Impacts of Employee Motivation and Satisfaction on RMG Industry of Bangladesh: A Case Study

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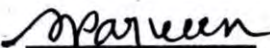Department of Industrial and Production Engineering

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CERTIFICATE OF APPROVAL

The thesis titled "Impacts of Employee Motivation and Satisfaction on RMG Industry of Bangladesh: A Case Study" submitted by Reashad Bin Kabir, Student No. 1015082111 P, Session-October 2015 has been accepted as satisfactory in partial fulfillment of the requirements for the degree of Master of Engineering in Advance Engineering Management on March 7, 2020.

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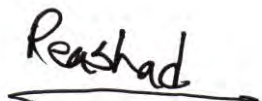3. Dr. Nafis Ahmad
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ii

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It is hereby declared that this thesis or any part of this has not been submitted elsewhere for the award of any degree or diploma.

March 7, 2020

Reashad Bin Kabir

This Work is Dedicated to My Family

Contents

Chapter-1

Introduction

Chapter-2

Literature Review

Chapter-3

Research Design and Methodology

List of Tables

List of Figures

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Abstract

The readymade garments (RMG) sector is the oxygen of Bangladesh economy. But there are a lot of hitches in this sector. Lack of employee motivation and satisfaction is one of them. For this problem our RMG sector faces a number of severe troubles. A good number of research works have been conducted in different segment of RMG sector. Unfortunately, very few studies have founded which correlate the link between motivation and satisfaction. The core objective of this research is to find out how employee motivation and satisfaction plays a role to achieve high performance within an organization (RMG sector in Bangladesh). This work also identifies the relationship between worker motivation and satisfaction with organizational development. The findings indicate that good administration, performance recognition, stress-free work position/environment, appropriate staff development drill and incentive were significant satisfaction tools for employees. On the other hand, appreciation, monthly salary, participation in decision making, freedom of employee, and consistent training program were found noteworthy motivational factors for staffs. In this work, it is also showed that, all factors do not have equal impact on different levels of employees which is one of the most significant outcomes of this work.

Chapter 1

Introduction

1.1   Introduction

All organizations want to be prosperous, even in current situation which is highly competitive than earlier. Therefore, companies irrespective of size and market, attempt to motivate and satisfy their best workforces, acknowledging their vital part and effect on enterprise‟s effectiveness (Dobre, 2013). In order to boost performance, companies should create a resilient and affirmative affiliation with its employees and drive them to unlock achievement (Albeiti, 2015). With the purpose of attain their objectives and purposes, organizations cultivate schemes to contest in extremely competitive flea market and to escalation their performance (Knapp & Mujtaba, 2010). On the other hand, just limited number of organization consider the human resource as being their foremost advantage, capable of leading them to triumph or if not treated appropriately, to failure (Bartol & Martin, 1998). This indicates that, if workforces are not motivated to accomplish their responsibilities and complete their objectives, the organization cannot conquer success.

Almost every nation irrespective of its stage of development is engaged in garment business, without any exception, historically, the readymade industry was the paramount industry of a country was able to host which eventually led to the growth of other industries. This industry transfers from top earner country to low-wage countries like a "flying goose" (Siddiqi 2005).

RMG segment is the leading foreign currency making division for Bangladesh and it mounting day by day. Almost 5 million workers are involved in this sector and they contribute momentously to our state budget. However there are enormous difficulties in this field. Deficiency of appropriate employee participation in decision making and motivation is one of them (Bhuiyan, 2010).

According to Kruja et al. (2015) empowerment makes employees sense superior about their jobs and themselves, that motivates them to take the accountabilities to be completed in the organizations. Cook, A. (2013) claimed that when employees are empowered, they identify that they are given sovereignty and choice in their workstation. In this respect, Vogt and Kennth (1990), opined that taking greater responsibilities and accomplishing them make the employees take senior roles. This means when the employees are empowered, they tend to take extra responsibilities and high-ranking roles. This is reinforced by the outcomes of Jones (2014, 2017), who found empowering employees in the workplace is making them confident to take superior position.

Since, Ready garments industry is labor incentive. As a result, the productivity as well as financial accomplishment of this field depends on the worker's performance. To increase the worker's performance on their working areas motivation is fundamental. The aims of motivation are to increase productivity and job satisfaction. Highly motivated persons have the habit of work harder and perform more effectively in their jobs compare to less motivated individuals. Under this study various motivating factors are explored for garments industry of Bangladesh and try to find out how motivation factors work.

