	206	100.00

Note: Divorced, abandoned/separated workers are included in married group.

Source: According to question no. 1.2 and 1.43 (Workers opinion).

Across marital status the medical expenses were higher in case of the married than unmarried workers. Table 3.26 reveals that about 57.54 percent married workers had

the medical expense Tk. 250-300, while same amount spend only 49.03 percent unmarried workers. Moreover, it can be noted that higher range of medical expense i.e. Tk. 300 to Tk. 400 and above spend 31.91 per married workers while only 8.74 percent unmarried workers spend that amount.

**Table 3.27**  
**Distribution of workers showing medical expense according to age group**

Age group (year) Expense (Tk).	15-19		20-24		25-29		30-34		35-39		40 & above	
	No	%	No	%	No	%	No	%	No	%	No	%
Below 50	43	56.58	01	1.09	-	-	-	-	-	-	-	-
50 - 100	06	7.89	01	1.09	01	1.28	-	-	-	-	-	-
100 - 150	12	15.79	03	3.26	06	7.69	03	9.09	04	22.22	-	-
150 - 200	10	13.16	-	-	01	1.28	-	-	01	5.56	-	-
200 - 250	01	1.31	01	1.09	-	-	02	6.06	01	5.56	-	-
250 - 300	04	5.26	81	88.04	58	74.36	03	9.09	07	38.89	02	66.67
300 - 350	-	-	01	1.09	02	2.56	02	6.06	01	5.56	-	-
350 - 400	-	-	04	4.30	01	1.28	16	48.48	-	-	01	33.33
400 & above	-	-	-	-	09	11.54	07	21.21	04	22.22	-	-
Total	76	100	92	100	78	100	33	100	18	100	03	100

Source: According to question 1.1 and 1.43 (Workers opinion).

Expense pattern was observed in different age group differently Table 3.27 shows that 57 percent workers whose age in between 15-19 years had the medical expense of Tk. below 50. Table also shows that most of the workers in our different age group spends Tk. 250-300. These groups are 88 percent in 20-24 age group, 74.36 percent in 25-29 age group, 38.89 percent in 35-39 age group and 66.67 percent in 40 and above age group workers. Majority of the workers (48.48 percent) in 30-34 age group spend Tk. 350-400. So, we conclude that higher medical expense is related to higher age.

### **Health Awareness**

The workers are more or less conscious about their health. As because, labour standards are linked with international trade, efforts have been made in the export industries to maintain the same to some extent by providing health education. Recently some non-government organization (NGOs) started giving health education



among the garment workers. As a result it has been found that a large number of female workers had received some kind of health education provided by the NGOs. Health education makes the workers aware regarding self protection. It was found that most of the workers having health education tried to protect themselves from toxic and dust hazard by using mask. It was also found that they tried to maintain cleanliness to keep their health fit. The extent of workers self protection can be assessed from their answer, which is presented in Table 3.28.

**Table 3.28**  
**Showing awareness of workers about their good health**

N = 300

Measures	Number of workers	Percentage
Take regular medical care	11	3.67
Take vitamin/iron tablet	19	6.33
Drink safe water	133	44.33
Eat quality food	67	22.33
Try to sleep adequately	43	14.33
Try to maintain cleanliness	215	71.67
Measures are not taken	85	28.33
Total		100.00

Source: Workers opinion.

It can be seen from the Table 3.28 that most of the workers tried to keep their working health fit. Majority of them (44.33%) aware about safe water for drink. 22.33 percent had awareness about quality food to keep their health fit. 72 percent try to maintain cleanliness to keep health secured. 14.33 percent felt that adequate sleep is good for health. So, there try to take adequate sleep.

### **Health condition of the workers**

It is true that being employed in the export-oriented garment industry workers could eat for better food than before. They could afford to buy better treatment, better food. But all these gains could not bring in any tangible positive impact on the workers' health.

**Table 3.29**  
**Perception of workers about health condition before and after employment**

Health conditions of the workers	Before employment		After employment	
	No. of workers	Percentage	No. of workers	Percentage
Good	165	55.00	31	10.33
Not so good	85	28.33	195	65.00
Very bad	38	12.67	68	22.67
Not reported	12	4.00	06	2.00
Total number of worker	300	100	300	100

Source: Workers opinion.

Extent of adverse health impact of employment can easily be understood from data presented in Table 3.29. The table shows that 55 percent of the workers had perfectly good health before undertaking employment in the garment industry. But this figure came down to about 11 percent after joining the garment work.

### **Reasons Behind Adverse Health**

Occupational hazards, incongenial working conditions and conditions of employment all the main factors affecting the health of the workers in the garment industry. However, inability of the workers to take adequate treatment and food is another dominant reason for their ill health.

**Table 3.30**  
**Distribution of workers by reasons for not taking treatment**

**N = 300**

Reasons	Number of workers	Percentage
lack of affordability	276	92.00
Lack of time and absence of leave facilities	213	71.00
Access to the doctors is very difficult	41	13.67
Shyness	13	4.33
No reason	24	8.00

Source: Workers opinion.

According to Table 3.30, 92 percent workers reported that lack of affordability is the main reason for not taking treatment. Time constraints was another dominant factor. About 71 percent of the workers mentioned this reason as one of the problems for not taking treatment. In the garment industry, leave facilities are very limited. Granting of leave even for a short time during the work period is almost impossible, since garment



manufacturing is a chain work. Withdrawal of one worker from the production chain disturbs the work of the whole chain. Therefore, most employers were reluctant to allow the workers to avail treatment during the working hours. After finishing work also they can not take treatment since their working hour is very long.

### 3.17 Earnings and control over earnings

#### Status on Primary Earner

The primary earner defined as the member whose earning was the highest in the family. It is evident that the jobs at garment industry are contributing to enhance family income (Table 3.31).

**Table 3.31**  
**Distribution of workers as a primary earner**

Primary earner	Number of workers	Percentage
Self	135	45.00
Mother	25	8.33
Father/Brother/Sister	78	26.00
Spouse	59	19.67
Others	03	1.00
Total	300	100.00

Source: Workers opinion.

The Table 3.31 reveals that 45 percent of the workers were the primary earner of their families and the rest were secondary earners. Moreover, our survey result showed that a worker contributed 56 percent toward family income. Thus, the fact that women are contributing half of family income. This is an important social change that has taken place.

#### Control over own earnings

Traditionally a woman has no control over money and they had absolutely no say on decision making. But findings of the survey exceptionally showed that 53.67 percent of workers spent earnings absolutely according to their own decision. Only 22 percent have no control on their own earnings. On the other hand, 24.33 percent take decision jointly with the other members of their family. It is a remarkable social change in our male dominated society.

**Table 3.32**  
**Distribution of workers according to control over their own earnings**

Control over own earnings	Number of workers	Percentage
Spend earnings solely on own decision	161	53.67
Spend earnings jointly with other decisions	73	24.33
Have no control on own earnings	66	22.00
Total	300	100.00

Source: Workers opinion.

### 3.18 Attitude changes in workers

The jobs at garments have not only enhanced status of the women in the family, but have also given them personal freedom. As a result, their attitudes have also changes.

#### Unmarried workers

Of the total 206 unmarried workers in our sample, about 22 percent reported that the possibility of their marriage after joining garments has increased 15.03 percent said that it has decreased and 58.24 percent said that it has remained same.

**Table 3.33**  
**Possibility of marriage for unmarried workers**

Age group (years)	Increased		Decreased		Unchanged		Don't know		No information		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
15 – 19	15	7.28	09	4.36	45	21.84	02	0.97	-	-	71	34.46
20 – 24	21	10.14	12	5.82	48	23.30	05	2.42	01	0.48	87	42.23
25 – 29	06	2.91	07	3.39	18	8.73	01	0.48	01	0.48	33	16.01
30 – 34	03	1.46	03	1.46	09	4.37	-	-	-	-	15	7.28
Total	45	21.84	31	15.03	120	58.24	08	3.87	02	0.46	206	100

Source: Workers opinion.

During the interview, some of our respondents said that the society thinks that young girls undergo moral degradation by working in the garments. As a result, many young women face great social difficulties when they return to their villages. So, they thought, the possibility of marriage has decreased after joining garments.

#### Married workers

Some change have also been occurred in the life of the married workers. Some of these aspects are highlighted below:



### Participation of husband on domestic activities

When women go out to work, it is responsibility of husband to share regular household work. But the report of our survey is very interesting. The report showed that husbands participation in the household work increased with the increasing participation of women in the garment industry. Those women who work for 2-3 hours of overtime, their husbands do household work on an average, for about 2 hours. On the other hand, those who work for 3-4 hours of overtime daily, their husbands put in on an average of about 4 hours of household works (Workers' opinion).

This is an important social change as it reflects the recognition of female and participation in the labour force.

### Change in personal life of married workers

Women's participation in the labour market also increases the chance of broken home.

**Table 3.34**  
**Distribution of married workers showing change in personal life**  
**(in percentage)**

Lengths of service (year)	No. threat to divorce	Relationship with husband		
		Improved	Deteriorated	No. Change
1 – 2	100.00	42.86	-	57.14
3 – 4	83.33	16.67	33.33	50.00
5 – 6	81.82	36.37	18.18	45.45
7 – 8	87.50	37.50	12.50	50.00
9 – 10	100.00	62.50	25.00	12.50
11 and above	85.29	32.35	20.58	47.07

Source: Workers opinion.

Total 3.34 shows that who are new in the garment industry, none faced the threat of divorce, while those who have been working for 5-6 years in the garment industry faced the highest threat of divorce (18.82 percent). The workers also gave their views on relationship with their husbands. About 63 percent of the married workers whose length of service in between 9-10 years showed the highest improved relationship with their husband. On the other hand lowest improved relationship showed whose length of service in between 3-4 years. The relationship deteriorated most of those who had been working in the garment industry for 3-4 years. Hence, for workers, the

third year of working in the garment industry appears to be the most vulnerable time of her married life.

### 3.19 Expenditure pattern of the workers

On average a worker earned Tk. 3112.00. Maximum workers were unemployed prior to joining the garment industry. Thus, their earnings from the garment industry are likely to have raised their economic status. It is usually, perceived those the earnings of the female workers are spent on consumption goods for themselves. But the survey reported that about 11 percent of their earnings are spend for themselves.

**Table 3.35**  
**Expenditure pattern of the workers**

Expenditure head	Average Tk. per month
Expenditure:	
Self	264.0
Dependents education	295.1
Medical	344.5
Transport	156.5
Remittance	106.0
Savings	199.0
House rent	758.0
Food	1147.0

Source: Workers opinion.

Table 3.35 shows that the workers are also taking the family responsibilities a worker spend Tk. 295.1 of their earnings for the education of their dependants. Not only that they spend Tk. 344.50 percent of their earnings for herself and for family of medical purpose. Moreover, Tk. 106.0 percent of their incomes were remitted to the rural areas. The workers' remitted money are used for both consumption and investment purpose. Even though the income of the garment workers is low, and they have low level of education, yet they have developed a saving habit. Our survey revealed that a worker save Tk. 199.00 of their earnings per month.

The expenditure on house rent and food were jointly done from the total family income. The average house rent expenditure was Tk. 758.00 and the average expenditure of food was Tk. 1147.00 per month.



### 3.20 Violence against workers

The most adverse social impact of export-oriented manufacturing in the garment industry of Bangladesh is on violence against women. In Bangladesh, violence against women is pervasive. When they stay at home they become the victims of continuous verbal abuse, mental torture, deprivation of food and other resource, beating/physical abuse by husbands and in laws etc. When they come out of home and entered into the labour market they become the victims of another set of violence like attack by the hijackers, sexual harassment in the street by local touts and at the work place, kidnapping, beating, raping etc. These problems are acquit for garment female workers as because most of them are younger and are rural migrants. For this reason they find their shelter in mess, relatives houses or in slums and squatter settlements where social insecurity is high. Moreover, in the export-oriented garment industry, late night work is almost mandatory. It has also been found that a large number of female workers did overnight work. For, all these reasons garment workers are more vulnerable to violence.

**Table 3.36**  
**Distribution of workers by different adverse situation they faced**

Nature of violence and harassment	Self		Colleague	
	No.	%	No.	%
<b>At the workplace:</b>				
Beating in the factory	33	11.00	45	15.00
Verbal abuse	135	45.00	110	36.67
Sexual harassment, raping from insult, demeaning remarks, unwelcome touching, raping in the factory	67	22.30	113	37.67
<b>At the residence:</b>				
Assault and insult of husbands/family members	29	9.67	21	7.00
Harassment by local touts	21	7.00	27	9.00
Demeaning remarks of neighbours	101	33.67	123	41.00
<b>In the street:</b>				
Attack by hijackers/local touts	27	9.00	13	4.33
Harassment in the street by police	22	7.33	27	9.00
Rape in the street	-	-	35	11.67
Total number of workers: 300				

Source: Workers opinion.

### **Violence at the Workplace**

It is presumed that at the workplace, violence against female garment workers is widespread since most of them are very young and work late at night. Findings of the survey showed that verbal abuse at the workplace is higher. 45 percent of total workers faced this type of harassment directly and 36.67 percent reported that their colleagues faced this kind of harassment in the work place due to constant pressure to increase production. 22.30 percent of female workers encountered with sexual harassment ranging from insult, demeaning remarks to unwelcome touching and other physical assaults including raping in the factory. <sup>(Table: 3.36)</sup> But more than 37 percent reported that their colleagues faced these kinds of harassment in the workplace.

### **Violence at the Residence**

Most of the female garment workers came to Dhaka city in search of garment work. So, they had to take shelter in slums and squatter settlement, mess, hostel or in relatives houses. In all these living arrangements social insecurity is widespread.

The result of the survey showed that 7 percent of the workers always remained afraid of local touts. 9.67 percent of the workers herself and 7 percent reported about their colleagues were assaulted by their husbands and family members. 33.67 percent of the respondents and 41 percent of their colleagues suffered about demeaning remarks of their neighbours for working in the garment factory.

### **Violence in the Street**

Violence against female workers is not only in the workplace or in residence. Streets are even more risky. Insecure mode of transport is the main reason behind mishaps faced by the female garment workers in the street. Due to the absence of transport facility, the garment workers have to walk a long distance. Moreover, most of the workers commuted by foot. This walking by foot affected the workers social and health security very adversely Table 3.36 shows that 13.33 percent workers attacked by hijackers or local touts in the street. 16.33 percent harassed by police in the street. None of the respondents raped in the street but 11.67 percent reported that their



colleagues were raped in the street. Thus, the female workers at the export oriented garment industry affects their both social and working life.

### **3.21 Access to recreational facilities**

Employment in the export-oriented garment industry raises the female workers access to recreational facilities. Whereas most of them had no access to this facility before undertaking job in the garment industry. During our survey we came to know that they had access to various recreational matters, like, watching cinema/ television, listening radio/music, reading newspaper, participating games, joining festivals, social visit etc. But it is very interesting that huge number had access to joining festivals, watching television and watching cinema even though they worked very long hour. These number is 67.00%, 62.33% and 55.67 percent respectively. However, watching films does not mean that they had the opportunity to go to the cinema hall as most of them watched films on the television. It is note worthy that 4 percent of the workers had access to newspaper although it was found that their level of education was very low. 17 percent of the workers had the opportunity to make social visit. All these recreational facilities must have positive impact on female workers health. Workers reported that their organisation did not provide recreational facilities, all of these facilities they enjoyed with their own arrangement. Some of the respondents (11.67%) said that yearly picnic was organised by their owner but not regularly.

## **CHAPTER IV**

# **Legal Aspects and Employment Conditions of Garment Workers**



## CHAPTER IV

### LEGAL ASPECTS AND EMPLOYMENT CONDITIONS OF GARMENT WORKERS

Workers usually seek employment to earn a living. An important indicator of their economic condition is the monthly wage earned by a worker. Beside the monetary remuneration, returns to workers are also influenced by the nature of employment conditions, like recruitment procedure, promotion, training, work schedule, leave provision, employment contract etc. In this section these issues have been focused.

#### **4.1 Conditions of Employment**

Conditions of employment means the term of employment in between the employer and the employees. It denotes some total of the rights and obligations of the worker and the employer. According to Black's Law dictionary – a qualification or circumstances required for obtaining or keeping a job.<sup>97</sup> The conditions of service means all those conditions which regulate the holding of a post by a person, right from the time of his appointment till his retirement and even beyond retirement in matters like pension etc.<sup>98</sup> The expression “conditions of service” includes everything from the stage of appointment and to the stage of termination of service and even beyond and relates to matters pertaining to disciplinary action.<sup>99</sup> To convert raw materials into finished products, it requires to undergo six categories of jobs in any garment factory. This sort of division of labour and specialization to perform specific job is required to ensure the quality of products and promote service according to order placed.

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<sup>97</sup> Black's Law Dictionary, p. 314.

<sup>98</sup> I.N. Subba Reddy Vs. Andhra University, AIR, 2049, 2053 from Dr. Zulfiquar Ahmed, A text book of the Bangladesh Labour Act, 2006, Shamy Publication, 2007, p. 23.

<sup>99</sup> Ibid.

**Table 4.1**  
**Showing number of male and female workers engaged in various types of jobs.**  
 (Figures in percent of total workers)

Nature of jobs	Cutter	Marker	Operator	Helper	Ironman	Packer	Total
Workers							
Male	4.5	3.1	3.8	1.7	3.4	4.0	20.5
Female	1.5	0.90	36.2	38.3	2.6	00	79.5
Total	6.0	4.0	40.0	40.0	6.0	4.0	100%

Source: From officer record.

The survey advocates that (Table 4.1), 80% of work to produce a complete unit is accomplished by the combined efforts of operators and helpers and survey reveals that 94% of female workers are employed to do this job. Whereas only 6% of the female perform the job of cutting, packing, ironing and marking. The survey also indicates that male workers in garment factories are limited. Only 20% of total workforce are male. Most of them are involved in cutting and packing section. 100% workers of packing section are male.

**Table 4.2**  
**Showing the nature of employment**  
 (Figures in percent of total respondents)

<b>Nature of Employment</b>	<b>Percentage</b>
<b>Employment Status</b>	
Regular	17.4
Casual/Temporary	71.8
Contract/Apprentice	10.8
<b>Employment Contract</b>	
With written contract	1.34
Without written contract	98.66
<b>Service Record</b>	
Maintained service records	3.66
Not maintained service records	96.34
<b>Fixation of Wage Rates and Work Hour</b>	
Written	6.33
Verbal	93.69
<b>Received Appointment Letter</b>	
Yes	-
No	100.00
<b>Overtime hours (per day) and Rates</b>	
Maximum	4 hours
Rates	+ 30% - 45% of Basic rate
Having identity card	100.00
<b>Trade Union</b>	
Yes	-
No	100.00

Source: Official record.



Every employer is required to issue a formal appointment letter at the time of employment of each worker. The obligatory contents of each labour contract, if written, are confined to the main terms and conditions of employment, nature and tenure of appointment, pay allowances and other fringe benefits and admissible terms and conditions of appointment.

Bangladesh labour Act 2006, prescribes that employers must issue an letter for appointing every workers and appointed shall be given an identity card with photograph of the workers.

The survey reveals that workers are not provided with written employment contracts and service records are not maintained. Working hours and wage rates are fixed with verbal contract. But 100% of the workers are provided with identity card. The presence of trade union is not observed in 100% cases (Table 4.2).

In section 6, of the labour Act 2006 provides that every employer shall maintain a service book for every worker (excluding apprentice, and badli workers) employed by him in his own cost. The employer shall return the service book to the worker on termination of his job. The service book shall have the following details:

- i) Workers' name, workers' mother's and father's name and address.
- ii) Date of Birth.
- iii) Description of any Visible Distinguishing Marks.
- iv) Name and Address of Previous Employer, if any.
- v) Tenure of Employment.
- vi) Profession or Title.
- vii) Wages and Allowances (if any).
- viii) Leave Availed, and
- ix) Behaviour of the worker.

100 percent of the surveyed factories maintain a register for all of his workers and is kept ready during working hours for inspection by the inspector. The workers register contain the followings.

- i) Name and date of birth of the workers.
- ii) Date of appointment.
- iii) Nature of job.
- iv) Working time and hour for the workers.
- v) Leisure time for meal and rest.
- vi) Total leisure days entitled to the workers.
- vii) Inclusion of group, if any.

#### 4.2 Recruitment Procedure

In most of the factories surveyed, the workers reported that they had to apply in writing for a post and had to face an interview. The following steps are followed to recruit a new worker.

**Table 4.3**  
**Procedures to recruit new workers**

Steps	Procedure
1.	Primary selection by verbal interview for practical test.
2.	Forwarded to different sections for practical test.
3.	After passing the practical test forwarded to medical center for medical test, specially eye test.
4.	After passing the medical test issued gate pass for submitting documents and photographs.
5.	After receiving documents and photographs issued another gate pass for joining.
6.	Documents forwarded for approval to section head, department head, HR head and GM for final approval.
7.	Finally selected employee will report to HR department for joining.
8.	After joining the selected candidates with report to section head for posting or placement.
9.	On the date of joining a copy of approval along with the joining date is provided to pay roll member for including the name in the pay roll and create ID.
10.	After giving ID, the personal fill will be open and stored properly.