Job satisfaction is an individual's emotional reaction to the job. It is the attitude towards the job. Bangladesh, as we know, being a developing nation is trying to expand its industrial development. As a result of this exertion, several types of industries, such as, jute mills, textiles, garments factories, tobacco companies, tea factories, cement factories, steel , iron and metal industries etc. have been set up (Parvin, 2015).

However, job satisfaction of RMG workers in Bangladesh are decreasing at present time due to inadequate work practices that include inadequate salary, discrimination, morbid work environment, frequent work hazards (Aslam et al., 2011; Berik & Rodger, 2008; Hossan et al., 2012). Besides that miserable working conditions, like lopsided pay in the factories and absenteeism of social compliance are major concerns in RMG sector, as these initiate repeated labor turmoil (Hossan, et al, 2012a; Miller et al., 2002).

For this problem our RMG sector faces a number of difficulties. A good number of research works have been done in different fields of RMG sector. But unfortunately, few studies have been conducted to find out about the correlation of the effect of employee motivation and satisfaction over industry"s progress/development. For this reason, this study tries to assess the present situation of worker satisfaction and motivation system of RMG sector in Bangladesh. The study also identifies the relationship between worker participation, motivation and performance.

This study addresses two-phased research which contains research methodology: an initial survey to recognize major factor for employee motivation and satisfaction from existing literature review and deeper analysis of RMG industry, and solution methodology: identifications of common factors. Literature reveals that there is no work on "impacts of employee motivation and satisfaction on organization" in the context of RMG industry of Bangladesh. Even though, there are some studies on the impact of employee motivation and worker satisfaction was performed individually on productivity only (Begum, S. 2017).

RMG sector is a most vital industrial sector of Bangladesh so research on the impacts of employee motivation and satisfaction on this sector in perspective of Bangladesh is essential. Thus, this study endeavors to fill this research gap the help of a structured questionnaire using 5 point Likart Scale. The major contribution of this study is identification and analyzing of common motivation and satisfaction elements practices in the RMG field. At the end, few recommendations are provided which will be fruitful for the people working this area.

1.2   Objectives of the Thesis

The objectives of this thesis are:

1. To identify the factors those are affecting the satisfaction level of workers both motivated and demotivated.

2. To assess the perception and satisfaction of the workers toward the selected garment factories in Dhaka, Gazipur and Narayangonj city.

3. To propose the ways to mitigate the dissatisfaction of RMG workers in Bangladesh.

4. To provide a set of recommendations and suggestions with a view to improving workers" motivational level and job satisfaction toward the RMG industry in Bangladesh.

This thesis will be a useful source of information to measure the level of job satisfaction of motivated and demotivated workers in different garment factories in Bangladesh, and it will also provide the impacts of having motivated employee in RMG industries.

1.3   Organization of the Thesis

The thesis is organized into six chapters including this one. The chapters are structured in the following way: Chapter 1 represents the motivation and satisfaction of employee and their impact on organization specially RMG sectors, the current condition of study, the research gap of the study and objectives of the study.

The rest of the thesis is organized as follows: Chapter 2 presents the literature review of effect of employee motivation and satisfaction, impacts of satisfied and motivated employee in RMG industry, an overview of RMG sector of Bangladesh and key factor for employee satisfaction and motivation.

Research methodology, hypothesis testing with structured questionnaire using 5 point Lickart Scale, and solution methodology by using Z test are presented in Chapter 3.

In chapter 4, Data Collection, Data input through SPPS software and Data processing methods is discussed elaborately

Chapter 5 incorporates results and discussions on findings of this study.

Finally, conclusions and recommendations are presented in Chapter 6. References and appendix are presented at the end of the thesis.

Chapter 2

Literature Review

2.1   Employee Motivation

Motivation theory is concerned with what determines goal directed behavior. It is about, how behavior is initiated by needs and by expectations on the achievement of goals which will satisfy those needs, how the achievement of goals and /or feedback on their achievement reinforces successful behavior and how belief in one''s ability to carry out a specific task will actuate behavior which is expected to achieve the successful performance of that task (Armstrong, 2014).

Mullin (2007), refers motivation to the forces within a person that affect his or her direction, intensity and persistence of voluntary behavior. He added that motivated employees are willing to exert a particular level of effort (intensity), for a certain amount of time (persistence) toward a preset target.

2.1.1   Types of Motivation

Motivation at work can take place in two ways:

Extrinsic Motivation: This is refers to what is done to and for people to motivate them. It arises when management provides such rewards as increased pay, praise or promotions.

Intrinsic Motivation: This is derived from the content of the job. It can be described as the process of motivation by the work itself in so far as it satisfies people''s needs or at least leads people''s to expect that their goals will be achieved (Armstrong, 2014).

2.1.2   Techniques of Motivation

According to Gupta, (2014), two main approaches to motivation as explained below :

Carrot and Stick Approach to Motivation

This approach is based upon the old belief that the best way to get work from person is to

put a reward (carrot) before him or to hold out the threat of punishment (stick). Carrot is the reward for working and stick is the punishment for not working.

2.1.3 Steps which may be taken to make the carrot and stick approach more effective:

(a) Reward (carrot) is more effective motivator when it is directly linked with performance. Accurate and unbiased appraisal of performance consistent (equitable) reward structure and prompt payment of reward are also helpful in improving the effect of reward.

(b) Punishment (stick) is more effective if applied at the time when the undesirable behavior actually occurs.

(c) Punishment should be administered with extreme case so that it does not become a reward for undesirable behavior.

(d) Punishment should be used to modify the behavior and to force person to adopt desirable behavior, which is rewarded.

(e) The mixture of reward and punishment should be judiciously applied to reinforce desirable behavior patterns.

2.1.4 Motivation through Job Enrichment

Job enrichment is a non-financial technique of motivation. It is an outgrowth of Herzberg"s" two factor theory of motivation. It is based on the assumption that factors surrounding the work are not effective motivators of behavior. In order to motivate employees the job itself must provide opportunities for achievement, recognition, responsibility, advancement and growth. Job enrichment is an attempt to design job in such a way as to build in the opportunity for achievement, recognition, responsibility and personal growth. It provides a worker greater autonomy and responsibility in carrying out a complete task and with timely feedback on his performance (Gupta, 2005).Job enrichment involves designing jobs with variety of work content that requires a high level of knowledge and skill. Job enrichment is said to be a key to higher motivation and productivity. It removes the labor management distinction. It creates a self-managed job where the worker himself plans and controls his tasks. It offers job satisfaction in the whole man (Gupta, 2014).

2.1.5 Job Performance and its Determinants

According to Daniel et, al. (2002), job performance can be defined in terms of whether employees" behaviors contribute to organizational goals. Performance can be seen as an individual, group, or organizational task performance. Employee performance can be defined as an employee ability to accomplish tasks assigned to him or her in an organizational context that performance is behavior with an evaluative aspect. This definition is consistent with the dominant methods used to measure job performance, namely performance ratings from supervisors and peers (Newman et al., (2004)

Job performance is a critical antecedent of performance management. A job consists of a number of interrelated tasks, duties, and responsibilities which a job holder needs to carry out, whereas performance is a behavior or action that is relevant for the organization"s goals and that can be measured in terms of the level of proficiency or contribution to goals that is represented by a particular or set of actions (Viswesvaran & Ones, 2000). This implies that job performance involves certain functional as well as behavioral competencies.

2.1.6 The Factors Tend to Impact Job Performance

Knowledge: Knowledge is the acquaintance with facts, truth or principles, as from study or investigation.

Motivation of the employees: A mere possession of knowledge or the ability to perform a given job cannot guarantee job performance, if the employee lacks the motivation to perform.

Feedback: Employees tend to perform well at their jobs if they are provided with feedback that is meaningful and constructive.

Leadership: Leadership has a profound influence on the employee"s morale and motivation and organizational culture.

Personality: Personality is the key dimension of behavior, and behavior is a foundation performance of employees. (Kohli & Dev 2008).