Source: Official record.



### **4.3 Procedure of Separation from Employment**

#### **Resignation from Service**

According to Bangladesh Labour Act, 2006 an employee may resign from service at his own will giving one months notice if he/she is a permanent employee of the company. The permanent employee required surrendering one month's basic if he/she fails to give one month's notice before resignation.

On the other hand, the resigned employee shall get one month's basic pay as compensation for every one year of service and in excess of six months additional one month's basic as compensation with all other receivable dues.

#### **Termination from Service**

According to the Labour Act, employer shall be terminated of monthly rate workers giving a written notice of one hundred and twenty days. The Act empowers the employer to terminate his employee whenever he thinks necessary in the interest of his company but on payment of certain dues. The act provides that the permanent worker whose employment is terminated shall be paid by the employer compensation at the rate of thirty days wages for every completed year of service or gratuity, if any which ever is higher and this compensation shall be in addition to any benefit to which he may be entitled. Majority of the respondents (83.79 percent) said that in case of resignation and termination from service, rules are not followed.

#### **Dismissal Procedure**

The term 'Dismissal' as the termination of services of a worker by the employer for misconduct. The status outlines several categories of misconduct including willful insubordination or disobedience, theft, fraud or dishonesty, habitual late attendance, habitual negligence of work and falsifying or tempering with damaging or causing loss of employer's official records, misbehave with other employees [Bangladesh Labour Act, 2006, Sec. 2(39)].

Most of the respondents said that the workers are dismissed from work mainly for late attendance and for damaging the company's property during the time of unrest. But they complained that the allegation against the victim are not recorded properly and the inquiry is not made accordingly. But, according to the Labour Act, no order of punishment against a worker shall be made unless.

- The allegation against him are recorded in writing.
- He is given a copy there of and not less than seven days time to explain.
- After inquiry he is proved guilty.
- The employer or the manager approves of such order.

### **Retrenchments**

Where any employee is to be retrenched on ground of redundancy and he/she belongs to a particular category of employee, the employer retrenches the employees on 'First Come First Go' basis (Act). The employee shall be given one month's notice or one month's pay in lieu of such notice for his retrenchment. A retrenched employee shall be entitled to receive one month's pay as compensation for completed year of service or for any part in excess of six months (Act).

Most of the respondents (about 85%) said that no such rules are followed accordingly. They said management acts by the pressure of various influential bodies. They showed their dissatisfaction on it.

### **Discharge**

An employee may be discharged from service for physical or mental incapability or continued ill health or such other reasons other than misconduct. A discharged employee shall be entitled to receive one month's pay (Labour Act). About 65% of the respondents have no complain about discharge matter. Only about 15% complained that full payments are not given to the discharged employee (workers opinions).



## 4.4 Working Hours and Work Interval

### Work hour

It was found that one shift of work is the norm in the garment industry. The normal working hours is 8 hours a day, usually from 7.30 am or 8.00 am to 4.30 pm to 5.00 pm. The peak season is from October to January, while the slack season is from March to June. During the peak season, the workers are required to work overtime. At that time on an average a worker had to work 11 to 12 hours a day. But 71% of workers replied that they had to work hours or more a day throughout the year. Only 6.5% worked the normal 8 hours a day (Table 4.4).

**Table 4.4**  
**Showing working hours of workers per day**

(Figures are percentage of total respondents)

Working hours	8	9	10	11	12 & above	Total
Number of workers	6.5	9.8	12.5	23.2	48.00	100

Source: Workers' opinion.

Among the garment workers the load of job is comparatively higher for operators and helpers. They contribute much time to produce a unit of product. As per law, women are only allowed to work in a factory between 7am to 8pm. But most of the cases, they work 8pm to 10pm. Sometimes they had to work whole night. Not only that at the time of peak season a worker had to work during weekly holiday. Although they are paid for overtime work on holidays, no alternate holiday are however given, but labour act provides a weekly holiday. So, both of the cases, it's a great violation of Labour Act.

### Work interval

None of the factories gave morning break. Only at lunch time the workers get lunch break.

**Table 4.5**  
**Distribution of factories by lunch time**

<b>Lunch time</b>	<b>Number</b>	<b>Percentage</b>
30 minutes	25	83.33
45 minutes	04	13.33
1 hour	01	3.34
Total	30	100.00

Source: Official record.

The Table 4.5 shows that among 30 factories, 83.33% provide 30 minutes for taking meal and rest. Only 3.34% provide 1 hour for lunch break. At that case, the workers work 6 hours continuously before taking break.

### **Work Interval at Prayer Time**

It was found that no factory allowed the prayer time or provided any rooms for prayer. 45 percent of same workers expressed their dissatisfaction on this issue.

### **Overtime Hours per Month**

In garment industries there are six categories of workers. All most all of the classes of workers are employed to accomplish their overtime jobs. Specially machine operators contribute much time for overtime work. As an extra earning source they always intened to take overtime job load. Simultaneously, owners get benefit through utilizing their extra labour hours. But an important issue is identified out of this observation. It is observed that if a worker does his job for 11 hours or more a day, it means that he puts his effort for 3 hours overtime work, or more a day. At the end of month his/her overtime hours including Friday would be 150 hours or more. Survey reported that about 71% of respondents have been doing the same thing as mentioned. But the interesting point is that only 1.4% of respondents have been shown in the work schedule prepared by the owner that their overtime work load at the end of month is above 150 hours. More than 70% of total workers have been allowed to have less than 50 hours overtime per month (Table 4.6).



**Table 4.6**  
**Showing overtime hours per month**

(Figures are percentage of total respondents)

<b>Overtime hours/months</b>	<b>0-50</b>	<b>51-100</b>	<b>101-150</b>	<b>151-200</b>	<b>Above 200</b>	<b>Total</b>
Number of workers	71.3	20.1	7.2	1.4	0	100

Source: Workers' opinion.

This is obviously disappointing and unethical, but inspite of this, the owners of garment factory have been continuously depriving the workers of their reasonable claim.

#### **4.5 Leave Provisions and Weekly Holiday**

The Bangladesh Labour Act, 2006 makes provisions for the compulsory holidays and leaves as follows:

##### **Holidays**

- Compulsory Weekly holiday: One day
- Compensatory weekly holiday: Where a worker is deprived of any of the weekly holidays, he shall be allowed as soon as circumstances permit compensatory holidays of equal number to the holidays so deprived of.
- Festival holiday: Eleven days in a calendar year.

##### **Provisions regarding leaves of workers**

- Annual leave: One day for every fourteen days of work.
- Casual leave: Every worker shall be entitled to casual leave for 10 days in a calendar year. It should be obtained on prior application.
- Sick leave: Sick leave may be availed of on support of a medical certificate by a registered practitioner appointed by the employer. Worker shall be entitled to medical leave for a total period of fourteen days in a year.
- Maternity leave: As per the maternity Benefit Act of 1939, the law provides 12 weeks maternity leave with full pay for the women workers.

**Table 4.7**  
**Showing the number of workers enjoyed holidays**  
(in percentage term)

<b>Holidays enjoyed last month</b>	<b>Number of workers (278)</b>
Enjoyed no weekly holidays	37.67
One weekly holiday	25.00
Two weekly holiday	19.33
Three weekly holiday	10.67
Four weekly holiday	07.33
Total	100.00
<b>Enjoyed compensatory holidays</b>	
<b>Number of workers (278)</b>	
Yes	19.78
No	80.22
Total	100.00

Source: Workers opinion.

**Table 4.8**  
**Showing the number of workers provided leaves**  
(in percentage term)

<b>Leave granted last year</b>	<b>Number of workers</b>
Granted paid leave	37.14
Granted unpaid leave	62.85
Total number of respondents asked for leave last year	140

Source: Workers opinion.

Absence of leave facilities is an important factor that made the terms and conditions of garment employment very stringent. It was found that the granting of leave was minimal. A garment worker had to work even on weekly holidays. Although they were paid for overtime work on holidays. The Labour Act provides for a weekly holiday, that is Friday and no worker is to work more than 10 days consecutively without a holiday. But the survey reported (Table 4.7) that 37.67% of the workers worked all 30 days during the last month. Only 7.33% enjoyed all weekly holidays. The rest 55% enjoyed either one, two or three weekly holidays during the same month. It is surprising enough that about the question of compensatory holidays, 80.22% replied 'no'. They did not enjoy compensatory holidays last month.



Table 4.9 showed that provision of paid leave was also minimal. 140 respondents were asked for leave last year. Out of them only 37.14% got granted paid leave and the rest got unpaid leave.

In the question of maternity leave the workers reported that they got maternity leave with lump-sum pay. But none of them got maternity leave for 12 weeks as provided by the Maternity Benefit Act of 1939. Another observation in the survey was that most of the workers are not aware about their leave system.

## 4.6 Physical Working Environment

### Ventilation in the Workroom

It was observed during the surveyed period that most of the garment factory buildings were congested and workroom were overcrowded and poorly ventilated. Only 15.00% of the respondents reported that their workroom have very good ventilation 16.33% reported moderately good and 57% reported that their factories have either bad or very bad ventilation (Table 4.9).

**Table 4.9**  
**Workers perception about work environment**

(in percentage term)

Variables	Very good	Good	Moderately good	Bad	Very bad	Total
Ventilation	15.00	11.67	16.33	34.00	23.00	100
Cleanliness	5.00	21.67	37.33	31.67	7.67	100
Workspace	8.33	15.00	18.33	26.67	31.67	100
Lighting	6.00	21.67	35.67	21.00	15.67	100
Fire preventive measures	-	0.67	1.33	39.33	58.67	100

Source: Workers opinion.

But exhaust fans was found to be used in most factories which clean the air within the workroom. Poor ventilation has very bad consequences. It makes temperature hazards. Specially where ironing and sewing work were carried on in the same floor. In that cases, it was observed during the survey that steam continuously coming out from the boiler made the work environment unbearable. Moreover, it was found that there were no exhaust fans in three factories out of 30 surveyed factories, and those have exhaust fans, the number were inadequate. It is violation of Safely Act 1965. The act states that effective and suitable provision shall be made in every factory for

securing and maintaining in every work room (i) adequate ventilation by circulating fresh air and (ii) such temperature will secure to workers. There is reasonable condition of comfort and prevent injury to health.

### **Cleanliness**

Most of the respondents reported that cleanliness of their working environment is either bad or very bad. But it was observed that working conditions of the garment factories are not only overcrowded but also dirty. Dust and small particles of fabrics and wools make the workroom dirty and the workers walk on this floor on bare feet. The Bangladesh Labour Act 2006, provides provisions for removing any dust from the workplace which may be injurious to workers. The failure for protection of dust in any establishment is a continuous offence.

**Table 4.10**  
**Opinion of the workers about removing dust from the workplace**

<b>Opinion</b>	<b>Number of respondents</b>	<b>Percentage</b>
Dust is removed regularly	143	47.67
Moderately regular	88	29.33
Irregular	30	10.00
Most-irregular	39	13.00
Total	300	100

Source: Workers opinion.

From the Table 4.10 we came to know the most of the factories removed dust regularly. Only 23% of the respondents complained that dust is removed either irregular to most irregular.

### **Workspace**

Workspace is very important for comfortable working. But most of the cases congested workspace we observed. Majority of the respondents showed their dissatisfaction about workspace (Table 4.9). The Labour Act 2006, specified that at least 9.5 cubic meter of space for every workers employed in a workroom shall be provided to prevent overcrowding. This act is violated in garment factory.



## **Lighting**

Insufficient lighting in workplace create various eye problem and accident. The Bangladesh Labour Act states that sufficient and suitable lighting must be maintained in every part of an establishment in which person are working or passing. Most of the respondents showed their moderate satisfaction on this aspect. Only 27.67% showed either satisfaction or highest satisfaction (Table 4.9).

## **Fire Prevention Measures**

According to the Bangladesh Labour Act 2006, in every factory the door affording exit from any room shall not be locked or fastened so that the workers can easily and immediately be opened from inside, while any person is within the room. But survey revealed that this act is violated greatly. The main door were kept locked in most of the factories. Due to violation of this law many garment workers died being trapped inside the factory room during the fire accident. It was observed that construction of fire exit is not enough to prevent fire hazards. It was found that most factories do not have fire alarm. However, most of the factories were found to have the fire extinguishers and buckets with sand. But it is alarming that most of the workers replied that they have never been shown how to use an extinguisher. 98% of the respondents showed their dissatisfaction about the fire preventive measures (Table 4.9). On the other hand, in maximum cases, stairways, exit passage are not constructed properly and the means of exit are not marked in red or by some other effective and clearly understandable sign. Sustainable hand rails are not observed in most of the cases to ensure safety steps.

## **4.7 Amenities and Facilities**

### **Pure Drinking Water**

The Bangladesh Labour Act 2006, makes suitable arrangements to provide clean drinking water conveniently situated for all workers. All such points shall be legibly marked 'Drinking Water' in Bengali language and no such points shall be situated within twenty feet of any washing place, urinal or latrine. But reality is that only four factories out of 30 surveyed factories were observed to abide by this law. Most of the

cases WASA was the main source of water supply. Drinking of WASA's water without boiling is very dangerous to health.

**Table 4.11**  
**Workers perception about drinking water provided by factory**

Source of drinking water	Number of respondents (%)
Deep tube-well	-
WASAs water:	
Boiling	37 (12.33)
Without boiling	225 (75.00)
Not known	38 (12.67)
Total	300 (100.00)

Source: Workers opinion.

The Table 4.11 reveals that WASA is the main source of drinking water supply. 75% reported that drinking water is supplied without boiling. Only 12.33% said about boiling water and 12.67% did not know about the source of drinking water supply.

### **Urinals and Latrines**

According to the Labour Act, "In every establishment, sufficient latrines and urinals shall be provided conveniently situated and accessible to workers at all times while they are in establishment. Such urinals and latrines shall be provided separately for male and female workers. It will be adequately lighted, ventilated and supplied with water all time and such urinals and latrines shall be maintained in a clean and sanitary condition of all times." During the surveyed period, it was observed that all the factories had separate toilets for the male and females workers. But in most case, latrines were found very dirty and smelly because of poorly maintenance. Most of the respondents showed bad impression about their toilets. The complained about the inadequate number of toilets for that reason they had to wait long time to go to toilet (Table 4.12).



**Table 4.12**  
**Workers opinion about urinals and latrines**  
(in percentage term)

Condition	Yes	No	Total
Have separate toilets for the male and female workers	100.00	-	100.00
Number of toilets are adequate	21.67	78.33	100.00
Latrine is bad smell free and kept clean	15.00	85.00	100.00
Water supply in latrine is regular	33.67	66.33	100.00

Source: Workers' opinion.

### Washing Facilities

The Bangladesh Labour Act 2006, has mentioned regulations regarding enough washing facilities. According to the act, adequate and suitable facilities for washing and bathing shall be provided and maintained for the use of the workers in every establishment. Separate and adequately screened facilities shall be provided for the use of male and female workers in every establishment and such facilities shall be conveniently accessible and shall be kept clean in every establishment. But survey revealed that not a single factory abided by this law. No means of cleaning was found. So, they used to take lunch with dirty hands which is very harmful for the workers health.

### Lunch Room Facilities

**Table 4.13**  
**Place of taking lunch of the workers**

Place	Number of respondents
Factory lunch room	16.33
Factory roof	11.33
Verandah	11.00
Stair cases	31.67
At the side of work place	20.67
Hotel	9.00
House	-

Source: Workers opinion.

The Labour Act provided that if a factory employs more than 100 workers, there must be a suitable lunch room. But the Table 4.13 showed that only 16.33% workers take their lunch in the lunch room and other take their lunch at the factory roof, verandah,

staircase or at the side of work place and hotels. Only 9% can go for taking lunch at house.

### **First-Aid Appliances**

According to the Factory Rules 1979, that there shall in every establishment be provided and maintained first-aid boxes or almirahs equipped with the prescribed contents. The number of such boxes or almirah shall not be less than one for every one hundred fifty workers. But it was observed during the survey that about 70% of the surveyed factories had only one first-aid box irrespective of the employment size. It has also been found that there were not in charge of trained person for the first-aid boxes.

### **Canteen facilities**

The Labour Act provides that an adequate canteen shall be provided for the use of workers in any establishment where in more than 250 workers are ordinarily employed. But in reality, it was found that only two factory out of 30 surveyed factories provided canteen facilities but its service was not satisfactory according to the opinion of the workers.

### **Day care room**

According to the Labour Act, where more then 50 female workers are ordinarily employed they shall be provided a suitable room or rooms for use by children aged less than six years. But survey revealed that there was no factory where this facility is provided.

## **4.8 Factory Norms Regarding Earnings**

### **Regular Monthly Wage**

It has been emphasized by the concept of global economy that industrialization will be geared up by taking the comparative advantages of economic factors. In the context of Bangladesh, cheap rate has been identified as comparative advantage. Naturally labour intensive industrialization have been getting priority in our country.



According to the report of wage and pay commission, the minimum monthly basic wage payment for a worker has been set up at Tk. 2500 considering 8 hours per working day. But the shocking experience is that more than 97% of workers are being deprived from getting minimum wage package (Table 4.14).

**Table 4.14**  
**Distribution of the workers according to monthly wage**

Wage range	Number of workers	Percentage
Below Tk. 1000	Nil	-
1000 – 1500	24	8.00
1500 – 2000	103	34.33
2000 – 2500	165	55.00
2500 – 3000	05	1.67
3000 and above	03	1.00
Total	300	100

Source: Workers opinion.

### **Overtime**

According to the labour act 2006, no person can be employed more than 8 hours a day in a factory work in excess of these hours should be paid for at the overtime rate, which is twice the basic salary. Generally, the basic salary is considered to be 60 percent of the monthly pay. Thus, a worker should get 1.2 times his/her hourly pay for one hour of overtime. From the survey, we observed that workers usually known their monthly pay and the overtime hourly rate. But they are ignorant about how the rate is calculated. We calculated the overtime rate from the overtime hours worked and overtime earnings. An average worker in our study earned 106 percent of her wage rate as overtime.

### **Bonuses**

The garment workers get different types of bonuses, which raise their take-home monthly earnings to a large extent.

**Table 4.15**  
**Different types of bonus offered to the workers**

N=300

<b>Bonus offered</b>	<b>Number of factories</b>	<b>Percentage</b>
Religious festival bonus (Eid Festival)	30	100.00
Attendance bonus	30	100.00
Efficiency bonus	19	63.33
Production bonus	13	43.00

Source: Workers' opinion.

### **Eid Bonuses**

The most widely reported benefit is Eid and attendance bonuses. Almost all workers working for one year or more in the same factory received Eid bonus. Usually half of monthly salary was paid as Eid bonus 100% of our surveyed factories gave Eid bonus however, only about 43 percent gave two Eid bonus.

### **Attendance Bonus**

Attendance bonus are given to the workers for perfect attendance. 100% of our surveyed factories gave attendance bonus to their workers for perfect attendance. Rules regarding perfect attendance. Absent one day in a month Tk. 50 is given. Present all days in a month Tk. 100 is given.

### **Efficiency Bonus**

During our surveyed period we came to know that 63.33 factories gave efficiency bonus to their workers for completing the production target in time. The productivity targets were enforced by most of the firms. They were achieved through payment by results and penalties if out put norms were not reached. Most of the factories targets were set for the day. If the achievement by 4.30 pm was more than the target, a bonus was given. On the other hand, if target was not achieved, sometimes the workers had to finish the work without getting any overtime pay. Some respondents reported that if the target was not fulfilled, one day was then marked as absent. About 23.28 percent of our respondents received an efficiency bonus.

### **Production bonus**

Usually this type of bonus was paid to the supervisors for completion of work in time.



**Table 4.16**  
**Other monthly earning (overtime + bonus)**

<b>Earning range (Tk.)</b>	<b>Number of workers</b>	<b>Percentage</b>
Below Tk. 400	-	-
400 – 600	02	0.66
600 – 800	25	8.33
800 – 1000	98	32.67
1000 – 1200	175	58.33
<b>Total</b>	<b>300</b>	<b>100</b>

Source: Workers opinion.

The Table 4.16 showed that majority of respondents (58.33%) earned Tk. 1000-1200 as overtime and bonus.

### **Payment Dates of Wages and Overtime**

According to the labour act wage in a factory employing less than one thousand persons is to be paid within seven days of the expiry of the wage period. Generally a worker is paid his wage in the following month on the basis of his service, in the previous month. But in most cases, the Act was not followed accordingly.

**Table 4.17**  
**Distribution of factories according to payment dates of wages and overtime**

<b>Day at the following month</b>	<b>Factories (payment of wages)</b>		<b>Factories (Overtime Payment)</b>	
	<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>
1 <sup>st</sup> – 5 <sup>th</sup> day	02	6.67	-	-
6 <sup>th</sup> – 10 <sup>th</sup> day	08	26.67	-	-
11 <sup>th</sup> – 15 <sup>th</sup> day	19	63.33	01	3.33
16 <sup>th</sup> – 20 <sup>th</sup> day	01	3.33	07	23.33
21 <sup>st</sup> and above	-	-	22	73.33
<b>Total</b>	<b>30</b>	<b>100.00</b>	<b>30</b>	<b>100.00</b>

Source: Official record.

Survey showed that more than 63% of the sample factories pay wages to the workers in the middle of the following month. Only about 6% of the factories pay wages in the first week of the following month. About 26% pay in the second half of the following month.

Similarly this strategy has also been followed in case of the payment of overtime allowance. About 74% sample factories follow the technique of delayed payment of the overtime allowances to the workers they received overtime payment by the fourth week. That is, overtime of the preceding month was paid along with the regular pay of the current month.

### **Fringe Benefits**

As because the workers of the garment industry are not appointed by the formal appointment letter, so earlier they were not entitled to any fringe benefits like housing allowance, medical allowance, conveyance allowance, provident fund facilities etc. But after implementing new pay scale recommended by Wage and Pay Commission 2006, the workers are now getting housing allowance (30% of basic wage) and Tk. 200 as medical allowance. However, at the same time it was found that in many cases, the workers get medical facilities at the factory. On the other hand findings showed that only about 13.33% of surveyed factories give transport allowance to their workers. The absence of transport allowance shrinks garment workers monthly earnings to a large extent 62.33% of our respondents reported that they had to spend Tk. 250-300 per month on commuting to and from the work place and this amount accounts for more than 10 percent of their hard earned monthly earnings.

**Table 4.18**  
**Distribution of workers according to per month**  
**transport expense for commuting to workplace**

<b>Expense (Tk.)</b>	<b>Number of workers</b>	<b>Percentage</b>
Below 200	29	9.66
200 – 250	63	21.00
250 – 300	187	62.33
300 – 350	15	5.00
350 – 400	04	1.34
400 and above	02	0.67
<b>Total</b>	<b>300</b>	<b>100.00</b>

Source: Workers opinion.

## **4.9 Other Related Issues**

### **Promotion**

In garment industry, generally helper category workers got promoted to the post of operator. During the survey, we came to know only 12 percent workers received promotion from helper to operator (Table 4.19). Very few female operators got



promoted to the post of supervisor or production manager. Majority of the respondents thought that gender differential attitude is the main reason for their not getting promotion to the post of upper ranking jobs of supervisor or production manager. Most of the workers wanted to change their job for the prospect of promotion.

**Table 4.19**  
**Distribution of workers according to promotion**

Conditions	Number of workers	Percentage
promoted in the present job	36	12.00
Appointed as an operator	264	88.00
Total	300	100

Source: Workers opinion.

**Table 4.20**  
**Reasons for changing the present job**

Reasons	Number of workers	Percentage
Prospect of promotion	121	40.33
Higher wages	105	35.00
Regular payment	72	24.00
Others	02	0.67
Total	300	100

Source: Workers opinion.

The above data (Table 4.20) reveals that most of the workers (40.33%) showed their interest to change their present job if there were any prospect of promotion. Only 35% and 24% said they want to change their present job for higher wages and regular payment.

### **Training**

Majority of the respondents reported that except on the job training there is no other training facilities provided by their management. But the Table 4.21 showed that only 4 percent respondents received training from outside the firm by the firms initiative and 7.33 percent by their own initiative.

**Table 4.21**  
**Distribution of workers according to receive training**

<b>Training received</b>	<b>Number of workers</b>	<b>Percentage</b>
On the job training	266	88.67
Received training outside the firms:		
On firms initiative	12	4.00
On own initiative	22	7.33
Total	300	100

Source: Workers opinion.

### **Late Fine**

Most of the factory gates are closed 10 minutes after the starting time. Survey revealed that the factories count three days late = one day absent and two days late = some hours of overtime deducted. On the other hand, if a worker absent one day without notice, the management deducts another one day without salary. In some firms if a worker overstays against holidays then the number of days of overstay plus the number of holidays are marked as absent. Majority of the respondents reported that they are to late for housing and transportation problem.

### **Recreational Facilities**

Most of the respondents reported that the recreational facilities are not arranged by the firms regularly. However, sometimes yearly picnic are arranged with the contribution of them. A very few number said about without contribution.



# **CHAPTER V**

## **Motivational Factors and Its Relative Importance**

# **CHAPTER V**

## **MOTIVATIONAL FACTORS AND ITS RELATIVE IMPORTANCE**

### **5.1 Opinion of Workers**

People can be motivated by getting some incentives. The main purpose of incentives is to motivate the worker to give his best. Incentives try to improve the efficiency of workers by making them more effectively with less wastage of time, at a greater pace and with better application to the job without detriment to his health. Incentives may be positive or negative. A positive incentive rewards the employee for superior performance, whereas a negative incentive consists of some form of penalty for poor performance. Though, the fear involved in negative incentives may be occasionally necessary for maintaining discipline, but they are not long lasting and are hence unsuitable for increasing production. In our research purpose, we accepted the concept of positive incentive.

#### **5.1.1 Factors of motivation and its relative importance**

There are some governing factors of motivation by which the workers can be motivated. These factors can be categorized into two broad types, i.e. financial factors and non-financial factors.

All motivating factors are not equally important to all. Because motivation is related to human needs A particular needs arises from his requirements which he wants to fulfil from his job and social environment. So, the people can be motivated by providing the means to satisfy their existing needs.

Over the last 50 years, innumerable motivation theories have evolved. Among the theories of motivation, 'The Need Theories' advocated by Abraham Maslow (1943) are based on the assumption of motivation is subject to fulfilment of human needs that emerge in hierarchical order. The essence of these theories is that people come to work for satisfaction of different types of needs. People will be motivated to work if their need are adequately satisfied by the job.



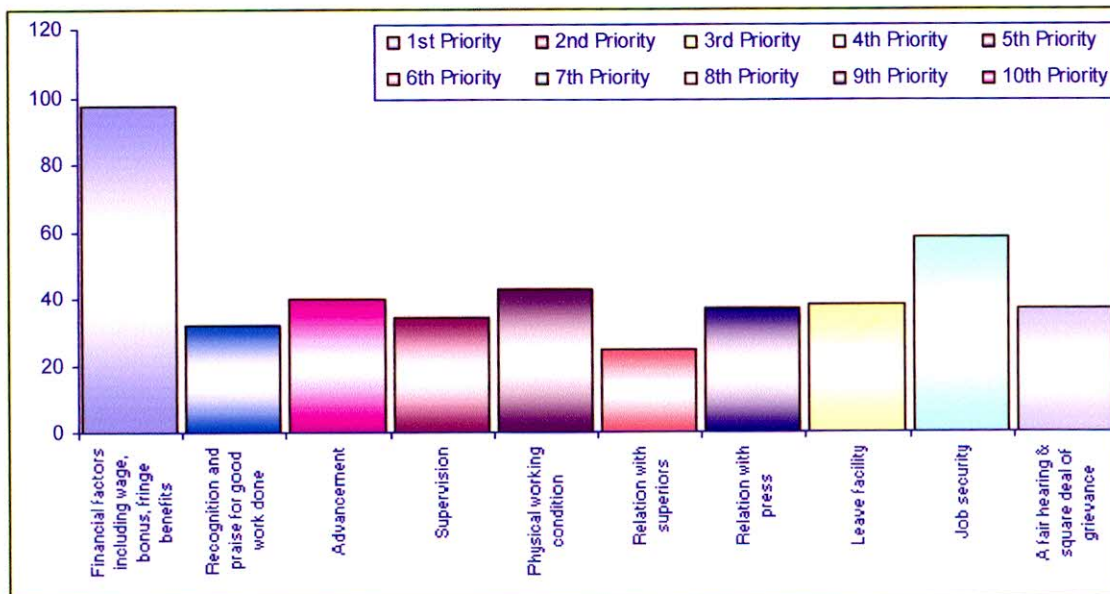
In our survey, we asked our respondents to select the ten motivating factors according to priority basis. The result is shown in the following table.

**Table 5.1**  
**List of motivational factors of the workers according to priority basis**

Sl.	Priority Factors	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	6 <sup>th</sup>	7 <sup>th</sup>	8 <sup>th</sup>	9 <sup>th</sup>	10 <sup>th</sup>	Total
		No (%)	No (%)	No (%)	No (%)	No (%)	No (%)	No (%)	No (%)	No (%)	No (%)	No (%)
1.	Financial factors including wage, bonus, fringe benefits	293 (97.67)	07 (2.33)	—	—	—	—	—	—	—	—	300 (100)
2.	Recognition and praise for good work done	—	09 (3.00)	10 (3.33)	—	07 (2.33)	10 (3.33)	97 (32.33)	81 (27.00)	06 (2.00)	15 (5.00)	235 (78.33)
3.	Advancement	—	05 (1.67)	08 (2.67)	—	07 (2.33)	17 (5.67)	58 (19.33)	18 (6.00)	—	120 (40.00)	233 (77.67)
4.	Supervision	—	103 (34.33)	55 (18.33)	47 (15.67)	45 (15.00)	18 (6.00)	19 (6.33)	04 (1.33)	03 (1.00)	06 (2.00)	300 (100)
5.	Physical working condition	—	36 (12.00)	47 (15.67)	29 (4.67)	128 (42.67)	57 (19.00)	—	—	—	—	297 (99.00)
6.	Relation with superiors	—	21 (7.00)	12 (4.00)	05 (1.67)	27 (9.00)	75 (25.00)	61 (20.33)	45 (5.00)	37 (12.33)	02 (0.67)	285 (95.00)
7.	Relation with press	—	03 (1.00)	04 (1.33)	01 (0.33)	—	39 (13.00)	14 (4.67)	21 (9.00)	111 (37.00)	62 (20.67)	255 (85.00)
8.	Company policy & administration	—	—	02 (0.67)	—	—	—	05 (1.67)	07 (2.33)	—	19 (6.33)	33 (11.00)
9.	Leave facility	02 (0.67)	67 (22.33)	115 (38.33)	37 (12.33)	36 (12.00)	21 (7.00)	19 (6.33)	03 (1.00)	—	—	300 (100)
10.	Job security	05 (1.67)	26 (8.67)	31 (10.33)	175 (58.33)	32 (10.67)	18 (6.00)	13 (4.33)	—	—	—	300 (100)
11.	Friendly & helpful criticism of work for correction of errors	—	11 (3.67)	07 (2.33)	02 (0.67)	05 (1.67)	04 (1.33)	03 (1.00)	05 (1.67)	09 (3.00)	11 (3.67)	57 (19.33)
12.	Reasonable working load & working hours	—	09 (3.00)	03 (1.00)	02 (0.67)	08 (2.67)	11 (3.67)	02 (0.67)	02 (0.67)	09 (3.00)	12 (4.00)	58 (19.33)
13.	A fair hearing & square deal of grievance	—	02 (0.67)	04 (1.33)	02 (0.67)	04 (1.33)	09 (3.00)	01 (0.33)	112 (37.33)	109 (36.33)	23 (7.67)	266 (88.67)
14.	Pay as high as the going rate for the same type of work elsewhere	—	01 (0.33)	02 (0.67)	—	—	03 (1.00)	02 (0.67)	01 (0.33)	10 (3.33)	05 (1.67)	24 (8.00)
15.	Personal life	—	—	—	—	01 (0.33)	05 (1.67)	01 (0.33)	—	02 (0.67)	03 (1.00)	12 (4.00)
16.	Recreational facilities	—	—	—	—	—	13 (4.33)	05 (1.67)	01 (0.33)	04 (1.33)	22 (7.33)	45 (15.00)

Source: Workers opinion.

**Figure 5.1**  
**List of ten motivational factors according to relative importance**



The above table indicates that financial factor is the most important factor of motivation and got first priority. If followed supervision, leave facilities, job security, physical working condition, relation with superiors, recognition and praise for good work done, a fair hearing and square deal of grievance, relation with peers, and advancement. Table also shows that highest number of workers, i.e. 97.67 percent respondent gave 1<sup>st</sup> priority for financial factors. On the other hand, majority of the respondents i.e. 34.33%, 38.33%, 58.33%, 42.67%, 25%, 32.33%, 37.33%, 37% and 40% gave 2<sup>nd</sup> priority for 'supervision', 3<sup>rd</sup> priority for 'leave facility', 4<sup>th</sup> priority for 'job security', 5<sup>th</sup> priority for 'physical working condition', 6<sup>th</sup> priority for 'relation with superior', 7<sup>th</sup> priority for 'recognition and praise', for 'good work done', 8<sup>th</sup> priority for a 'fair hearing and square deal of grievance', 9<sup>th</sup> priority for 'relation with peers' and 10<sup>th</sup> priority for 'advancement', respectively.

Table also shows that 11 percent of workers thought they can be motivated by company policy and administration. Among them only 6.33% gave it 10<sup>th</sup> priority. Friendly and helpful criticism may also be a motivator, thought 19 percent of works. Among them highest 3.67% gave it second and 10<sup>th</sup> priority respectively.



19.33 percent respondents thought 'Reasonable working load and working hours' is a motivator. But among them highest 4% gave it 10<sup>th</sup> priority and only 3 percent gave 2<sup>nd</sup> priority.

'Pay as high as the going rate for the same type of work elsewhere' is a motivator, thought 8 percent respondents. Of them, highest 3.33 percent gave it 9<sup>th</sup> priority.

As a factor of motivation, 15 percent and 4 percent respondents thought 'recreational facility' and 'personal life' may be a motivator. Among them highest 7.33 percent gave 10<sup>th</sup> priority for 'recreational facility' and highest 1.67 percent 5<sup>th</sup> priority for personal life.

### **5.1.2 Financial Factors**

It is observed from Table 5.1 that 'economic factor is the prime factor of motivation. In our survey economic factor included wage, bonus and fringe benefits of the workers.

#### **Wage**

Wage and salary can meet all the daily necessities of a man. Specially living cost and living standard are very much dependent on it. Various questions were asked to the respondent on this issue. It is shown in the following table.

The above table reveals that majority of the workers (55 percent) did not know how much they got as their basic salary. 85 percent were also ignorant about how the overtime rate is calculated 75 percent respondents did not know the rate of various allowances but 71.67 percent respondents were awarded their types of allowances which were they provided. It is surprising enough that 100 percent respondents reported that they did not able to meet their basic needs with their earnings. Only 35 percent respondents were satisfied with the wage payment system but 65% were not satisfied. About 99 percent respondents thought the payment were not reasonable considering their skillness, experience and hard working. Majority of the workers (91.67 percent) showed their interest to migrate another firm or job if they got better payment but only 8.33 percent declined on this matter.

**Table 5.2**  
**Distribution of workers according to their opinion on various wage related issues**

<b>Factors</b>	<b>Yes (%)</b>	<b>No (%)</b>	<b>Total (%)</b>
Do you know what's your basic salary?	135 (45.00)	165 (55.00)	300 (100.00)
Do you know how overtime rate is calculated?	45 (15.00)	255 (85.00)	300 (100.00)
Do you know what types of allowances you get with your basic salary?	215 (71.67)	85 (28.33)	300 (100.00)
Do you know the rate of various allowances?	75 (25.00)	225 (75.00)	300 (100.00)
Can you meet your basic needs with the earnings of your company?	–	300 (100.00)	300 (100.00)
Do you think that the amount of your wage is reasonable considering of your skillness, experience and hard working?	05 (1.67)	295 (98.33)	300 (100.00)
Will you migrate another firm or job if you get better payment?	275 (91.67)	25 (8.33)	300 (100.00)
Does your salary paid irregularly?	195 (65.00)	105 (35.00)	300 (100.00)
Does your overtime payment paid irregularly?	65 (21.67)	235 (78.33)	300 (100.00)
Are you satisfied with your wage payment system?	105 (35.00)	195 (65.00)	300 (100.00)

Source: Workers opinion

Another question was asked about the regularity of payment. Highest 65 percent respondents reported that the salary was paid regularly, only 35 percent said it was irregular. But it was surprising enough that 78.33 percent respondent reported their overtime payment was irregular. Moreover, they reported that they received overtime payment after 2-4 months.



**Table 5.3**  
**List of factors contributing to dissatisfaction about wage payment**

Factors	Frequency	
	Number	Percentage
Wage payment system does not evaluate workers' performance	270	90.00
Wage and overtime payment is irregular	261	87.00
Wage and overtime is not paid as per recommendation of salary and wage commission	113	37.66
Wage is not reasonable against skillness and hard working	289	96.33
Wage is not consistent with the price like of daily necessities	300	100.00
Minimum requirements of daily necessities are not satisfied with the earnings	298	99.33
Wage is not considering to meet the basic needs	298	99.33

Source: Workers opinion

The above table showed seven factors contributed dissatisfaction among the workers about wage payment issues. Of them 100 percent of workers showed dissatisfaction to 'wage is not consistent with the price like of daily necessities. It followed 'minimum requirements of daily necessities are not satisfied with the earnings' and 'wage is not sufficient considering to meet the basic needs'. 99.33 percent showed dissatisfaction to them in every cases. Wage is not reasonable against skillness and hard working said 96.33 percent. 87 percent showed dissatisfaction to 'wage and overtime payment is irregular'. 90 percent showed dissatisfaction to 'wage payment system'. They said wage payment system does not evaluate workers performance. Only 37.66 percent said that they were dissatisfied as wage and overtime is not paid as per recommendation of salary and wage commission.

### **Bonus**

Workers received a number of monetary benefits beyond their monthly salary and overtime. Bonus is one of them. Most of the factories have been provided various types of bonus for their workers like attendance bonus, efficiency bonus, production bonus, festival bonus etc.

**Table 5.4**  
**Distribution of workers according to their opinion on bonus payments**

N=300

Factors	Yes number (%)	No number (%)	Total number (%)
Types of bonus you obtained			
a. Attendance bonus	71 (23.67)	229 (76.33)	300 (100.00)
b. Efficiency bonus	59 (19.67)	241 (80.33)	300 (100.00)
c. Eid bonus	163 (54.33)	137 (45.67)	300 (100.00)
d. Production bonus	-	300 (100)	300 (100.00)
Do you know how much money is given for each type of bonus?	16 (5.33)	284 (94.67)	300 (100.00)
Do you know the bonus payment rules	32 (10.67)	268 (89.33)	300 (100.00)
Are you satisfied with the existing bonus payment system?	-	300 (100.00)	300 (100.00)

Source: Workers opinion

In our surveyed factories, attendance bonus was given to the workers for their better attendance. Among the workers, who had perfect attendance, i.e. present all days given Tk. 100 and for absent one day given Tk. 50. The above table shows that only 23.67 percent respondents received attendance bonus.

The productivity targets were enforced by most firms. Most of the factories sets their target for the day. If the achievement by 4.30 pm was more than the target, a bonus was given, called 'efficiency bonus'. Among our respondents only 19.67 percent received efficiency bonus (Table 5.4).

Usually  $\frac{1}{2}$  of basic or  $\frac{1}{2}$  or monthly pay was paid as Eid bonus. All surveyed factories provided Eid bonus for their workers. But only 54.33 percent respondents were able to obtained Eid bonus and the rest did not obtained as they did not have required number of attendance (Table 5.4). So, it is clear that festival bonus is given on the basis of attendance.

None of our sampled workers received production bonus. Usually, this type of bonus was provided only for supervisors for completion of work in time.

Surprisingly, it was observed from the Table 5.4, that workers were not aware about their payment rules and payment heads. Table reveals that most of the workers did not



know how much was given for each types of bonus. They also did not know the rules of bonus payment. Only 5.33 percent and 10.67 percent respectively had an idea on this issue. But none of the respondents were satisfied with their existing bonus system.

**Table 5.5**  
**Distribution of workers by their expectation about bonus**

N=300

Types of bonus	Number of workers	Percentage
Production bonus	297	99.00
Profit sharing	231	77.00
Best workers award	198	63.00

Source: Workers opinion

Majority of the respondents (about 99 percent) expected production bonus. It followed profit sharing and best worker award. 77 percent and 63 percent respectively showed this expectation. Earlier it was mentioned that production bonus was given only for supervisor but in general, all workers expect this bonus.

**Table 5.6**  
**Factors contributing to dissatisfaction about bonus payment**

Factors	Number of workers	Percentage
The basis of bonus payment is not reasonable	267	89.00
Festival bonus is given on the basis of attendance	300	100.00
For giving attendance bonus commuting problem is not considered	245	81.66
Not able to get bonus for transport problem	277	92.33

Source: Workers opinion

It is shown from the above table 100 percent respondents dissatisfied because festival bonus is given on the basis of attendance. 92.33 percent respondents dissatisfied because they were not able to get bonus for transport problem. 89 percent and 81.66 percent showed their dissatisfaction respectively to 'the basis of bonus payment is not reasonable' and 'for giving attendance bonus commuting problem is not considered'.

### **Fringe Benefit**

It was recommended by the wage and pay commission 2006, the workers will get 30% of his/her basic salary as house rent allowance and Tk. 200 as medical

allowance. But survey reveals that some of the sampled factories did not provide all the types of fringe benefits for all the workers as per recommendation.

**Table 5.7**  
**Distribution of workers by getting fringe benefits**

N=300

Fringe benefits	Number of workers	Percentage
Medical allowance	260	86.67
Conveyance allowance	-	-
Accommodation allowance	280	93.33
Food allowance	40	13.33
Group insurance	20	6.67

Source: Workers opinion

According to the Table 5.7 highest 93.33 percent workers provided with accommodation allowance and 86.67 percent respondents provided with medical allowance. Only 13.33% and 6.67% respondents provided with food allowance and group insurance respectively. None of respondents were provided conveyance allowance.