2.1.7 Impact of Staff Training and Development on Employee Performance

The main purpose of staff training is to acquire and improve knowledge, skills and attitudes towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations (Cole, 2011). He further states that there are so many benefits associated with employee training, which include: high morale, lower production cost, turnover reduction; change management, provide recognition, enhanced responsibility and the probability of increased pay and promotion. Figure 2.1 shows the relation between motivation and employee performance.
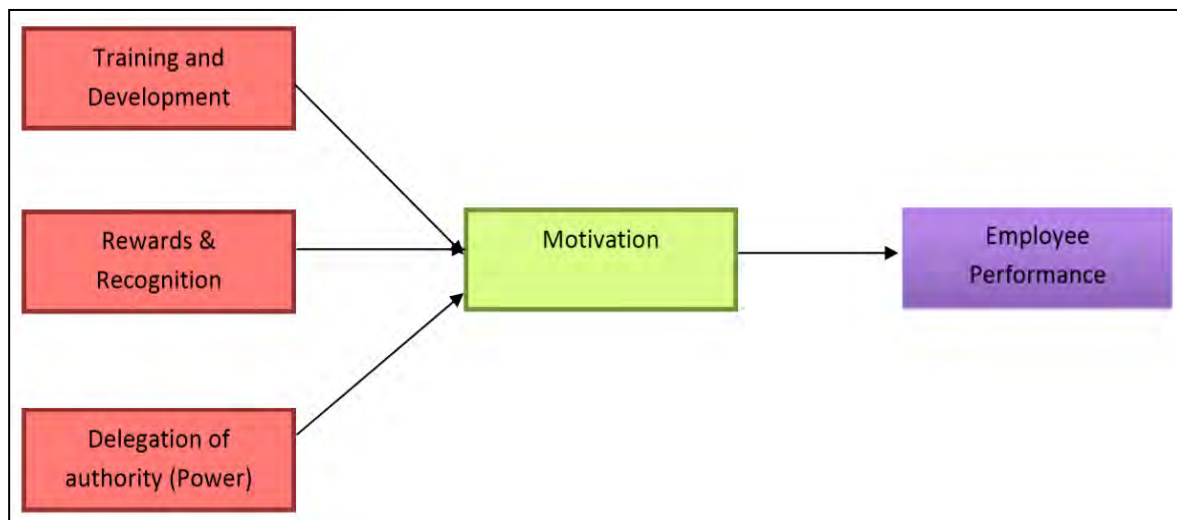
Fig. 2.1: Motivational Tools for Employee Performance (Bao and Nazim 2015)

2.2 Employee Satisfaction on Job

Harter, Schmidt and Hayes (2002) mentioned that 7,855 articles having being published between 1976 and 2000, on job satisfaction. Cole and Cole (2005) in their study mentioned that majority of the research investigate the employee satisfaction-performance relationship has been conducted on the micro- level of analysis and a handful of studies have discovered the relationship between aggregated employee job satisfaction attitudes and organizational (unit level) performance (Ostroff 1992; Bowen and Ostroff 2004; Wright, Dunfold, and Snell 2001; Wright, Gardner, Moynihan and Allen 2005). Cole and Cole mentioned that the current understanding of how aggregated employee attitudes affected and are influenced by important business outcomes is limited and they based on the substantiation to date concluded that employee satisfaction is related to meaningful

business outcomes and these relationships generalize across companies and industries. They have also mentioned at their study that there is potential for longitudinal research in the area of aggregated employee satisfaction and this longitudinal study would suggest not only some directionality from employee attitudes to business outcomes (as well as the reverse) but a reciprocal relationship in some cases. Figurer 2.2 showing the connections between job satisfaction and employee performance.
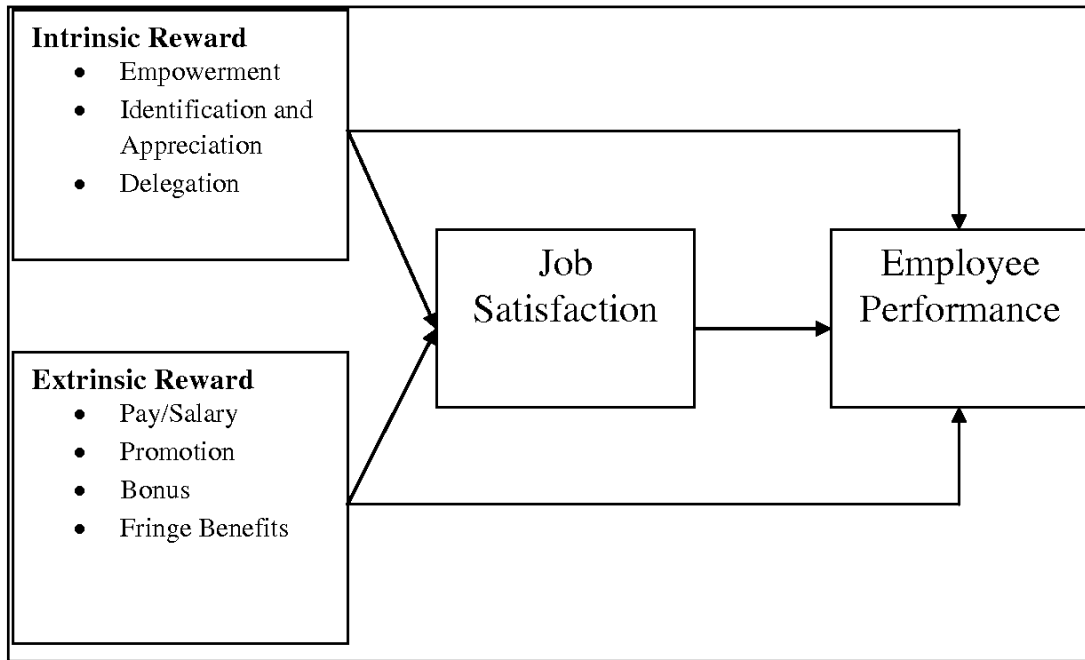
Fig. 2.2: Job Satisfaction Reward for Employee Performance (Gohari, 2013)