### **Accommodation Allowance**

93.33 percent of our respondents were getting accommodation allowance as reported Table 5.7. But nobody were provided housing facility.

**Table 5.8**  
**Workers opinion to accommodation**

Factors	Yes	No	Total
	Number of workers (%)	Number of workers (%)	Number of percentage (%)
Are you provided with housing facility?	- (0.00)	300 (100.00)	300 (100.00)
Do you know, how much money is given as house rent allowance?	76 (25.33)	224 (74.67)	300 (100.00)
Are you satisfied with the accommodation facility?	09 (3.00)	291 (97.00)	300 (100.00)

Source: Workers opinion

The Table 5.8 shows that 74.67 percent respondent did not know how much money was given as house rent allowance. On the other hand, 97 percent respondents were



not satisfied with the accommodation facility. The table also shows that nobody were provided with housing facility.

**Table 5.9**  
**Distribution of workers according to their opinion**  
**about the causes of dissatisfaction on accommodation.**

N=300

Causes of dissatisfaction	Number of workers	Percentage
Actual house rent is higher than given house rent allowance	297	99.00
Had to live in bastee as we could not afford a better living	281	93.67
Congested living place	289	96.33
Living place is insecure	266	88.67
Unhealthy living environment	267	89.00
Sanitation problem	277	92.33
Lack of pure water supply	293	97.67

Source: Workers opinion

The Table 5.9 shows that 99 percent workers were dissatisfied because actual house rent was higher than given house rent allowance. 97.67 showed dissatisfaction to lack of pure water supply. The table also shows that the respondents were dissatisfied because they had to live in bastee because as they could not afford a better living. While congested living, living place is insecure, unhealthy living environment, and sanitation problem were the causes of dissatisfaction. 93.67%, 96.33%, 88.67%, 89.00% and 92.33% expressed their dissatisfaction on these issues, respectively.

**Table 5.10**  
**Workers demand regarding accommodation**

Demand	Number of workers	Percentage
House rent allowance should be higher	89	29.67
Housing facility should be provided by the firms	211	70.33
Total	300	100.00

Source: Workers opinion

The Table 5.10 shows that majority number of workers demanded housing facility. 70.33 percent respondents responded on this issue. On the other hand only 29.67% respondent thought house rent allowance should be higher.

## Medical Facility

In our sampled factories, most of the factory provided Tk. 200 per month for their workers as medical allowance. However, it was found that in many cases, the workers get free medical facilities. The firms provided this facilities with medical allowance.

The Table 5.11 reveals that 86.67 percent respondents received medical allowance. 92.33 percent were provided with free medical treatment and 86.33 percent respondents had an idea about the amount of medical allowance. But, only 2.33 percent respondents showed their satisfaction with the medical facilities. Majority of the respondents (97.67%) were dissatisfied.

**Table 5.11**  
**Workers' perception regarding medical facility**

N=300

Perceptions	Yes Number (%)	No Number (%)	Total Number (%)
Do you get medical allowance?	260 (86.67)	40 (13.33)	300 (100.00)
Are you provided with free medical treatment?	277 (92.33)	23 (7.67)	300 (100.00)
Do you know the amount of medical allowance?	259 (86.33)	41 (13.67)	300 (100.00)
Are you satisfied with medical facilities?	07 (2.33)	293 (97.67)	300 (100.00)

Source: Workers opinion

The workers raised various types of problems regarding medical service provided by the company. The highest number of workers showed dissatisfaction to 'free medical service is not satisfactory'. It followed, medical allowance is not reasonable considering physical damage, and medical allowance is not satisfactory considering cost of treatment. 95.33%, 93.00% and 81.00 percent respondents responded on these issues respectively. Only 35 percent respondents said that company does not provide transport for sending injured workers to hospital quickly. It made them dissatisfaction.



**Table 5.12**  
**Workers responses about dissatisfactory issues regarding medical facilities**

N=300

Dissatisfactions	Number of workers	Percentage
Medical allowance is not satisfactory considering cost of treatment	243	81.00
Free medical service is not satisfactory	286	95.33
Medical allowance is not reasonable considering physical damage	279	93.00
Company does not provide transport for sending injured workers to hospital quickly	105	35.00

Source: Workers opinion

According to the Table 5.13 highest number of workers demanded quality treatment in the case of free medical service. 96.33 percent workers demanded it. 95.67 percent respondents thought medical allowance should be higher. 62.00 percent respondents demanded sufficient number of ambulance should be provided for getting quick service. In every cases 49% respondents demanded full time free medical service and health insurance.

**Table 5.13**  
**Demands of workers on medical facility**

Demands	Number of workers	Percentage
Medical allowance should be higher	287	95.67
Quality treatment should be ensured in the case of free medical service	289	96.33
Full time medical service should be provided	149	49.67
sufficient number of ambulance should be provided for getting quick service	186	62.00
Health insurance should be provided	147	49.00

Source: Workers opinion

An informal discussion, a good number of respondents said that they were ready to pay health insurance premium. Thus over the last few years, more and more garment workers could realise the value of good health. But till now, no health insurance facility was provided for them.

## Food Allowance

**Table 5.14**  
**Distribution of workers by lunch facility**

Factors	Yes Number (%)	No Number (%)	Total Number (%)
Factory provided lunch at subsidised rate	40 (13.33)	260 (86.67)	300 (100.00)
Provided cash instead of food	-	300 (100.00)	300 (100.00)

Source: Workers opinion

Our survey reported that 13.33 percent respondent had an access to lunch provided by the company at subsidised rate (Table 5.14). They had to pay Tk. 15 per person for having lunch. None of the respondents in our surveyed factories got cash instead of food (Table 5.14).

Questions were asked to the respondents about the advantages and disadvantages of providing lunch. Highest 98.33 percent respondents opined that free lunch make commitment to work. 91.67 percent thought that rate of turnover may be reduced by providing free lunch. On the other hand, 67.67 percent thought it make ensure proper diet for the workers (Table 5.15).

In contrast, 29 percent respondents opined that it has some disadvantages. They thought after a while the workers may complain about the quality of foods. However, 71 percent respondents did not say anything on this regard (Table 5.15).

**Table 5.15**  
**Workers opinion about the advantages and disadvantages of providing lunch**

N=300

Opinions	Number of workers	Percentage
<b>Advantages:</b>		
Ensured proper diet for the workers	203	67.67
Raised commitment to work	295	98.33
Turnover rate may be reduced	275	91.67
Not given answer	05	1.67
<b>Disadvantage:</b>		
May complain about the quality of food	87	29.00
Not given answer	213	71.00

Source: Workers opinion



### **Conveyance Facility**

Transport allowance or transport facility is a basic right of an employee in the formal sector. But according to the table (5.7) not a single garment worker was found to receive this allowance. The absence of transport allowance or facility may shrink garment workers' monthly earnings to a large extent. It has been found that workers had to spend some portion of their hard earned monthly earnings on commuting to workplace.

### **Group Insurance**

According to Labour Law 2006, all workers employed in the garment industry have the right to have group insurance facilities. But it was shown from our survey, only 6.67 percent respondents had group insurance and these workers were found to belong to the top-ranking (Table 5.7).

It can be noted that other type of fringe benefits like pension, education allowance, etc. were not found in any sampled factories.

### **5.1.3 Non-financial Motivational Factors**

Non-financial motivators are those where absolutely no monetary benefit is provided. This type of motivation can be served through the fulfilment of social and psychological needs. At first social scientist Elton Mayo highlighted on this concept. He proved through research that not only financial satisfaction, a man wants to fulfil his social and psychological needs from his workplace. These types of needs can be called 'secondary needs' or higher-order-needs (According to Abraham Maslow, 1943). These types of needs will be effective at the worker level only as a supplement to financial incentives. However, such incentives serve as moral boosters and spur them on to being more effective in their organization.

Psychological status of garment workers gains importance, since psychological well being and labour productivity are very much co-related. A worker with depressed mood can not work efficiently. On this account several factors were taken in our research purpose. These factors were, 'recognition and praise for good work done', 'advancement', 'supervision', 'physical working condition', 'relation with superiors',

'relation with peers', 'company policy and administration', 'leave facility', 'job security', 'friendly and helpful criticism for correction of errors', 'reasonable working loads and working hours', 'a fair hearing and square deal of grievances', 'pay as high as the going rate for the same type of work elsewhere', 'personal life', 'recreational facilities'. Any performance improvement efforts must recognise these elements.

Respondents in our survey showed different priority on these elements. So, it made relative importance of these elements. These are analyzed below accordingly.

### **Supervision**

Supervisor is a part of management. He belongs on the bottom line of management team in an organization. His responsibility is to supervise the work of a group of workers. He also responsible to ensure pre-determined product quality with a minimum wastage. He has to achieve target of production in time.

Workers work with the leadership of supervisor. So, the duty of supervisor is to make a skilled workforce and stimulate them for better performance. The relationship between supervisor and worker is very important for maintaining and improving healthy working environment and producing better performance. Workers' good relationship with supervisor serve as moral booster.

The relationship between supervisor and workers is a very interesting and also critical one. In many cases, the relationship is complex and of conflicting nature. Sometimes, misbehaviour of supervisor may turn into violence at workplace. It was observed that due to misbehaviour of supervisor some workers worked with depressed mood. It may be noted here, supervision got the 2<sup>nd</sup> priority as a motivating factor of workers.

All of these problems were kept in mind, some questions were asked to the workers about their supervisor. Their responses are tabulated in Table 5.16 and analyzed below:



**Table 5.16**  
**Workers opinions about supervisor and supervision**

N=300

Factors	Yes Number (%)	No Number (%)	Total Number (%)
Supervisor works side-by-side	235 (78.33)	65 (21.67)	300 (100.00)
Supervisor is friendly and helpful for solving production problem	37 (12.33)	263 (87.67)	300 (100.00)
Supervisor encourage workers for better performance	57 (19.00)	243 (81.00)	300 (100.00)
Supervisor always praise for good work done	97 (32.33)	203 (67.67)	300 (100.00)
Supervisor gives autonomy for doing work	160 (53.33)	140 (46.67)	300 (100.00)
Supervisor is sympathetic to workers' personal problems and grievances	13 (4.33)	287 (95.67)	300 (100.00)
Supervisor is neutral in behaviour	103 (34.33)	197 (65.57)	300 (100.00)
Supervisor handles conflict well	95 (31.67)	205 (68.33)	300 (100.00)

Source: Workers opinion

The Table 5.16 indicates that some of the factors of supervision of supervisor, a good number of respondents, had positive outlook. These were 'supervisor work side-by-side and supervisor gives autonomy for doing work'. This information proves that supervisor is production oriented. 78.33% and 53.33% respondent expressed those opinions respectively. While other factors like, supervisor is 'friendly and helpful for solving production problem', 'supervisor encourage for better performance', 'supervisor always praise for good work done', 'supervisor is sympathetic to personal problems and grievances', neutrality in behaviour and handles conflict well, majority of respondent i.e. (87.67%, 81.00%, 67.67%, 95.67%, 65.67% and 68.33% respectively) showed negative response on these issues. This data indicates that workers were not reasonably satisfied to their supervisor.

The respondents were asked the specific causes of dissatisfaction to their supervisor. The table (5.17) shows their responses.

**Table 5.17**  
**Factors contributing to dissatisfaction to supervisor**

Factors	Number of workers	Percentage
Abusive behaviour	281	93.33
Assult at workplace	131	43.67
Harassment	247	82.33
Lack of patience	193	64.33

Source: Workers opinion

According to the Table 5.17 abusive behaviour was the main dissatisfying factor to supervisor. It followed harassment, lack of patience and assult at workplace. 82.33%, 64.33% and 43.67% respondent expressed dissatisfaction on these factors respectively.

### Leave Facility

Absence of leave facility is an important factor that made the terms and conditions of garment employment very stringent. In our research, the respondent gave it 3<sup>rd</sup> priority as a factor of motivation. In garment sector, leave facility was minimal. A garment worker had to work even on weekly or government declared holidays. Although they were paid for overtime work on holidays, no alternative holidays were however, given.

**Table 5.18**  
**Distribution of workers according to their opinions about leave**

N=300

Factors	Yes Number (%)	No Number (%)	Total Number (%)
Do you know what types of leave are provided for you by the company?	261 (87.00)	39 (13.00)	300 (100.00)
What types of leave did you enjoy at last six month:			
Paid	101 (33.67)	199 (66.33)	300 (100.00)
Unpaid	162 (54.00)	138 (46.00)	300 (100.00)
In general, why you are to take leave?			
To meet family problems	201 (67.10)	99 (33.00)	300 (100.00)
For own sickness	209 (69.67)	91 (30.33)	300 (100.00)

Source: Workers opinion



The Table 5.18 shows that respondents were very much aware about their leave. Majority of respondents i.e. 87% respondents had an idea about the various types of leave which they were provided. Table also reveals that 87.66 percent respondents enjoyed leave. Among them 54.00 percent respondents provided unpaid leave, while only 33.67 percent respondents got paid leave. The respondents reported that generally workers take leave for own sickness, reported 69.67 percent while 67.10 percent respondents said for family problems. The problems included household work, visit to village, sickness of family members etc.

**Table 5.19**  
**Factors contributing to dissatisfaction of workers to leave facility**

Reasons of dissatisfaction	Number of workers	Percentage
Leave is not easily granted when required	287	95.67
Leave is not readily granted therefore, had to take unpaid leave	266	88.67
Maternity leave is given without pay	284	94.67

Source: Workers opinion

According to the Table 5.19, huge number of respondents showed their dissatisfaction to leave. Highest number of respondents (95.67%) dissatisfied because leave is not easily granted when required. 88.67 percent dissatisfied for taking unpaid leave. 94.67 percent expressed dissatisfaction for maternity leave is given without pay. The remaining percent of respondents were neither satisfied nor dissatisfied.

### **Job Security**

Feeling job security is an important factor of motivation. Survey reveals that majority of respondents gave it 4<sup>th</sup> priority as a factor of motivation.

**Table 5.20**  
**Perception of workers about job insecurity and their frequency distribution**

Factors	Number of workers	Percentage
May be terminated at any time without prior notice	258	86.00
Factory may be closed at any time	167	55.67
They can easily be disposed off when not required	262	87.33
There is a little scope of getting another job	181	63.33

Source: Workers opinion

It is shown from the Table 5.20, highest number of workers felt job insecurity because they thought they can easily be disposed off when they will not be required. 87.33 percent reported it, while 86.00 percent thought they may be terminated at any time without prior notice. So, they felt job insecurity. Only 55.67 percent respondents said factory may be closed at any time, and 63.33 percent thought that there is a little scope of getting another job. So, if they terminate, they will be in trouble.

### **Physical Working Condition**

The respondents were given 5<sup>th</sup> priority for physical working condition as a factor of motivation. It is admitted fact that good working condition of a factory keep their employees in good health and careful.

Export-oriented readymade garment industry is supposed to maintain a working condition comparable to international standard, since this industry produces of international market. Moreover, international trade is closely linked with labour standards and buying companies are supposed to monitor the compliance of these standards. Therefore, export-oriented industrialization is supposed to have a positive impact on working condition. But export oriented industries started manufacturing in response to demand from other countries. To meet this demand, in most cases, the export manufacturing started in haste without any prior plan. As a result, export oriented industrialization in most cases, particularly in cases of LDCs brings adverse impact on working condition.

During our survey, we observed that most of the garment factory buildings were overcrowded, congested and poorly ventilated. The questions were asked to the respondents on various issues of physical working conditions. The Table 5.21 presents their responses.



**Table 5.21**  
**Workers opinion about physical working condition**

N=300

Factors	Very comfortable	Comfortable	Moderate	Bad	Very bad	Total
Ventilation	03 (1.00)	08 (2.67)	09 (3.00)	175 (58.33)	105 (35.00)	300 (100.00)
Cleanliness	04 (1.33)	46 (15.33)	33 (11.00)	109 (36.33)	108 (36.00)	300 (100.00)
Temperature	04 (1.33)	11 (3.67)	07 (2.33)	77 (25.67)	201 (67.00)	300 (100.00)
Dust	03 (1.00)	10 (3.33)	02 (0.67)	88 (29.33)	197 (65.67)	300 (100.00)
Noise	47 (15.67)	52 (17.33)	14 (4.67)	78 (26.00)	109 (36.33)	300 (100.00)
Working space	87 (29.00)	102 (34.00)	22 (7.33)	51 (17.00)	38 (12.67)	300 (100.00)
Staff amenities and facilities	01 (0.33)	03 (1.00)	01 (0.33)	87 (29.00)	208 (69.33)	300 (100.00)

Source: Workers opinion

It is shown from Table 5.21, majority of respondents reported their working conditions were not comfortable. 98.33%, 95.00%, 93.33%, 92.67%, 72.33% and 62.33% showed negative answer for staff amenities and facilities, dust, ventilation, temperature, cleanliness and noise respectively. However, respondents showed satisfaction for working space. 63 percent respondents reported their working space were comfortable. The remaining portion of respondents reported working conditions were comfortable or moderate.

**Table 5.22**  
**Workers perception about the consequences of present physical working condition**

N=300

Consequences	Number of workers	Percentage
Adversely affected on performance	289	96.38
Make various health hazards	290	96.66
Uncomfortable feelings affected workers psychology	236	78.67

Source: Workers opinion

According to the Table 5.22, highest 96.66% respondents thought present working condition made various health hazards for them, 96.33% cases they thought present

working condition was adversely affected on workers' performance and 78.67% respondents said uncomfortable feelings at workplace affected workers' psychology.

### Relation with Superiors

Good relationship between superior and worker make a congenial working environment. It can be made through good communication. Company's important decisions may not reach to the employees if right communication system is not in place. Employees may have wrong idea about the organizations visions and policies if there is absence of right communication network. Employees must aware of the visions of the company, its policies decisions taken at different levels. Besides, there should be strong inter-department, intra-departmental, top-bottom communication network, so that employees are aware of all the activities of the company. If not properly aware, employees may work in different directions and priorities creating tension and mistrust among individuals, among different work groups, hampering smooth functioning of the enterprise. So, effective communication is very much important for creating better relationship with superiors. It makes sense of belongingness among the workers and the workers will feel that they are a part of an organization. It acts as morale booster as it has a big psychological effect.

In our survey, 'relationship with supervisors' got 6<sup>th</sup> priority as a factor of motivation. Some questions were asked to respondents about their superiors. The responses are shown on the Table 5.23.

**Table 5.23**  
**Workers perception about their superiors**

N=300

Factors	Good	Moderate	Bad	Total
Personal style & culture	40 (13.33)	56 (18.67)	204 (68.00)	300 (100.00)
Conflict handling capability	53 (17.67)	31 (10.33)	216 (72.00)	300 (100.00)
Openness	07 (2.33)	27 (9.00)	266 (88.67)	300 (100.00)
Mutual trust	09 (3.00)	02 (0.67)	289 (96.33)	300 (100.00)
Sense of responsibility	05 (1.67)	28 (9.33)	267 (89.00)	300 (100.00)
Floor orientation	28 (9.33)	41 (13.67)	231 (77.00)	300 (100.00)

Source: Workers opinion



The above table shows that respondents did not have good perception on various issues of superiors. Majority of the respondents gave negative answer. 68% for personal style and culture, 72 percent for conflict handling capability, 88.67 percent for openness, 96.33 percent for mutual trust, 89.00 percent for floor orientation, very negligible percent responded good or moderate. Therefore, the above table indicates lack of good communication between workers and superiors and poor relationship between them.

### Recognition and Praise for Good Work Done

Recognition and praise for good work done acts as a good motivating factor. This factor got 7<sup>th</sup> priority to our respondents. However, it has absolutely no monetary benefit but it may act as a morale booster. For example, many factories have the practise of publishing the names and/or photographs of good workers in their house journals or of exhibiting their photographs in the reception room, issuing certificates or award for his/her best performance. It may stimulate his/her and others. In other words, if the management recognise that their workers are the strength of the company that may be a morale booster for them.

**Table 5.24**  
**Workers opinion about recognition and praise for good work done**

N=300

Factors	Yes		No	
	Number of respondents	Percentage	Number of workers	Percentage
Management always praise for good work done	37	12.33	263	87.67
Award is given for best performance	-	-	300	100.00
Recognize, workers are the strength of the company	22	7.33	278	92.67
Performance is informed	64	21.33	236	78.67
Recognize, workers are the part of the company	03	1.00	297	99.00

Source: Workers opinion

From the above table, it is shown that majority of respondents reported that management does not praise for good work done. 7.33 percent reported that management recognise, workers are the strength of the company. 21.33 percent respondent said management inform them about their performance. Only 1% said that management recognise workers are the part of the company. So, the above information reveals that there is no recognition and praise for the workers for good work done.

### **A Fair Hearing and Square Deal of Grievances**

A number of studies showed that both working conditions and employment conditions in the export oriented garment sector were not satisfactory. Moreover, working conditions in the garment industry were found to be highly gender differentiated although right to equality between men and women in the labour is contained in a number of labour laws, ILO conventions and code of conducts imposed on the garment employers by the buying companies. Gender equality in particular is taken up in the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), usually known as the women convention.

Women are employed in the garment industry for their low price, docility, non-involvement with trade union. But men are employed in the same industry for their skill in certain jobs. Differential impact of garment manufacturing on men's and women's terms and conditions of employment emerges from this differential motive of employment. In addition, employers discrimination against women workers and women workers' very low collective bargaining power are also responsible for gender differentiated conditions of employment in the export oriented garment industries. This differential behaviour made the female workers depressed. The respondents in our survey gave 8<sup>th</sup> priority on this factor.



**Table 5.25**  
**Percentage of workers about gender differential behaviour**

N=300

Factors	Yes	No	Not given answer	Total
Gender gap in wage rate	87 (29.00)	213 (71.00)	-	300 (100.00)
Male has better opportunity for higher earning	201 (67.00)	96 (32.00)	03 (1.00)	300 (100.00)
More female workers were dismissed than its male counterpart	215 (71.67)	84 (28.00)	01 (0.33)	300 (100.00)
Managerial people behave good to male workers than female	259 (86.33)	39 (13.00)	02 (0.67)	300 (100.00)
Male has more opportunity for getting promotion	288 (96.00)	12 (4.00)	-	300 (100.00)

Source: Workers opinion

According to the Table 5.25 the respondents indicate that gender gap in wage rate is not very high. 71 percent respondents said there is no gender gap in wage rate. But other factors like opportunity for better earning, more female workers were dismissed than their male counterpart, managerial people behave good to male workers than female and male has more opportunity for getting promotion. Highest number of respondents i.e. 67%, 71.67%, 86.33% and 96.00% respectively reported that this type of discriminations one practises in the sector. While 32%, 28%, 13% and 4% were not supported it. Very insignificant number of workers were not given the answer.

### **Relation with Peers**

In fact, for the garment workers, workplace is their second home, since in this place they spend about 12 hours a day. Hence, good relationship among the workers is very important.

**Table 5.26**  
**Distribution of workers by relationship with co-workers**

N=300

Relationship	Number of workers	Percentage
Very good	203	67.67
Good	35	11.67
Bad	29	9.66
Very bad	33	11.00
Total	300	100.00

Source: Workers opinion

Among 300 workers in our survey, about 80 percent of respondents reported that relationship with co-workers, irrespective of male-female were either good or very good. They reported in informal discussion, that their relationship with each other is just like a member of the same family. Only 9.66 percent respondents reported that the relationship is bad while 11 percent cases they faced hostility from the co-workers.

**Table 5.27**  
**Workers' opinions about the advantages of good relationship with co-workers.**

N=300

Advantages	Number of workers	Percentage
Co-workers of the same district come to help in problems	180	60.00
Good relationship raise productivity since garment manufacturing is a chain work	60	20.00
Good relationship facilitates commuting and living	120	40.00
Healthy network among the workers is supposed to protect the workers' interest in the work place	240	80.00
Total	300	100.00

Source: Workers opinion

According the Table 5.27, 80 percent respondent believe that healthy network among the co-workers is supposed to protect the workers' interest in the workplace, specially in the absence of trade union. Its followed 60 percent respondents reported that co-workers of the same district come to help in their problems. It indicates regional feelings among the workers. 40 percent respondents thought good relationship facilitates commuting and living. Only 20 percent respondents said that good relationship with co-workers raises their productivity, since garment manufacturing is chain work.

### **Advancement**

Prospect of promotion in the garment industry is very limited. So that, in most cases the garment workers remain in the same job throughout their working life. Among the female workers, generally helper category workers got promotion to the post of operator. But, very few female operator get promotion to the post of upper ranking job like supervision or production manager.



**Table 5.28**  
**Workers' perception about advancement**

N=300

Factors	Highest	Lowest	Not answered	Total
Promotion policy is fair	08 (26.67)	277 (92.33)	15 (5.00)	300 (100.00)
Scope of advancement in this factory is	18 (6.00)	277 (92.33)	05 (1.67)	300 (100.00)
Female has opportunity of getting upper ranking job	55 (18.33)	233 (77.67)	12 (4.00)	300 (100.00)

Source: Workers opinion

The Table 5.28 shows that about 93 percent respondent thought the scope of advancement in the factory was lowest. 77.67 percent thought there were lowest opportunity of getting upper ranking job for the female workers. On the other hand, 92.33 percent respondents said promotion policy was not fair. From informal discussion we came to know that majority of the workers changed their previous job with expectation of higher wage and promotion prospect. 5 percent respondents were not given answer for promotion policy is fair, 1.67% for scope of advancement in the factory and 4 percent for female had opportunity of getting upper ranking job.

From overall observation of the Table 5.28, we can conclude that workers' perception on advancement were not satisfactory but majority of respondents in our survey were given 10<sup>th</sup> priority on advancement as a factor of motivation.

### **Company Policy and Administration**

Company's policy and administration may act as an important factor of motivation. Proper administrative action and good policy of the company can stimulate workers.

**Table 5.29**  
**Workers' perception about company's policy and administration**

N=300

Factors	Yes	No	Not answered	Total
Reconciliation of dispute machinery is satisfactory	37 (12.33)	258 (86.00)	05 (1.67)	300 (100.00)
Management competence is high	87 (29.00)	206 (68.67)	07 (2.33)	300 (100.00)
There is a scope of productivity improvement	22 (7.33)	268 (89.33)	10 (3.33)	300 (100.00)
There is a scope of participation in decision making	04 (1.33)	290 (96.67)	06 (2.00)	300 (100.00)
Employment condition is satisfactory	02 (0.67)	298 (99.33)	–	300 (100.00)

Source: Workers opinion

The findings of the Table 5.29 shows that majority of the respondents did not have positive outlook to the company's policy and administration. Highest 99.33 percent respondents reported that employment condition of the company is not satisfactory. 96.67 percent said there is no scope of participation in decision making. 89.33 percent reported there is no scope of productivity improvement. 68.67 percent thought management competence is not high and 86.00 percent respondents though reconciliation of dispute machinery is not satisfactory. On this issue, they reported legal machineries are not implemented properly. Moreover, lack of modern technology, absence of formal training, limited management skill and delayed backward linkage are responsible for lower productivity. On the other hand workers were employed with verbal contract. So that, they could not establish their legal right.

### **Other Motivational Factors**

Table 5.1 showed that 19%, 19.33%, 8%, 4% and 15% respondents respectively thought friendly and helpful criticism of work for correction of errors, reasonable working load, pay as high as the going rate for the same type of work elsewhere, healthy personal life and recreational facilities can motivate them.

3.67 percent respondents gave 2<sup>nd</sup> priority on friendly and helpful criticism of work for correction of errors. They reported the superiors abused them if they made any error. They were never friendly and helpful.



Working load and long working hour made workers' demotivated. 19.33 (Table 5.1) respondents thought reasonable working load and working hours can motivate them as it reduce workers' tension and tiredness. But most of the garment factories ignored it. Workers in garment factories specially operators and helpers work 12 hours (average) a day. Even they work in holidays. Majority respondents reported that the target being too high for their manufacturing capacity, they could not achieve it within their normal work hours. Thus, in reality they are doing unpaid overtime duty.

Eight percent of respondents thought their pay is not equal for the same type of work elsewhere (workers' opinion). The female workers of other sectors, so if pay equalization is ensured then it may act as a motivator. 0.33% and 0.67% respondents gave 2<sup>nd</sup> and 3<sup>rd</sup> priority on the factor.

There is a big impact on performance of personal life. A happy person can ensure better performance. From opinion survey, we came to know that workers' personal life has been hampering their working life to a large extent. They raise lot of problems on this issue like non-cooperation of husband and family members, anxiety for children when they had to come at workplace keeping them in house, fear of theft, rape in street, residence or in factory, harassment at workplace, demeaning remarks of neighbour for doing garment work etc. All these factors made them depressed and hampered their working life.

Recreation may relax a worker mentally and physically. So, recreational opportunity may be a good motivation, reported 15 percent respondents (Table 5.1). Majority of respondents said, they had no time to access in recreational facilities like watching cinema, television, or listening radio. They work long time in factory. Moreover, management did not take initiative for the recreation of the workers. However, some one said that yearly picnic is arranged by the management for them. Respondents reported that their life became monotonous and complicated for lack of recreation.

## **5.2 Opinions of Executives**

The present analysis contains the opinions of executives each of the factory. On the question of motivation of the workers and legal practice in the factory, the executives were asked to give their opinions on them.

### 5.2.1 Regarding Labour Laws

The labour law 2006 (of Bangladesh) clearly states about the workers right. In fact, the law ensures the workers security, the right to take his or her employer to court in case of an offence and violation of law. The law however, does not apply to individuals working in sectors. Some legal issues were raised to the executives in surveyed garment factories. Their opinions on various issues of labour laws are given below:

According to labour law, an employer has the right to terminate a worker from service by serving a 90 days notice or wages in lieu of the notice. To what extent this law is practiced, for answering this question, majority of the executives replied that, usually the workers are not terminated, they leave on their own. They also said, as most of the workers are not permanent/confirmed, so this is not applicable for them.

The export oriented garment industry grossly violated Factory Act and Factory Rules, which have the provisions that in every factory there must have adequate staff amenities. In all garment factories surveyed, staff amenities were found to be grossly insufficient. On this issue, they replied that as because most of the factory building is rented. So, it is not possible to provide staff amenities sufficiently.

About physical treatment, our labour law provides one first aid box for every 150 workers and where more than 500 workers are employed, there should be an ambulance and a room provided with a qualified medical practitioner in charge. But most of factories do not follow this rule. The executive argued that a qualified medical practitioner does not want to work for the garment industry.

As per law, women are only allowed to work in a factory between 7 am to 8 pm and no workers should be required to work more than 48 hours a week or 9 hours a day. Moreover, there is a provision for a weekly holiday i.e. Friday and no workers are to work more than 10 days consecutively without a holiday. On this issue, the executives in garment industry replied that the garment industry is highly time constrained for timely production. So, this law should not be practised for garments. There should not be a work hour limit, if workers are working willingly. On the question of female workers they replied that as because 80 percent of garment workers are female so it is not feasible for the garment industry to work in a factory between 7 am to 8 pm,



specially during the peak season. They thought that the provision should be extended till 11 pm. Moreover, they incurred that the workers demand two holiday per month.

As per labour law, workers are entitled to enjoy the following leave every year: (i) 10-20 days casual leave, (ii) 14 days annual leave, (iii) sick and medical leave. The executives opined that it should be provided to those confirmed i.e. after one year of service. About maternity leave, they opined it should be without pay and a worker should work for at least 12 months to claim maternity leave and then should not get pregnant in 5 years.

Labour law provides, if more than 50 female workers are ordinarily employed, they shall be provided a suitable room or rooms for use by children aged less than six years. Various opinions were given on this issue by the executives. Most of them were replied, due to the space problem, it can not be implemented. Another opinion was such provision will hamper work. Workers should be free to work and keep their family problems at home. They thought, this provision should be abolished. A few number of executives opined that this facility is not needed as women do not bring in their children along with them and so far, there was no demand for it.

According to labour law, any employee who sustains a personal injury by an accident arising out of or in the course of his/her employment is entitled to workmen's compensation at the specified rates. For answering this issue, majority of the executives thought usually no major accident is possible. And they also thought that workmen compensation is to be linked to the length of service.

Generally, it is complaint from the worker side that payment was not given timely. But labour law provides rules on this issue, i.e. wages in a factory or other establishment employing less than one thousand persons are to be paid within seven days after the expiry of the wage period and within 10 days employing one thousand or more persons. All most all of the executives thought, it should be implemented properly. A few number of executives opined that it should be within 10 days for pay and within 21 days for overtime.

### **5.2.2 Regarding Motivating Issues of Workers**

Benefits of motivation, have been confirmed by the research study. Many study unfolds innumerable benefits in terms of reinforcement of positive behaviour,

weakening or curbing negative behaviour and effecting other benefits. These behavioural changes, directly or indirectly, will contribute to productivity improvement and healthy organizational climate.

The executives in the garment factory opined on this issue and enlists 18 positive impacts of motivation on productivity. They thought the list is extensive and extremely significant in improving quality, productivity, and improving organizational climate.

**Table 5.30**  
**Reinforcement of positive behaviour**

(N=60)

Behavioural indicators	Response				
	Not at all	Little	Substantial	Much	Total
Improvement or development of:					
Commitment & dedication	02 (3.33)	06 (10.00)	17 (28.33)	35 (58.33)	60 (100)
Supportive attitude	02 (3.38)	05 (8.47)	21 (35.59)	31 (52.54)	59 (100)
Initiatives	03 (5.08)	03 (5.08)	28 (47.46)	25 (42.37)	59 (100)
Courteous & politeness	04 (7.02)	02 (3.51)	17 (29.82)	34 (59.65)	57 (100)
Dynamism	05 (8.47)	03 (5.08)	15 (25.42)	36 (61.02)	59 (100)
Interpersonal relations	01 (1.67)	04 (5.00)	19 (31.67)	37 (61.67)	60 (100)
Morality	05 (8.77)	03 (7.02)	14 (24.56)	34 (59.65)	57 (100)
Honesty & Integrity	02 (3.51)	04 (5.26)	09 (15.79)	43 (75.44)	57 (100)
Job satisfaction	01 (1.67)	02 (6.67)	17 (28.33)	38 (63.33)	60 (100)
Attendance/punctuality	03 (5.36)	03 (3.57)	13 (23.21)	38 (67.86)	56 (100)
Quality of work	02 (3.51)	03 (5.26)	15 (26.32)	37 (64.91)	57 (100)
Quantity of work	02 (3.39)	01 (5.08)	14 (23.73)	40 (67.80)	59 (100)
Responsiveness	02 (3.45)	03 (1.72)	17 (29.31)	38 (65.52)	58 (100)
Sense of responsibility & accountability	03 (5.08)	04 (5.08)	12 (20.34)	41 (64.49)	59 (100)
Sense of ownership	04 (7.27)	04 (7.27)	15 (27.27)	32 (58.18)	55 (100)
Others (mental peace, less tension/stress, less error)	04 (7.02)	04 (7.02)	18 (31.58)	31 (64.39)	57 (100)
Total	45 (4.84)	53 (5.71)	261 (28.09)	570 (61.36)	929 (100)

Source: Executives opinion



The executives states the specific elements which have impact on reinforcement of positive behaviour which is the result of motivation of workers. These elements are, commitment and dedication, supportive attitude, initiatives, courteous and politeness, dynamism, interpersonal relations, morality, honesty and integrity, job satisfaction, attendance, quality and quantity of work, responsiveness, sense of responsibility and accountability sense of ownership, mental peace, less error and less tension. The mean results (Table 5.30) demonstrate positive impacts in 95.16 percent cases. The substantial and above impact however, accounts for 89.45 percent. The much positive impact is the most dominant (61.36 percent) followed by substantial impact (28.09 percent). Motivational interventions contribute most significantly in reshaping individuals attitude also. Majority of the respondents reconfirm this statement.

Every management continuously strives for reinforcing or promoting positive behaviour and curbing or controlling negative or irrational behaviour. In developing countries like Bangladesh, negative behaviour like absenteeism, high overhead cost, employee turnover, poor service delivery and other costs are massive and reached unmanageable limit.

**Table 5.31**  
**Reinforcement of negative behaviour**

(N=60)

Behavioural indicators	Response				
	Not at all	Little	Substantial	Much	Total
Reduction/Minimization of:					
Absenteeism	03 (6.25)	09 (18.75)	13 (21.67)	23 (47.92)	48 (100)
Employee turnover	05 (8.62)	06 (10.34)	17 (29.31)	30 (51.72)	58 (100)
Frustration	03 (5.77)	05 (9.62)	17 (32.69)	27 (51.92)	52 (100)
Repair and maintenance cost	05 (9.26)	12 (22.22)	16 (29.63)	21 (38.89)	54 (100)
Wastage	03 (5.88)	08 (15.69)	18 (35.29)	22 (43.14)	51 (100)
Negligence of duty	0 (00)	14 (26.92)	14 (34.62)	20 (38.46)	52 (100)
Total	19 (6.03)	54 (17.14)	99 (31.43)	143 (45.40)	315 (100)

Source: Executives' opinion.

Authoritative managerial styles based on distrust, misbehaviour, whims and caprices, imprudent action and other coercive approaches failed to improve subordinate's performance. Executives in the garment factories thought that motivational intervention, on an average have potentials to reduce listed harmful behaviour in 93.97 percent cases (Table 5.31). The rate in case of substantial and more accounts for 76.83 percent. Restraining much negative behaviour more than 96 percent respondent reconfirm these statements alone accounts for 45.40 percent. The respondents thought, motivations has strong influence on productivity improvement by way of reducing negative behaviour effects on individual performance.

**Table 5.32**  
**Ancillary benefits of motivation**

(N=60)

Behavioural indicators	Response				
	Not at all	Little	Substantial	Much	Total
Ancillary benefits:					
Creativity	2 (4.34)	04 (8.70)	13 (28.26)	27 (58.70)	46 (100)
Efficient use of resources	02 (3.51)	03 (5.26)	23 (40.35)	29 (50.88)	57 (100)
Cost control	03 (5.66)	05 (9.43)	22 (41.51)	23 (43.40)	53 (100)
Flexibility, frank and openness	01 (1.75)	04 (7.02)	23 (40.35)	29 (50.88)	57 (100)
Strive for continuous performance/quality improvement	01 (1.69)	03 (5.08)	24 (40.68)	31 (52.54)	59 (100)
Competitive work culture	01 (1.69)	02 (3.39)	21 (35.59)	35 (59.32)	59 (100)
Total	10 (3.02)	21 (6.34)	126 (38.07)	174 (52.57)	33 (100)

Source: Executives' opinion.

The Table 5.32 shows that the executives (98.33 percent) of the factories also thought that other positive benefits of motivation which are ancillary benefits. These benefits reflects creativity, efficient use of resources, cost control, flexibilities, frank and openness, strive for continuous performance and competitive work culture, on an average 96.98 percent respondents endorse these views.



# **CHAPTER VI**

## **Level of Satisfaction of Workers and Its Impact on Performance**

# CHAPTER VI

## LEVEL OF SATISFACTION OF WORKERS AND ITS IMPACT ON PERFORMANCE

### 6.1 Level of Satisfaction

A number of questions were asked to the respondents on various motivational factors for measuring their level of satisfaction to it. The satisfaction were measured on a Likert's Five Points Scale scoring follows highest as 5 and lowest as 1 score.

**Table 6.1**  
**Pay satisfaction of workers**

Variables	Mean	Median	SD	Min.	Max.	t-value	P-value
Basis of wage payment	2.34	2	1.36	1	5	29.75	0.000
Against hard working the amount of wage is satisfactory	1.34	1	0.62	1	4	37.37	0.000
Against living cost the amount of wage is reasonable	1.35	1	1.22	1	12	19.01	0.000
Time of wage payment	2.27	2	1.20	0	5	32.74	0.000
Time of overtime payment	1.86	2	1.03	1	4	31.23	0.000

Source: Workers opinion.

From the data incorporated in Table 6.1 it is found that workers level of satisfaction to pay is lower. Among the variables, workers showed their highest satisfaction to 'Basis of Wage Payment' and lowest to 'Against hard working, the amount of wage' is satisfactory. Hence, the highest and lowest mean value is 2.34 and 1.34. t-value shows opinions are highly significant at 1% level of significance for all variables.

**Table 6.2**  
**Satisfaction to bonus payment**

Variables	Mean	Median	SD	Min.	Max.	t-value	P-value
Bonus policy	1.41	1	0.53	1	3	45.92	0.000
Bonus payment method	1.38	1	0.61	1	5	38.93	0.000
Earning from bonus	1.38	1	0.79	1	5	30.41	0.000

Source: Workers opinion.



Table 6.2 shows that workers' level of satisfaction to bonus is lower. They showed their highest satisfaction to 'Bonus Policy' with the mean value of 1.41. On the other hand, lowest satisfaction is for 'Bonus Payment Method' and 'Earning From Bonus', lowest mean value is 1.38 in each. T-value shows highly significant at the level of 1% for all variables (P-value is lower than 0.01).

**Table 6.3**  
**Satisfaction to fringe benefits**

Variables	Mean	Median	SD	Min.	Max.	t-value	P-value
Accommodation allowance	1.56	1	0.63	1	4	42.31	0.000
Housing facility	1.52	1	0.65	1	3	40.10	0.000
Living condition	1.56	1	0.74	1	4	36.46	0.000
Medical allowance considering treatment cost	1.52	1	0.70	1	4	37.56	0.000
Medical allowance considering physical damage	1.52	1	0.78	1	5	33.51	0.000
Free medical service	1.65	1	0.95	1	5	29.95	0.000
Transport facility	1.38	1	0.52	1	3	45.45	0.000
Pension, group insurance	1.47	1	0.59	1	3	43.02	0.000

Source: Workers opinion.