Khan (2001) in his study mentioned that there is deliberate feminization of the workforce of the garment industry in Bangladesh and there are three reasons behind this deliberate feminization. These are: (1)   Garment factory owners perceived that like the poor women workers of other Asian NICs who had been socially and economically oppressed for so long and who have low aspirations wages, teen age girls and young women from rural areas of Bangladesh have low aspiration wages. so, they appointed mainly unskilled teen age girls or young women mainly from the rural areas; (2) Since they are already in a susceptible socio-economic condition, as compared to their male counter parts, will agree to work for extra hours and if situation demands it will be easier to dismiss them; (3) most garment factory owners perceived them as docile, trustworthy and manageable. The author also mentioned in his study that most Bangladeshi garment factory owners have failed to see any causal relationship between labor standards and productivity outcomes. Therefore, many of them have become cost effective mainly by lowering labor

standards and taking opportunities for low-wage employment due to the profusion of a young female labor force. Figurer 2.3 expressing the satisfaction factors stated by Gohari (2013).
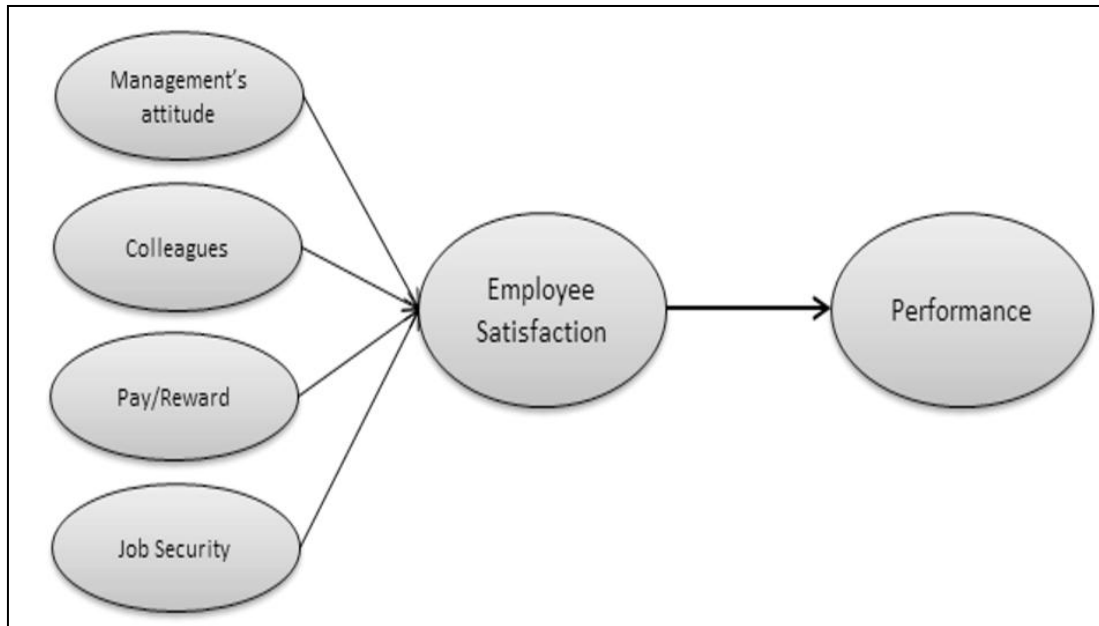
Fig. 2.3: Job Satisfaction Factors for Employee Performance (Gohari, 2013)