From the Table 6.3, it is shown that workers level of satisfaction to fringe benefit is lower. Among the variables, highest satisfaction is to 'free medical service' and lowest satisfaction to 'Transport facility'. The highest and lowest mean value is 1.65 and 1.38 respectively. T-value shows highly significant at the level of significance of 1% for all variables of fringe benefits (P-value is lower than 0.01).

**Table 6.4**  
**Satisfaction to supervision**

Variables	Mean	Median	SD	Min.	Max.	t-value	P-value
Supervisor works side by side	2.88	3	1.02	1	5	48.70	0.000
Encourage worker for doing better performance	1.80	2	0.91	1	5	35.96	0.000
Sympathetic to workers' personal problems	1.55	1	0.74	1	5	36.22	0.000
Autonomy for doing work	2.99	3	1.21	1	5	42.64	0.000
Neutrality	2.35	2	1.05	1	5	38.61	0.000
Conflict handling capability	2.03	2	1.09	1	5	32.19	0.000

Source: Workers opinion.

The Table 6.5 shows that the highest mean value is 2.99 for autonomy for doing work and the lowest mean value is 1.55 for sympathetic to workers personal problems,. The scores of the table indicates that workers' level of satisfaction to supervision not to be high. Instead, they are found to be slightly satisfied with the various dimensions of supervision. T-value is highly significant for all at the significant level of 1% (P-value is lower than 0.01).

**Table 6.5**  
**Satisfaction to leave facility**

<b>Variables</b>	<b>Mean</b>	<b>Median</b>	<b>SD</b>	<b>Min.</b>	<b>Max.</b>	<b>t-value</b>	<b>P-value</b>
Opportunity of getting leave	1.55	1	0.67	1	4	40.06	0.000
Square deal for granting leave	1.51	1	0.64	1	4	40.78	0.000
Granting paid leave	1.47	1	0.67	1	4	37.93	0.000
Rules followed properly for granting leave	1.28	1	0.56	1	4	39.02	0.000

Source: Workers opinion.

From the Table 6.5, it is shown that workers' satisfaction to leave is lower. The highest mean value is 1.55 for 'opportunity of getting leave' and the lowest mean value is 1.28 for lowest satisfaction to 'Rules followed properly for granting leave'. At the significance level of 1%, t-value is highly significant for all (P-value is lower than 0.01).

**Table 6.6**  
**Satisfaction to job security**

<b>Variables</b>	<b>Mean</b>	<b>Median</b>	<b>SD</b>	<b>Min.</b>	<b>Max.</b>	<b>t-value</b>	<b>P-value</b>
Fear of termination	2.03	1	1.52	1	5	23.10	0.000
Fear of closing the factory	3.49	4	1.38	1	5	43.66	0.000
Scope of getting another job	2.33	1	1.72	1	5	23.41	0.000

Source: Workers opinion.

The Table 6.6 shows that regarding job security highest mean value is 3.49 for 'fear of closing the factory' and lowest value is 2.03 for 'fear of termination'. The table indicates that workers are satisfied to job security from lower to moderate, i.e. from slightly below to slightly above the median score of 3.00 considering the scale of measurement 1-5. t-value shows opinions are highly significant at the level of 1% (P-value is lower than 0.01).



**Table 6.7**  
**Satisfaction to physical working condition**

<b>Variables</b>	<b>Mean</b>	<b>Median</b>	<b>SD</b>	<b>Min.</b>	<b>Max.</b>	<b>t-value</b>	<b>P-value</b>
Ventilation	1.78	2	0.73	1	5	42.21	0.000
Cleanliness	2.10	2	1.12	1	5	32.47	0.000
Temperature	1.49	1	0.88	1	5	29.36	0.000
Condition of dust	1.44	1	0.75	1	5	33.08	0.000
Condition of noise	2.24	2	1.40	1	5	27.65	0.000
Work space	2.99	3	1.50	1	5	34.46	0.000
Condition of staff amenities and facilities	2.07	1	1.47	1	5	24.43	0.000
Availability of fire fighting facilities	1.25	1	0.54	1	4	40.31	0.000

Source: Workers opinion.

The Table 6.7 reported that workers' level of satisfaction to physical working condition is from lower to moderate, i.e. workspace in working condition is moderately satisfactory and the lowest mean score is 1.25 for availability of fire fighting facility. Here the satisfaction is lowest. t-value shows opinions are highly significant for all variables at the level of 1% (P-value is lower than 0.01).

**Table 6.8**  
**Satisfaction with the relation of superiors**

<b>Variables</b>	<b>Mean</b>	<b>Median</b>	<b>SD</b>	<b>Min.</b>	<b>Max.</b>	<b>t-value</b>	<b>P-value</b>
Style and culture	2.07	2	1.15	1	5	31.09	0.000
Openness	1.46	1	0.85	1	5	29.58	0.000
Mutual trust	1.44	1	0.79	1	32	31.46	0.000
Responsiveness	1.86	1	3.14	1	5	10.24	0.000
Floor orientation	2.22	2	0.83	1	5	45.46	0.000
Conflict handling capability	1.99	1	1.46	1	5	23.57	0.000

Source: Workers opinion.

From the Table 6.8, it is shown that workers' satisfaction with the relation of superiors is lower. The table indicate that highest mean value is 2.22 for 'floor orientation' and lowest mean value is 1.44 for 'mutual trust'. So, workers are comparatively higher satisfied to their superiors about their floor orientation but in mutual trust workers are least satisfied. t-value for all variables shows highly significant at the significance level of 1% (P-value is lower than 0.01).

**Table 6.9**  
**Satisfaction with the relation of peers**

<b>Variables</b>	<b>Mean</b>	<b>Median</b>	<b>SD</b>	<b>Min.</b>	<b>Max.</b>	<b>t-value</b>	<b>P-value</b>
Co-workers co-operation in workplace	4.43	5	0.92	1	5	83.32	0.000
Fellows are sympathetic to personal problems	4.35	5	1.01	1	5	74.93	0.000
Helping attitude of co-workers	4.25	5	1.01	1	5	72.49	0.000
Network among the workers about common interest	4.38	5	1.02	1	5	74.42	0.000

Source: Workers opinion.

The Table 6.9, reveals that the level of satisfaction with peers of the respondents are highest. The table indicate the highest mean score is 4.43 for 'co-workers co-operation in workplace'. This satisfaction is highest. On the other hand the lowest satisfaction is for 'helping attitude of co-workers'. Its' mean value is 4.25. However, it is higher score. t-value is highly significant at the significance level of 1% for all variables (P-value is lower than 0.01).

**Table 6.10**  
**Satisfaction to company policy and administration**

<b>Variables</b>	<b>Mean</b>	<b>Median</b>	<b>SD</b>	<b>Min.</b>	<b>Max.</b>	<b>t-value</b>	<b>P-value</b>
Reconciliation of dispute machinery	1.68	1	1.13	1	5	25.70	0.000
Management competence	2.42	2	1.51	1	5	27.81	0.000
Scope of participation in decision making	1.16	1	0.59	1	4	33.69	0.000
Working hours	2.01	2	1.06	1	4	32.99	0.000
Work load	1.57	1	0.71	1	5	38.19	0.000
Lunch space	3.12	3	1.31	1	5	41.31	0.000
Duration of lunch time break	1.19	1	0.44	1	3	46.73	0.000
Employment procedure	1.39	1	0.66	1	4	36.32	0.000
Wage & factory act practice	1.25	1	0.50	1	3	43.44	0.000
Scope of training	1.63	1	0.80	1	5	35.42	0.000

Source: Workers opinion.

It is shown from the Table 6.10, workers' level of satisfaction to company policy and administration is in between lower to moderate. The highest satisfaction is for 'lunch space' which mean value is 3.12 and lowest satisfaction to 'scope of participation in decision making' its mean value is 1.16. t-value is significant at the significance level of 1% for all variables (P-value is lower than 0.01).



**Table 6.11**  
**Satisfaction to recognition and praise**

<b>Variables</b>	<b>Mean</b>	<b>Median</b>	<b>SD</b>	<b>Min.</b>	<b>Max.</b>	<b>t-value</b>	<b>P-value</b>
Management praise workers for good work done	2.12	2	1.08	1	5	33.63	0.000
Recognise workers as a part of the company	1.59	1	0.78	1	4	34.86	0.000
Recognise workers, as the strength of the company	1.73	1	1.02	1	5	29.37	0.000
Evaluate workers' performance	1.92	2	0.74	1	4	44.62	0.000

Source: Workers opinion.

Table 6.11 shows that the highest mean value is 2.12 for 'Management praise workers for good work done' and the lowest mean value is 1.59 for 'Recognise workers as a part of the company'. From the table, it can be said that workers are least satisfied to recognise workers as a part of the company and highest satisfied to management praise workers for good work done. But overall satisfaction is lower. For all variables t-value shows highly significant at the significance level of 1% (P-value is lower than 0.01).

**Table 6.12**  
**Satisfaction to fear hearing and square deal**

<b>Variables</b>	<b>Mean</b>	<b>Median</b>	<b>SD</b>	<b>Min.</b>	<b>Max.</b>	<b>t-value</b>	<b>P-value</b>
Gender gap in wage rate	2.27	1	4.46	1	45	8.81	0.000
Male workers get preference	2.14	2	1.08	1	5	34.35	0.000
More positive attitude to male workers	2.07	2	1.09	1	5	32.88	0.000

Source: Workers opinion.

To fear hearing and square deal, the Table 6.12 reported that the level of workers satisfaction is in moderate level. The highest mean value is for 'Gender gap in wage rate' and lowest for 'more positive attitude to male workers'. The highest and lowest mean score is 2.27 and 2.07 respectively. t-value shows opinions are highly significant for all variables at the significance level of 1% (P-value is lower than 0.01).

**Table 6.13**  
**Satisfaction to advancement**

Variables	Mean	Median	SD	Min.	Max.	t-value	P-value
Opportunity of getting promotion	1.33	1	0.63	1	4	36.31	0.000
Promotion is given who deserve	1.77	2	0.63	1	4	48.56	0.000
Promotion policy	1.70	2	0.83	1	5	35.28	0.000

Source: Workers opinion.

The Table 6.13, reveals that workers' level of satisfaction to advancement is lower. Hence, the highest mean score is 1.77 for 'Promotion is given who deserve' and lowest mean score is 1.33 for 'Opportunity of getting promotion.' So, workers are dissatisfied as there is very little scope of advancement. T-value shows highly significant at the significance level of 1% for all variable (P-value is lower than 0.01).

**Table 6.14**  
**Satisfaction to personal life and recreational facilities**

Variables	Mean	Median	SD	Min.	Max.	t-value	P-value
Time for family members	1.61	2	0.49	1	2	57.07	0.000
Time for making social relationship	1.46	1	0.59	1	3	42.77	0.000
Co-operation of family members	1.97	2	1.02	1	5	33.57	0.000
Acceptability of garment workers in society	2.89	3	1.11	1	5	44.91	0.000
Social security	1.86	2	0.93	1	5	34.67	0.000
Recreational facilities	1.62	1	0.76	1	4	36.72	0.000

Source: Workers opinion.

From the Table 6.14, it is shown that the level of satisfaction of workers to their personal life and recreational facilities is lower. Among the variables, they showed their highest satisfaction to 'acceptability of garment workers in society' and lowest to 'Time for making social relationship'. Hence, the highest and lowest mean value is 2.89 and 1.46 respectively. Table shows, t-value is highly significant at the significance level of 1% for all variables (P-value is lower than 0.01).

## 6.2 Workers Performance

Workers' performance related questions were asked to their respective supervisor for measuring their level of performance. It was measured on a 'Likert's Five Point Scale', scoring follows highest as 5 and lowest as 1.



**Table 6.15**  
**Workers performance**

Variables	Mean	Median	SD	Min.	Max.	t-value	P-value
1. Commitment & dedication	2.90	3	1.31	1	5	38.87	0.000
2. Obedience	2.23	2	1.16	1	5	33.34	0.000
3. Responsiveness	2.17	2	1.12	1	5	33.68	0.000
4. Attention to work	2.76	3	1.18	1	5	40.59	0.000
5. Punctuality	2.33	2	1.25	1	5	32.24	0.000
6. Sense of discipline	2.01	2	1.14	1	5	30.60	0.000
7. Supportive attitude	1.96	2	1.17	1	5	29.07	0.000
8. Skillness	3.37	4	1.26	1	5	46.46	0.000
9. Laborious	2.60	2	1.50	1	5	29.90	0.000
10. Quality of work	3.03	3	1.52	1	5	34.47	0.000
11. Quantity of work	2.77	2	1.35	1	5	35.53	0.000
12. Courteous & politeness	3.05	3	1.45	1	5	36.50	0.000
13. Alteration rate	3.54	4	1.29	1	5	47.39	0.000
14. Wastage rate	1.84	2	0.94	1	5	34.02	0.000
15. Dynamism	1.83	1	1.12	1	5	28.17	0.000
16. Interest of learning	2.66	3	1.41	1	5	32.48	0.000
17. Rate of absenteeism	3.21	3	1.21	1	5	45.84	0.000
18. Interest to take safety measures	4.01	4	0.98	1	5	71.14	0.000

Source: Performance Rating Schedule (supervisors opinion).

From the Table 6.15, it is shown that workers' performance level is from lower to high. Here highest mean value is 4.01 for 'interest to take safety measures'. It is followed 'alteration rate', 'skillness', 'rate of absenteeism', 'courteous & politeness' and 'quality of work'. The mean value is these variables are 3.54, 3.37, 3.21, 3.05 and 3.03 respectively. In these cases workers' performance are at higher level.

On the other hand, lowest mean value is 1.83 for 'dynamism'. In case of 'wastage rate' and 'supportive attitude', workers performance is lower also. Hence mean value is 1.84 and 1.96 respectively.

Table 6.15 also indicate that some cases workers' performance are at moderate level. These variables are 'commitment and dedication', 'quantity of work', 'attention to work', 'interest of learning', 'laborious', 'punctuality', 'obedience', 'responsiveness' and 'sense of discipline'. The mean value of these variables are 2.90, 2.77, 2.77, 2.76, 2.60, 2.33, 2.23, 2.17 and 2.01 respectively.

t-value shows opinions are highly significant for all variables of performance at the significance level of 1% (P-value is lower than 0.01).

### 6.3 Motivational Factors and Performance

Many studies showed that there is a positive co-relation between motivation and performance. In our research, we identified the fact through Z-test. It is presented in the Table 6.16.

**Table 6.16**  
**Impact of motivation performance**

Variables of motivation	Mean value of variables	SD of variables	Mean value performance	SD of performance	Calculated Z-value
Wage	1.83	1.086	2.681	1.242	8.936
Bonus	1.39	0.643	2.681	1.242	16.14
Fringe benefits	1.53	0.695	2.681	1.242	14.12
Supervision	2.27	1.003	2.681	1.242	4.51
Leave facility	1.45	0.635	2.681	1.242	15.36
Job security	2.62	1.540	2.681	1.242	5.00
Physical working conditions	1.92	1.048	2.681	1.242	8.182
Relation with superiors	1.84	1.370	2.681	1.242	7.933
Relation with peers	4.35	0.991	2.681	1.242	-18.362
Company policy & administration	1.74	0.871	2.681	1.242	10.793
Recognition & praise	1.84	0.905	2.681	1.242	9.556
Fear hearing & square deal with grievance	2.16	2.210	2.681	1.242	4.46
Advancement	1.60	0.696	2.681	1.242	10.793
Personal life & recreation	1.90	0.816	2.681	1.242	9.188

Source: Table 6.1 to 6.15

Note: Tabulated Z-value is 1.96

The Table 6.16 shows that each motivating variables and performance of workers are interdependent. In every cases, calculated 'Z'-value is higher than tabulated Z-value of 1.96. Only for 'relation with peers and performance' calculated Z-value is lower than tabulated Z-value. So, null hypothesis motivation = performance is rejected. So, it can be concluded that motivation has an impact on performance.



# **CHAPTER VII**

## **Testing of Hypotheses**

# CHAPTER VII

## TESTING OF HYPOTHESES

**Ho: 1:** Quality of work depends on physical working condition.

**Table H.01**  
**Distribution of workers according to quality of work and physical working condition**

X <sub>1</sub>	X <sub>2</sub>					Total
	1.00	2.00	3.00	4.00	5.00	
0.00	60	51	15	60	69	255
1.00	9	15	6	15	-	45
Total	69	66	21	75	69	300

Note: X<sub>1</sub> = Physical working condition; X<sub>2</sub> = Quality of work.

Source: Question no. 3.40 (worker's opinion) and performance rating schedule (Variable 10).

### Value of Chi-Square

	Value	df	P-value
Pearson chi-square	19.979	4	0.001*
Likelihood Ratio	29.256	4	0.000*
Linear-by-Linear Association	4.225	1	0.040**
McNemar Test			
N of valid cases	300		

\* denoting significant at the 0.01 level.

\*\* denoting significant at the 0.05 level.

According to the Table H.01 the result of chi-square indicates that there is a statistically significant relation between quality of work and physical working condition at the 1% significance level. But, Linear-by-Linear Association McNemar Test, it is significant at 5% level of significance. So, it can be concluded that quality of work depends on physical working condition.

**Ho: 02:** Job Security Makes Attention to Work

**Table H.02**  
**Distribution of workers according to job security and attention to work**

X <sub>1</sub>	X <sub>2</sub>					Total
	1.00	2.00	3.00	4.00	5.00	
1.00	3	36	51	15	18	123
2.00	12	15	36	27	3	93
3.00	18	18	15	6	3	60
4.00	15	-	-	-	3	18
5.00	3	3	-	-	-	6
Total	51	72	102	48	27	300

Note: X<sub>1</sub> = Job security and X<sub>2</sub> = Attention to work.

Source: Question no. 4.40 (worker's opinion) and performance rating schedule (Variable 4).



### Value of Chi-Square

	Value	df	P-value
Pearson chi-square	122.341	16	0.000
Likelihood Ratio	121.405	16	0.000
Linear-by-Linear Association	38.357	1	0.000
McNemar Test			
N of valid cases	300		

\* denoting significant at the 0.01 level.

\*\* denoting significant at the 0.05 level.

The Table H:02 shows highly significant relationship between  $X_1$  and  $X_2$  at the significance level of 1% (P-value is lower than 0.01). So, second hypothesis, 'Job security makes attention to work' is accepted.

### Ho: 03: Quality of Work Depends on Close Supervision.

**Table H.03**  
Distribution of workers according to quality of work and close supervision

$X_1$	$X_2$					Total
	1.00	2.00	3.00	4.00	5.00	
0.00	12	6	6	21	27	72
1.00	57	60	15	54	42	228
Total	69	66	21	75	69	300

Note:  $X_1$  = Supervisor work side-by-side and  $X_2$  = Quality of work.

Source: Question no. 3.49(a) (worker's opinion) and Performance Rating Schedule (Variable 10).

### Value of Chi-Square

	Value	df	P-value
Pearson chi-square	19.254	4	0.001
Likelihood Ratio	20.237	4	0.000
Linear-by-Linear Association	14.476	1	0.000
McNemar Test			
N of valid cases	300		

The Table H:03 indicates that the relationship between quality of work and close supervision is highly significant (P-value is lower than 0.01). So, it can be said that quality of work depends on close supervision. The third hypothesis is accepted.

**Ho: 04: Friendly and Helpful Supervision Ensure Quality of Work**

**Table H.04**  
**Distribution of workers according to friendly and helpful supervision and quality work**

X <sub>1</sub>	X <sub>2</sub>					Total
	1.00	2.00	3.00	4.00	5.00	
0.00	60	60	15	66	63	264
1.00	9	6	6	9	6	36
Total	69	66	21	75	69	300

Note: X<sub>1</sub> = Friendly & helpful supervision and X<sub>2</sub> = Quality of work.

Source: Question no. 3.49(b) (worker's opinion) and Performance Rating Schedule (Variable 10).

**Value of Chi-Square**

	Value	df	P-value
Pearson chi-square	6.775	4	0.143 ns
Likelihood Ratio	5.571	4	0.234 ns
Linear-by-Linear Association	0.227	4	0.634 ns
McNemar Test			
N of valid cases	300		

Note: ns = Not significant

According to the Table H:04, the results of chi-square test reveals that there is no significant relation (P greater than 0.05) between X<sub>1</sub> and X<sub>2</sub>. So, fourth hypothesis is rejected. Friendly and helpful supervision does not ensure quality of work.

**Ho: 05: Leave Opportunity and Absenteeism are Significantly Co-related**

**Table H.05**  
**Distribution of workers according to leave opportunity and absenteeism**

X <sub>1</sub>	X <sub>2</sub>					Total
	1.00	2.00	3.00	4.00	5.00	
0.00	3	-	3	6	3	15
1.00	18	72	87	51	57	285
Total	21	72	90	57	60	300

Note: X<sub>1</sub> = Leave opportunity and X<sub>2</sub> = Absenteeism.

Source: Question no. 3.37(a) (worker's opinion) and Performance Rating Schedule (Variable 17).

**Value of Chi-Square**

	Value	df	P-value
Pearson chi-square	11.793	4	0.019**
Likelihood Ratio	13.396	4	0.009*
Linear-by-Linear Association	0.388	1	0.534 ns
McNemar Test			
N of valid cases	300		

\* denoting significant at the 0.01 level; \*\* denoting significant at the 0.05 level; ns = not significant.



The Table H.05 shows that according to Pearson chi-square test, the relation is significant between  $X_1$  and  $X_2$  at the level of 0.05. While, according to McNemar Test the relationship between  $X_1$  and  $X_2$  are not significant (here P-value is grater than 0.05). Likelihood Ratio shows significant relationship at the significance level of 0.01.

**Ho: 06: Management Competence and Workers' Sense of Discipline are Interrelated**

**Table H.06**  
**Distribution of workers according to their opinion of management competence and sense of discipline**

$X_1$	$X_2$					Total
	1.00	2.00	3.00	4.00	5.00	
0.00	87	45	45	18	9	204
1.00	48	24	12	3	3	90
2.00	-	3	3	-	-	6
Total	135	72	60	21	12	300

Note:  $X_1$  = Management competence and  $X_2$  = Sense of discipline.

Source: Question no. 3.54(b) (worker's opinion) and Performance Rating Schedule (Variable 6).

**Value of Chi-Square**

	Value	df	P-value
Pearson chi-square	15.293	8	0.054 ns
Likelihood Ratio	17.974	8	0.021**
Linear-by-Linear Association	1.258	1	0.261 ns
McNemar Test			
N of valid cases	300		

\* denoting significant at the 0.01 level; \*\* denoting significant at the 0.05 level; ns = not significant.

In the Table H.06 shows that according to Pearson chi-square Value and McNemar Test there is no significant relationship (P greater than 0.05) between management competence and workers' sense of discipline (P-value is greater than 0.05). So, here hypothesis is rejected. But according to Likelihood Ratio the relationship is significant at the level of 0.05.

**Ho: 07: There is a Relationship between Dynamism and Recognition of Worker**

**Table H.07**  
**Distribution of workers according to their dynamism and recognition**

X <sub>1</sub>	X <sub>2</sub>					Total
	1.00	2.00	3.00	4.00	5.00	
0.00	144	72	33	15	15	279
1.00	15	6	-	-	-	21
Total	159	78	33	15	15	300

Note: X<sub>1</sub> = Recognition and X<sub>2</sub> = Dynamism.

Source: Question no. 3.52(a) (worker's opinion) and Performance Rating Schedule (Variable 15).

**Value of Chi-Square**

	Value	df	P-value
Pearson chi-square	6.246	4	0.181 ns
Likelihood Ratio	10.514	4	0.033**
Linear-by-Linear Association	5.287	1	0.021**
McNemar Test			
N of valid cases	300		

\* denoting significant at the 0.01 level; \*\* denoting significant at the 0.05 level; ns = not significant.

The Table H.07 reveals that according to Likelihood Ratio and McNemar Test there is a significant relation between dynamism and recognition of workers at the significance level of 5%. But Pearson chi-square rejected the hypothesis of workers. Since P-value is greater than 0.05.



# **CHAPTER VIII**

## **Conclusion and Recommendations**

# CHAPTER VIII

## CONCLUSION AND RECOMMENDATIONS

The first and foremost concern of any industrial enterprise is to maximise the profit margin with proper utilization of human resources and wealth. It is an admitted fact that man behind a machine still is the most important factor of production because it co-ordinates all the factors of production. In spite of rapid advancement of modern technology and all the systems and controls coming into widespread use, without the co-operation of the workers, machine remains ideal, raw materials lie stacked and money tied up. It is the human factor which keeps the business in constant motion. It therefore, goes without saying that effectiveness of any organization and achievement of organization objectives depend to a large extent on the proper utilization of human resources.

The Readymade Garment Industry in Bangladesh has experienced an unprecedented growth over the last decade and half. RMG holds a key position in the economy of Bangladesh in terms of foreign exchange <sup>earning</sup> covering employment generation and poverty alleviation. Upto 31 December, 2004 Bangladesh Export-Oriented Garment Industry enjoyed a granted quota in the international market specially USA and EU markets. There was no competition in the international market. But after phasing out Multi Fiber Agreement (MFA), it was a predication that this sector will be under a threat of loosing the export orders from international market because of China and India entrance as major competitors in the global market. Many experts and researchers thought that this industry would be dissolved. But actual scenario after phasing out the MFA is inverse. At present, globalization is not a threat but it is an opportunity. Consequently, now Bangladesh with an opportunity to increase its export quantity in terms of lower production cost and better quality in quota free regime. The post MFA performances of RMG by the increase of exports and contributed higher rate to national GDP. The contribution of RMG sector of GDP in earlier ten years was only 5% and 25% value addition. But now the value addition is 64.67% and 45% of total industrial employment. Not only that, in the post MFA regime the numbers of



factories increased in the faster face. The growth rate of export earning in the woven sector comparing 2004-05 to 2005-06 was 13.50% and knit sector was 35.38%.

Garment sector has provide unprecedented wage employment opportunities for young women in Bangladesh over the sectors. Roughly, around 2.65 million workers are serving in the garment sector of whom 2.12 million are women. According to BGMEA report 70 percent of the total women workers of the country are absorbed in garment industry.

Our economy is characterized with high unemployment, So, as survival is the question, a larger section of the women are taking trouble and working garment workers are the victim of torture and oppression. More than five hundred garment workers had died in the last five years. Due to fire broke out total number of workers death were 226 during the period of the year 1997 to 21<sup>st</sup> August 2006 as per BGMEA report. Due to collapse of the factory building 80 workers died, 84 were injured and many workers were untraced of the year 2005. On the other hand, news of exploitation such as overwork, gender difference in earnings and behaviour, irregular payment, sexual harassment, violation of labour laws and factory act are publishing regularly in different dailies. Questions are raised about management skill, absence of written contract of employment, workers representation, physical working condition, leave practise, disciplinary procedure, training system, compensation and so on.

A major section of the rural women has chosen the garment sector as a source of their livelihood. But, the recent unrest and disorderly conduct of the labour force of the garment industries must be a worrying factor for Bangladesh. Therefore, considering the above and for better understanding of the motivational problems the study has been conducted.

Both the workers and the executives were interviewed through two sets of semi-structured questionnaire. For measuring workers performance, a performance rating schedule was used. Concerned supervisor of the workers rated their performance. A total of 300 female garment workers from 30 garment factories were interviewed. All selected workers were machine operator (skilled category III). The workers were

selected randomly and proportionately from 30 garment units. The garment units were primarily selected on the basis of the number of workers where at least 500 workers were employed. Among them 30 garment units were selected randomly. On the other hand, 60 executives (two in each sample unit) were selected purposively from human resource (HR) department. The study looked into the motivation of the workers as well as their socio-economic background and related legal aspects. The summary of the main findings and recommendations of the study are highlighted below.

### **8.1 Summary of Findings**

The findings of our study generally suggest that the female garment workers are de-motivated. It has been found that job related and the socio-economic problems faced by the female workers in the garment industry are the outcome of a number of reasons. Unplanned and rapid development of the garment industry, unorganized labour market for the female workers may responsible to a great extent. Moreover, the female garment workers are young in age. Most of cases they are unmarried, their migratory status, lower education level, lower level of skill, economic suffering, various social problems are responsible to a great extent in creating some problems for them and made them de-motivated. It has been found from the present study that owners are helpless for most social problems facing the female workers in the garment industry. But they are responsible for most economic problems, such as low level of wages, irregularity in wage payment both regular and over time wages, low level of bonuses, absence of promotion and training facility etc. Most of the cases behavioural aspects are ignored.

Most garment factories in Bangladesh have been build without any prior plan. As a result, it has been found that the factories started production in the rented building which are not designed for any factory work. Hence, it has been found that the factory buildings are overcrowded, inadequate ventilation, staircases were narrow and roofs are low. Most of the social insecurity, such as death by burning also arise from unplanned building of the garment factory. For the same reason, it has been found that most surveyed factories did not have lunch rooms and restrooms. They eat their lunch either on the factory roof, or in the staircase or in some other open are places in the



factory. About 83 percent of the workers reported half an hour lunch break, while 13.33% reported 45 minutes lunch break was given.

However, the toilet facilities were found to be quite adequate in the factory surveyed but their maintenance was inadequate. Problems of pure drinking water, and washing facilities were highest. It was found, only two surveyed factories had canteen facilities but there was no factory where day care room were provided.

Our survey reveals that most of the workers in garment factory are temporary in nature (about 72%). About 98% cases, there were no employment contract. Wage rates and work hour were fixed in verbally. 100 percent cases workers were appointed without appointment letter. Resignation, termination, dismissal, retrenchment, discharge were not followed as per law. The normal working hours in the garment industry is 8 hour a day but 71% of workers reported they had to work 11 to 12 hours a day.

Leave facility is very limited in government industry. Granted paid leave is limited. Most of the workers reported they had to take granted unpaid leave. Most of the cases, own sickness was the main reason for taking leave.

Our survey reveals that majority of the garment female workers were younger in age (average age was 24.60 yrs). 68.67% were unmarried. Most unmarried workers belongs in 20-24 age group. 54.33 percent had education up to class five. 83 percent of workers came from rural origin. Majority of them came from Dhaka district (27.67%). In present factory, the average length of service was 2.21 years. Previously, 83.67% of workers were employed in other garment factories. It indicates the mobility of garment workers.

Our findings shows that most of the garment workers had joint family having dependents on an average 5.29. 51.39% of married workers had the children of one to two member. Husbands education was highest as compared to fathers education. They had education of five to 10 years of schooling. Mothers were illiterate. Among female married workers 67.57% cases their children go to school. It is a remarkable social change.

Having relative at the factory gives women security. Our findings shows that highest 10.67% workers sister were working in the same factory. 71% workers did not have any relatives in the factory.

Maximum married workers got married at the age between 16-20 (39%). Married workers reported that their relationship with husband is better and there is no threat of divorce. But interestingly findings shows that who have been working 5-6 years in the garment industry. She faced the highest threat of divorce. The married workers reported that when they go out to work, their husband perform their regular household work. It is definitely a big social change. But majority of unmarried workers face great social difficulties. They reported that the society thinks, young girls undergo moral degradation by working in the garments. So, they thought (15.03%) their possibility of marriage has decreased. However, 58.24% said that it has remained same.

The government declared the minimum wage rates for the various categories of workers in the garment industries in Bangladesh on 22 October, 2006. According to that minimum wage rate, our respondents (grade III workers) minimum wage rate was Tk. 2449 including 30% house rent allowance and Tk. 200 as medical allowance. But, practically they received on an average Tk. 3112 including overtime payment and bonuses.

The most important economic problems reported by the garment workers were the delay and irregularity of payment. It has been found that about 63 percent of the firms paid salary by the 2<sup>nd</sup> week of a month. It was however, observed that most irregularity in payment was with regard to the payment of the overtime earnings about 73% of the firms paid overtime 21<sup>st</sup> day and above at the following month. Various types of bonus like attendance, efficiency, and Eid bonus are provided for the workers. Our survey reveals that only 19 percent workers received attendance bonus and 18.33% received efficiency bonus. However, all workers received Eid bonus. Majority of the workers reported that (85%) they did not have any other source of income.



The findings of survey reveal that 45% workers were the primary earner in their family and 53.67% reported they had full control over their own earnings. However, 24.33% spend earnings with joint decision and 22% had no control over their own earnings.

Highest number of workers commute at workplace from the distance of two to three kilometres. Their average distance of working place is 3.58 kilometre. Most of them (73%) commute by working. They are not provided transport allowance. They reported that they were late for transport problem and were not to able to obtain attendance and efficiency bonus. Moreover, the factory gates were closed 10 minutes after the starting time. The factories count three days late – one day absent and two days late = some hours of overtime deducted.

Survey reported that highest 47.67% respondents living in a rented house with family. 67.67% had been living in a kacha house, 91% having electricity supply and 15% having gas supply. 59% drinking WASA's water, 70.33% using sanitary toilet. But on an average 6.3 persons live in a room and 11.14 persons using a toilet. The room is small in size.

Insecurity of health is a severe problem, for the garment workers. Almost all workers said that they had healthy life before joining the garment industry. They complained about lot of physical problems. Among them physical weakness was highest. It followed, eye problem, headache, waist and back pain, caught and fever. On an average, a worker spent Tk. 371.50 a month for medical expenses. However, they got Tk. 200 a month as medical allowance. The workers reported that lack of affordability was the main reason for not taking treatment. Another problem was lack of time and absence of leave facility. Occupational hazards, uncongenial working conditions, inability to take adequate healthy food and lack of treatment were the dominant factors for their ill health. But awareness have been developed among the workers about their health.

The most adverse social impact of export-oriented garment industry of Bangladesh is on violence against women. Survey reveals that verbal abuse is the highest at workplace

and demeaning remarks of neighbours at the residence and in the street they were attacked by hijackers or harassed by local touts. Not only that they complained about beating, sexual harassment, and raping in the factory. At the residence they were assaulted by their husband and family members. They also complained about the harassment of police in the street and about rape in the street.

With all the above sufferings, garment female workers are working in garment factory. The workers identified ten motivating factors out of sixteen factors according to their relative importance by which they can be motivated for better performance. Among the motivating variables, financial factors got highest priority. It followed supervision, leave facility, job security, physical working condition, relation with superior, recognition and praise for good work done, fair hearing and square deal of grievances, relation with peers and opportunity of advancement.

The survey reported that workers were not satisfied to wage and various financial factors. Most of them reported that the amount of wage was not satisfactory against their hard working and considering living cost. Moreover, they showed dissatisfaction to irregular payment. The workers also showed their dissatisfaction to housing, medical and transport problem. The level of dissatisfaction was at higher level.

Among the non-financial motivating factors, supervision got highest importance. But the workers were least satisfied to supervision and the behaviour of supervisor. Most of them complained about their abusive behaviour. The survey reveals that supervision was production oriented.

Workers were not satisfied with leave facility. Officially, sick leave, casual leave, earned leave and festival leave were provided for the workers but practically they did not get all the types of leave. Moreover, they complained that leave was not granted easily when required. Most of the time they had to take unpaid leave. They also reported that maternity leave is granted without pay.

Workers felt job insecurity at the highest level. They reported that they may be terminated at any time.



Workers level of satisfaction was lower to physical working condition, relationship with superiors, company's policy and administration. It is shown from the survey that there was a lack of mutual trust in between management and workers. They also complained about discriminatory behaviour of management. Workers reported that females have little scope of advancement against their male counterpart. They also reported that there was no recognition or praise for good work done and there was no opportunity of training for the workers.

Our survey reveals that relationship among the fellows are satisfactory. They are united also and they have an attitude to help each other.

Workers showed least satisfaction to company's policy and administration. They showed highest dissatisfaction to employment condition. Highest working load, long ~~working~~<sup>working</sup> hour made them tired. They raised lot of personal problems. They had no time for family members, they did not have access in any recreational facilities. They had no opportunity to make social visit. Moreover, they had to face some social problems like demeaning remarks of neighbours, sexual harassment at workplace and in the street. They assaulted by their husband or male members in the family. All above factors made the female workers demotivated.

The survey reveals that workers' are highly skilled. Their politeness, interest to take safety measures are in higher level also. Their absenteeism rate, interest of learning, commitment and dedication, attention to work are in moderate level. Their quality of work is in higher level, so alteration rate was minimum. But their dynamism, and supportive attitude were in lower level.

Our survey concluded that motivation and performance are interdependent. In every case, z-value is higher than 1.96. The relation between quality of work and physical working condition is highly significant at the significance level of 1%. Job security and attention to work is significantly correlated at the significance level of 1%.

Our statistical test shows that quality of work depends on close supervision. It is highly significant at the level of 1%. But friendly and helpful supervision does not ensure quality of work (p-value is greater that 0.05). Workers absenteeism and leave

opportunity is significantly co-related at the significance level of 5%. The relation between management competence and workers' sense of discipline is not significant but likelihood ratio shows it is significant at the level of 5%. According to Pearson chi-square test there is no significant relation between dynamism and recognition of workers. But Likelihood Ratio and McNemar test reveals that the relation is significant at the significance level at 0.05.

Benefits of motivation have been confirmed by the research study. The executives in the garment factory enlist 18 positive impacts of motivation on productivity. These are improvement of commitment and dedication, supportive attitude, initiatives, courteous and politeness, dynamism, interpersonal relations, morality, honesty and integrity, job satisfaction, attendance, quality and quantity of work, responsiveness, sense of responsibility and accountability, sense of ownership and others like mental peace, less tension, less error etc.

Executives in the garment factories thought that motivational intervention on an average have potentials to reduce harmful behaviour, like absenteeism, turnover, frustration, repair and maintenance cost, wastage, negligence of duty etc.

The executives also thought other ancillary benefits can be obtained by motivating workers. These are creativity, efficient use of resources, cost control, flexibility, frank and openness, strive for continuous performance, competitive work culture etc.

## **8.2 Recommendations**

The following suggestions are given in the context of the practical situation of the sample units.

- a) Payment of wage and other financial benefits may be given on the basis of performance.
- b) Piece rate reflects the productivity of a workers, all workers should be paid on a piece rate basis.
- c) Payment should be regularized. The insecurity of overtime payment can be overcome by enacting a legislation. Moreover, each worker should be given one copy of his/her time card along with an identity card.



- d) Mini-industrial zones may be established by the initiative of the government and entrepreneurs where the factories will be clustered.
- e) Housing arrangement, medical centre, school, day care facilities may also be undertaken in each zone.
- f) Commuting problems can be solved by providing transport in different routes with the initiative of the entrepreneurs.
- g) It was observed that work at the garments was exhausting the health of the workforce. This problem must be taken seriously. Good health care facilities should be provided for the workers.
- h) BGMEA may take initiatives for the well-being of the workers, like health insurance, medical facilities, education of the workers, day care facilities and education for under-aged children.
- i) Making the job interesting, proper and adequate training facilities should be provided. BGMEA may take initiatives for the training of the workers.
- j) BGMEA could also make efforts to implement the labour laws and monitor them.
- k) Human relation atmosphere should be developed by the initiatives of the entrepreneurs. For this purpose, training, workshop, seminar may be arranged in different level.
- l) Sound labour management relationship should be developed. For that reason, management should be more sympathetic and cordial to the workers. It is need to develop trust to each other.
- m) Any type of discrimination among the workers should be removed.
- n) Social security should be ensured for the female workers. Hence, efforts should be made to improve law and order situation.
- o) Owners should be attentive to develop the mental health of the workers.
- p) Workers' contribution should be recognized properly.
- q) Top to bottom communication system should be developed.
- r) Accountability at all level should be ensured.
- s) Women need to be trained to be fit for supervisor and quality controller positions.
- t) Adequate safety measures should be provided for the workers and trained them accordingly.
- u) To arrive at development strategy for the workers, performance should be measured at regular interval.

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# APPENDICES

# Appendix-1

## Questionnaire for the Worker

Name of the Company: .....  
Location .....  
Name of Respondent .....  
Designation .....  
Date of Interview .....

Please answer the following questions correctly and tick one answer, which is very close to your opinion. Please mark (✓)

- 1.1 Age
- 1.2 Marital Status:            Married            Unmarried    Divorce  
    Abandoned    Separated
- 1.3 Educational qualification
- 1.4 Length of service
- 1.5 Origin
- 1.6 District of origin
- 1.7 Employment contract    Written            Verbal
- 1.8 Service record            Maintained    Not maintained
- 1.9 Wages rate and work house fixed by    Written            Verbal
- 1.10 Appoint by appointment letter            Yes            No
- 1.11 Performed overtime last-month ..... hr
- 1.12 Presence of trade union activity            Yes            No
- 1.13 Having ID card                            Yes            No
- 1.14 Regular working hours: ..... hr
- 1.15 Mention the number of weekly holidays enjoyed you last month
- 1.16 Enjoyed compensatory holidays last month?            Yes    No
- 1.17 Mention the leaves, which you enjoyed last years            Paid    Unpaid
- 1.18 Mention the nature of your family            Joint    Single
- 1.19 Number of dependent .....
- 1.20 Number of your children (for married) .....
- 1.21 Education of your husband
- 1.22 Education of your father
- 1.23 Education of your mother
- 1.24 Does your children go to school?            Yes            No
- 1.25 Occupation of your Husband
- 1.26 Occupation of your Father
- 1.27 Migratory status                            Migrant            Non-migrant



- 1.28 Mention the relationship, who works with you in the same factory (if any)
- 1.29 Previous job experience  Unemployed  Agrobased  Garment  
 Others
- 1.30 Marriage age (for married): .....
- 1.31 Monthly take-home income: ..... Tk.
- 1.32 a) Are you involved for extra income?  Yes  No  
b) If yes, mention the nature of involvement: ..... Tk.
- 1.33 What is your mode of transport for commuting work place?
- 1.34 Distance of your working place ..... Km
- 1.35 Who commute with you?
- 1.36 Mention your residential arrangement  Rented house with family  Mess  
 Relative house  Company accommodation  
 Govt. quarter with family  Others
- 1.37 Mention your living condition
- a) Housing condition  Katcha  Pacca  Katch with tin roof  
 Others
- b) Having electricity supply  Yes  No
- c) Having gas supply  Yes  No
- d) Sources of water:  WASA  Tubewell  Pond  Others
- e) Types of toilet:  Katcha  Sanitary
- f) Number of person living in a room: .....
- g) Number of person using a toilet: .....
- 1.38 In the factory, there is a separate toilets for the male and female:  Yes  No
- 1.39 Numbers of toilets in the factory are adequate:  Yes  No
- 1.40 Latrine is bad smell free and kept clean?  Yes  No
- 1.41 Water supply in latrine is regular:  Yes  No
- 1.42 Mention your incidence of illness:
- a) Heache
- b) Back pain
- c) Eye problem
- d) Physical weakness
- e) Digestion problem
- f) Urine infection
- g) Fever
- h) Jaundice
- i) Others .....
- 1.43 Medical expenses per month (average): ..... Tk.

- 1.44 How do you take your health care?
- a) Regular check up
  - b) Vitamin supplement
  - c) Drinking safe water
  - d) Having quality food
  - e) Adequate sleeping
  - f) Cleanliness
  - g) Measures taken
  - h) Others .....
- 1.45 Condition of your health before employment:  Good  Not so good  
 Bad  Very bad
- 1.46 Condition of your health after employment:  Good  Not so good  
 Bad  Very bad
- 1.47 Problems of medical treatment:
- a) Lack of affordability
  - b) Leave problem
  - c) Access to doctor is difficult
  - d) Shyness
  - e) Others .....
- 1.48 Who is the primary earner of your family?  Self  Mother  
 Father  Spouse  
 Others
- 1.49 Who does control over your earning?  Solely own decision  
 Jointly  
 No control over earning
- 1.50 Do you think that marriage possibility has increased after getting job (for unmarried)?  Increased  Decreased  
 Unchanged
- 1.51 Having you any threat to divorce (for married)  Yes  No
- 1.52 Relationship with husband for doing job:  Improved  Deteriorated  
 Unchanged
- 1.53 Mention your expenditure pattern (per month):
- a) Own expense Tk. ....
  - b) Dependents Tk. ....
  - c) Treatment Tk. ....
  - d) Transport Tk. ....
  - e) Remittance Tk. ....
  - f) Fooding Tk. ....
  - g) Accommodation Tk. ....
  - h) Savings Tk. ....
  - i) Others .....
- 1.54 Where do you take your lunch?  Varendra  Roof  
 Staircase  Outside  
 Others



- 1.55 Mention the time of your lunch break ..... min.
- 1.56 Why did you change your previous occupation?  Better payment  
 Distance factory  
 For better prospect  
 Others
- 1.57 How long your husband spent time a day for domestic activities? ..... min
- 1.58 What type of adverse situation do you face?
- a) At workplace:  
 Beating  
 Verbal abuse  
 Sexual harassment  
 Others .....
- b) At the residence:  
 Assault by family members  
 Harassment by local touts  
 Demeaning remarks of neighbours  
 Others .....
- c) In the street:  
 Attack by hijacks/local touts  
 Harassment by police  
 Rape in the street  
 Others: .....

**2. Select ten motivating factors from the followings according to their relative importance, which can motivate you for improving your performance:**

<b>Factors</b>	<b>Rank</b>
a) Financial factors (Wage, Bonus, Fringe benefits)	
b) Recognition & praise	
c) Advancement	
d) Supervision	
e) Physical working condition	
f) Relation with superiors	
g) Relation with peers	
h) Company policy & administration	
i) Leave facility	
j) Job security	
k) Friendly & helpful criticism of work for correcting errors	
l) Reasonable working load	
m) A fair hearing & square deal of grievance	
n) Personal life	
o) Recreational facilities	

- 3.1 Do you know what your basic salary is?  Yes  No
- 3.2 How overtime rate is calculated?  Yes  No
- 3.3 Do you know what types of allowances you are provided?  Yes  No
- 3.4 What is the rate of allowances?  Yes  No
- 3.5 Can you meet your basic needs with the earnings of the company?  Yes  No
- 3.6 Do you think that your amount of wage is reasonable?  Yes  No
- 3.7 Will you migrate another firm, if you get better payment?  Yes  No
- 3.8 Your salary payment is?  Regular  Irregular
- 3.9 Your overtime payment is?  Regular  Irregular
- 3.10 Mention the reasons of dissatisfaction of your wage payments?
- a) Performance is not evaluate
- b) Payment is irregular
- c) Payment is not given as per recommendation of wage & pay commission
- d) Payment is not reasonable against workload
- e) Price hike of daily necessities are not considered
- f) Minimum requirements are not fulfilled by the payment
- g) Basic needs are not satisfied with the payment
- h) Others .....
- 3.11 What type of bonus did you get last year?
- a) Attendance bonus
- b) Efficiency bonus
- c) Eid bonus
- d) Production bonus
- e) Others: .....
- 3.12 Do you know, how much money is given for each type of bonus?  Yes  No
- 3.13 Do you know the rules of bonus payment?  Yes  No
- 3.14 Are you satisfied with the existing bonus payment system?  Yes  No
- 3.15 What type of bonus do you expect for improving performance? .....
- 3.16 Mention the factors contributing to dissatisfaction on bonus?
- a) Basis of payment is not reasonable
- b) Festival bonus depends on attendance
- c) Commuting problem is not considered
- d) Bonus is not obtained for transport problem
- e) Others .....
- 3.17 What type of fringe benefit do you get?
- a) Medical allowance:  Yes  No
- b) Transport allowance:  Yes  No
- c) Accommodation allowance:  Yes  No
- d) Pension:  Yes  No
- e) Food allowance:  Yes  No
- f) Group insurance:  Yes  No
- g) Others .....



- 3.18 Are you provided by company accommodation?  Yes  No
- 3.19 Do you know how much money is given you as accommodation allowance?  Yes  No
- 3.20 Are you satisfied with the payment of accommodation allowance?  Yes  No
- 3.21 What's your expectation regarding accommodation facility?  
 Higher house rent allowance  
 Accommodation facility
- 3.22 Do you get house rent allowance?  Yes  No
- 3.23 Mention the reasons of dissatisfaction of accommodation.  
a) Actual house rent is higher   
b) Not possible to afford a better living with the amount   
c) Congested housing   
d) Insecure living place   
e) Unhealthy living environment   
f) Sanitation problem   
g) Lack of pure water supply   
h) Others .....
- 3.24 How is your health condition?  Good  Better  Worse
- 3.25 Do you know the amount of medical allowance which you are provided?  Yes  No
- 3.26 Have you access to free medical treatment provided by the company?  Yes  No
- 3.27 If yes, are you satisfied with these facilities?  Yes  No
- 3.28 Mention your causes of dissatisfaction about medical facilities:  
a) Against the cost of treatment, allowance is not satisfactory   
b) Free medical service is not satisfactory   
c) Considering physical damage, allowance is not justified   
d) Transport are not available for providing quick service   
e) Absence of fulltime medical service   
f) Other .....
- 3.29 What is your expectation regarding medical facilities?  
a) Treatment cost should be considered   
b) Quality treatment should be ensured   
c) Full time medical service should be provided   
d) providing transport for quick service   
e) providing health insurance   
f) Other .....
- 3.30 Does your company provided lunch?  Yes  No
- 3.31 Does your company provided cash instead of food?  Yes  No
- 3.32 Mention the advantages and providing lunch:  
a) Proper diet is ensured  Yes  No  
b) Commitment to work will be increased  Yes  No  
c) Turnover will be reduced  Yes  No

- 3.33 Mention the disadvantages to providing lunch
- 3.34 Do you know type of leave provided by the company for you?  Yes  No
- 3.35 What types of leave did you enjoy last six months?.....
- 3.36 Mention the reasons for taking leave. ....
- 3.37 Mention the dissatisfaction on leave facilities:
- a) Not easily granted
- b) Had to take unpaid leave
- c) Maternity leave is granted without pay
- 3.38 Do you feel job insecurity?  Yes  No
- 3.39 What type of job insecurity do you feel?
- 3.40 Do you feel comfortable physical working condition?  Yes  No
- 3.41 If no? What types of problems do you suffer?
- 3.42 How is your relation with co-workers?
- Very good  Good  Bad  Very bad
- 3.43 What benefits do you get by maintaining good relationship with co-workers?....
- 3.44 Are you promoted to the present job in this factory?  Yes  No
- 3.45 If you get upper ranking job in elsewhere, will you quite the present job?  Yes  No
- 3.46 Did you receive training from outside the firm?  Yes  No
- 3.47 If yes, how?
- Company initiative
- Own initiative
- 3.48 Give your opinion about the condition of advancement of your company.....
- 3.49 Give your opinion about your supervisor.
- a) Supervisor work side by side
- b) Supervisor is friendly & helpful
- c) Always encourage for better performance
- d) Praise for good work done
- e) Give autonomy for doing work
- f) Sympathetic to personal problems
- g) Impartial judgment
- h) Handle conflict well
- 3.50 Reasons of dissatisfaction to supervisor (if any)?
- a) Abusiveness
- b) Beating
- c) Harassment
- d) Lack of patience
- e) Others .....
- 3.51 Give your opinion about superior
- a) Personal style & culture  Good  Bad
- b) Conflict handling capacity  Good  Bad
- c) Openness  Good  Bad
- d) Mutual trust  Good  Bad
- e) Responsibility to workers  Good  Bad
- f) Floor orientation  Good  Bad



- 3.52 What management does for your good work done?
- a) Praise
  - b) Give award
  - c) Recognize workers are strength
  - d) Informed about performance
  - e) Recognize workers are the part of the company
- 3.53 What type of gender differential behaviour management does (if any)?
- a) Different wage rate
  - b) Provide better opportunity
  - c) More female are dismissed
  - d) Male receive good behaviour
  - e) Male get more promotion
  - f) Others .....
- 3.54 Give your opinion about company's policy and administration?
- a) Reconciliation of dispute machinery is sufficient
  - b) Management competence is high
  - c) Has scope of productivity improvement
  - d) Scope of participation in decision making
  - e) Employment condition is satisfactory

Please tick (✓) one answer on the following questions, which is very close to your opinion

<b>HIGHLY SATISFACTORY</b>	<b>SATISFACTORY</b>	<b>MODERATE</b>	<b>DISSATISFACTORY</b>	<b>HIGHLY DISSATISFACTORY</b>
<b>HS</b>	<b>S</b>	<b>M</b>	<b>D</b>	<b>HD</b>

4.1 Basic of wage payment	HS	S	M	D	HD
4.2 Against hard working the amount of wage	HS	S	M	D	HD
4.3 Against living cost the amount of wage	HS	S	M	D	HD
4.4 Time of wage payment	HS	S	M	D	HD
4.5 Time of overtime payment	HS	S	M	D	HD
4.6 Bonus policy	HS	S	M	D	HD
4.7 Bonus payment method	HS	S	M	D	HD
4.8 Earning from bonus	HS	S	M	D	HD
4.9 Accommodation allowance	HS	S	M	D	HD
4.10 Housing facility	HS	S	M	D	HD
4.11 Living conditions	HS	S	M	D	HD
4.12 Considering treatment cost medical allowance	HS	S	M	D	HD
4.13 Medial allowance, considering of physical damage	HS	S	M	D	HD
4.14 Free medical service is	HS	S	M	D	HD
4.15 Transport facility is	HS	S	M	D	HD
4.16 Pension, group insurance	HS	S	M	D	HD
4.17 Reconciliation of dispute machinery is	HS	S	M	D	HD
4.18 Management competence	HS	S	M	D	HD
4.19 Scope of participation in decision making	HS	S	M	D	HD
4.20 Working hour	HS	S	M	D	HD
4.21 Work load	HS	S	M	D	HD
4.22 Lunch space	HS	S	M	D	HD
4.23 Duration of lunch time break	HS	S	M	D	HD
4.24 Employment procedure	HS	S	M	D	HD
4.25 Wage and factory act practise	HS	S	M	D	HD
4.26 Scope of training	HS	S	M	D	HD
4.27 Opportunity of getting promotion	HS	S	M	D	HD
4.28 Promotion is given who deserve	HS	S	M	D	HD
4.29 Promotion polices	HS	S	M	D	HD

<b>HIGHEST</b>	<b>HIGH</b>	<b>MODERATE</b>	<b>LOW</b>	<b>LOWEST</b>
<b>HI</b>	<b>H</b>	<b>M</b>	<b>L</b>	<b>LS</b>

4.30 Supervisor works side is side	HI	H	M	L	LS
4.31 Encourage workers for doing better performance	HI	H	M	L	LS
4.32 Sympathetic to workers personal problems	HI	H	M	L	LS
4.33 Give autonomy for doing work	HI	H	M	L	LS
4.34 Neutral in behaviour	HI	H	M	L	LS
4.35 Conflict handling capability	HI	H	M	L	LS
4.36 Opportunity of getting leave is	HI	H	M	L	LS
4.37 Square deal for granting leave	HI	H	M	L	LS



4.38	Granting paid leave	HI	H	M	L	LS
4.39	Rules followed properly for granting leave	HI	H	M	L	LS
4.40	Fear of termination	HI	H	M	L	LS
4.41	Fear of closing the factory	HI	H	M	L	LS
4.42	Scope of getting another job	HI	H	M	L	LS
4.43	Style and culture of superiors	HI	H	M	L	LS
4.44	Openness of superiors	HI	H	M	L	LS
4.45	Mutual trust	HI	H	M	L	LS
4.46	Responsiveness of superiors	HI	H	M	L	LS
4.47	Floor orientation of superiors	HI	H	M	L	LS
4.48	Conflict handling strategy of management	HI	H	M	L	LS
4.49	Co-workers cooperation at workplace	HI	H	M	L	LS
4.50	Fellows are sympathetic to personal problems	HI	H	M	L	LS
4.51	Helping attitude of co-workers	HI	H	M	L	LS
4.52	Network among the co-workers about common interest	HI	H	M	L	LS
4.53	Management praise for good work done	HI	H	M	L	LS
4.54	Recognise workers, as a part of the company	HI	H	M	L	LS
4.55	Recognise workers, as the strength of the company	HI	H	M	L	LS
4.56	Evaluate workers performance properly	HI	H	M	L	LS
4.57	Gender gap in wage rate	HI	H	M	L	LS
4.58	Male workers get preference	HI	H	M	L	LS
4.59	More positive attitude to male workers	HI	H	M	L	LS
4.60	Time for families members	HI	H	M	L	LS
4.61	Time for making social relationship	HI	H	M	L	LS
4.62	Cooperation of family members	HI	H	M	L	LS
4.63	Social security	HI	H	M	L	LS
4.64	Recreational facilities	HI	H	M	L	LS
4.65	Acceptability of garment workers in society	HI	H	M	L	LS

<b>VERY GOOD</b>	<b>GOOD</b>	<b>MODERATE</b>	<b>BAD</b>	<b>VERY BAD</b>
<b>VG</b>	<b>G</b>	<b>M</b>	<b>B</b>	<b>VB</b>

4.66	Ventilation at workplace	VG	G	M	B	VB
4.67	Cleanliness of workplace	VG	G	M	B	VB
4.68	Temperature of workplace	VG	G	M	B	VB
4.69	Condition and dust	VG	G	M	B	VB
4.70	Condition at noise	VG	G	M	B	VB
4.71	Work space	VG	G	M	B	VB
4.72	Condition of staff amenities & facilities	VG	G	M	B	VB
4.73	Availability of fire fighting facilities	VG	G	M	B	VB

Thanking you





9. How far the following factors can be minimized by motivating workers  
(Please mark ✓, which is very close to your opinion)

- a) Absenteeism
- b) Turnover
- c) Frustration
- d) Repair & maintenance cost
- e) Wastage
- f) Negligence of duty

NL	L	SB	MC
NL	L	SB	MC
NL	L	SB	MC
NL	L	SB	MC
NL	L	SB	MC
NL	L	SB	MC

10. What ancillary benefits are obtained by motivating workers  
(Please mark ✓, which is very close to your opinion)

- a) Creativity
- b) Efficient use of resources
- c) Cost control
- d) Flexibility, frank & openness
- e) Strive for continuous performance
- f) Develop competitive work culture

NL	L	SB	MC
NL	L	SB	MC
NL	L	SB	MC
NL	L	SB	MC
NL	L	SB	MC
NL	L	SB	MC

11. What is your future plan for the welfare at the workers?

Thanking you

## Appendix-III

### Performance Rating Schedule (for supervisor)

Name of the Company	:
Location	:
Date of Interview	:
Name of the Worker	:
ID Number of the Worker	:
Designation of the Worker	:
Department	:

Performance related information of your workers are required only for research purpose. Please mark (✓) on the followings, which is very close to your opinion.

<b>HIGHEST</b>	<b>HIGH</b>	<b>MODERATE</b>	<b>LOWER</b>	<b>LOWEST</b>
<b>HI</b>	<b>H</b>	<b>M</b>	<b>L</b>	<b>LS</b>

- 1) Commitment and dedication
- 2) Obedience
- 3) Responsiveness
- 4) Attention to work
- 5) Punctuality
- 6) Sense of discipline
- 7) Supportive attitude
- 8) Skillness
- 9) Laborious
- 10) Quality of work
- 11) Quantity of work
- 12) Courteous and politeness
- 13) Attraction rate
- 14) Wastage rate
- 15) Dynamism
- 16) Interest of learning
- 17) Rate of absenteeism
- 18) Interest to take safety measures

HI	H	M	L	LS
HI	H	M	L	LS
HI	H	M	L	LS
HI	H	M	L	LS
HI	H	M	L	LS
HI	H	M	L	LS
HI	H	M	L	LS
HI	H	M	L	LS
HI	H	M	L	LS
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HI	H	M	L	LS
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HI	H	M	L	LS
HI	H	M	L	LS
HI	H	M	L	LS
HI	H	M	L	LS
HI	H	M	L	LS

Name of the respondents:.....

Thanking you

Designation: .....



## Appendix-IV

### List of the Surveyed Garment Factories

- |   |  |
|---|--|
| 1. A.N. Garments Ltd.<br>Sony Cinema Bhaban<br>Section-2, Mirpur, Dhaka                       | 15. Evince Limited<br>Section 7, Mirpur, Dhaka                                   |
| 2. AJAX Apparel Ltd.<br>288, Kachukhat, Ramanna<br>Complex<br>Cantonment, Dhaka               | 16. Expo Dress Ltd.<br>Sect 7, Mirpur, Dhaka                                     |
| 3. AKH Fashion Ltd.<br>122/123, Darus Salam<br>Mirpur Road, Dhaka                             | 17. Hamdil Fashion Wears Ltd.<br>Kazi Narzul Islam Avenue<br>Kawran Bazar, Dhaka |
| 4. ANANTA Fashion Ltd.<br>136, Elephant Road<br>Dhanmondi, Dhaka                              | 18. Ha-Meem Apparels<br>New DOHS, Mohakhali, Dhaka                               |
| 5. Apollo Garments Indus (Pvt.)<br>Ltd.<br>Khilgaon, Dhaka                                    | 19. International Trading Services<br>Ltd.<br>53/1, New Elephant Road, Dhaka     |
| 6. Associated Garments Ltd.<br>271, Tejgaon, Dhaka  | 20. JUKI Garments<br>14-15, Motijheel C/A<br>Motijheel, Dhaka                    |
| 7. BABYLON Garments Ltd.<br>2-b/1, Darussalam Road<br>Mirpur, Dhaka                           | 21. K.B. Apparels Ltd.<br>30, Postagola, 1/A, Dhaka                              |
| 8. BEXIMCO Apparels Ltd.<br>Dhanamondi, Dhaka   | 22. LACHERIE Apparels Ltd.<br>Section 14, Mirpur, Dhaka                          |
| 9. Capital Garments Ltd.<br>299/2-A, Sanargaon Road<br>Kawram Bazar, Dhaka                    | 23. MARK Designers Ltd.<br>Section 7, Mirpur, Dhaka                              |
| 10. Civic Fashion<br>Mirpur, Dhaka  | 24. Multiple Fashion Ltd.<br>271, Tejgaon, Dhaka                                 |
| 11. Creative Shirts Ltd.<br>246/F, West Agaegaon<br>Sher-E-Bangla Nagon<br>Mohammadpur, Dhaka | 25. PRITHA Apparels Ltd.<br>RD 28, New DOHS<br>Mohakhali, Dhaka                  |
| 12. Doreen Fashan Ltd.<br>21-23, Kazi Nazrul Islam<br>Avenue<br>Kawran Bazar, Dhaka           | 26. RUPA Fashions (Pvt.) Ltd.<br>Rampura, Dhaka                                  |
| 13. Dynamic Sweater Industries Ltd.<br>97, Golartak, Section 1<br>Mirpur, Dhaka               | 27. SMART fashion International<br>Ltd.<br>Rd. 13, Banani, Dhaka                 |
| 14. EUROTEx Ltd.<br>81/B-1, Hosni Dalan Road<br>Lalbag, Dhaka                                 | 28. STAR Garments (Pvt.) Ltd.<br>North South Road<br>Purana Paltan, Dhaka        |
|   | 29. STERLING Garments Ltd.<br>474, DTT Road, Malibag, Dhaka                      |
|   | 30. UNITED Apparels Ltd.<br>12, Mirpur, Dhaka                                    |