2.3 Overview of RMG Sector of Bangladesh

The ready-made garments (RMG) sector of Bangladesh has got a greater facet than any other sector in terms of growth and foreign exchange earnings. It makes a significant contribution to the national economy by creating generous employment opportunities and reducing poverty through socioeconomic development. Despite unquestionable success story, this sector has got a number of formidable challenges for the future growth. during the last three decades, the RMG industry contributed significantly through creation of physical infrastructure which is demonstrated by 4222 RMG units along with the development of human capital as around 4 million workforce are directly involved in this industry. It has also contributed tremendously through empowering women as almost 90 percent of its labor force is female which ranked the highest in South-East Asia. In terms of core economic consideration RMG holds almost 14.07 percent of the GDP of Bangladesh as well as the 81 percent of the total export earnings. However there are some trials towards the future development of this RMG industry containing unskilled workers, improper infrastructure, energy crisis, availability of bank loan and high interest rate, tax rate issues, intricate social compliance, lack of market and product diversification, compliance pressure from accord

and alliance and lack of integration. Therefore, collaborative and coordinated steps from both public and private sectors need to be initiated to overcome these challenges.(Islam et al., 2016). Figure 2.2 presenting the growth of RMG sector in last few fiscal years.

Fig. 2.4: Trend & Growth of RMG Export and Its' Share (%) in Total Export
(Source: Bangladesh Bank, 2019)

2.4 Impact of Employee Satisfaction on Bangladeshi RMG Industry

Delahanty (1998) mentioned that workers of garment factories in Bangladesh frequently suffer from hacking coughs, severe eye strain due to poor lighting and working hours, respiratory problems, low back and joint pain and urinary tract infections because they are denied access to toilet facilities. The authors also mentioned that travel to and from factories are risky and women are sometimes physically abused.

Paul- Majumder and Begum (2000) found (most of the data of this study have been collected from the survey of 1990; 1993 and 1997) that male and female workers of garment industry work approximately 12 hrs/day, there is absence of leave facilities and weekly holiday. They found that although the workers were paid for overtime work on weekly holiday, no alternative holidays were given to these workers whereas workers in other export and non-export industries enjoy almost all weekly holidays. Prospects of promotion for the workers in the garment industry are slandered. Most of the garment factories are overcrowded, congested and poorly ventilated. The consequences of these sub-standard working conditions garment workers in Bangladesh are exposed to toxic

substances and dust. The workers, predominantly the operation and sewing helpers, who are mostly female, continuously breathe in this atmosphere. Majority of the garment factories do not have adequate fire protection measures and washroom facilities are very poor. The study found that garment workers in Bangladesh suffer from the absence of lunchroom, lack of pure drinking water and lack of canteen facilities. In addition, they are not entitled to any fringe benefits including accommodation allowance, health care, emergency funds and transportation.

Rogers (2010) in his writing mentioned that Bangladeshi garment workers are the lowest paid garment workers in the world. Although their minimum wage was supposed to have risen to about $40 a month in November 2010, many garment factory owners are still paying the old minimum wage of $24 a month.

He also mentioned that most Bangladeshi garment workers do not belong to unions and most of the union leaders are working for the interest of the garment factory owners and those who are actually trying to help them are being harassed by the employers.

Islam and Swierczek (2003) analyzed the impact of technological change on job satisfaction of women garment workers in Bangladesh. The specific relationship between job satisfaction and the overall impact defined in socio economic terms shows that fair pay; task significance, bureaucracy, conflicts and information sharing are significantly related. Task significance and information sharing are positively related to the overall impact. Unfair means in pay, high bureaucracy and higher level of conflicts cause a limited positive overall impact on women workers. The positive relationships to technological change include improvement of task significance, salary increase, and improvement of the quality of supervision, improved quality of relation and increase benefits. The negative consequences are unfair pay, work dissatisfaction, bureaucracy, conflicts between management and workers, decreased promotion for workers.

Yamagata (2007) reviewed the impacts of the changes on the main markets and examined the prospects for the markets for the markets and the source of countries. The author mentioned that the most critics before the MFA Phase-out declared that the garment industry in the low-income exporters will fall down because of the low level of technology incorporate into the shallow accumulation of physical capital, poor physical and institutional infrastructure and distance from the main markets. Among the lowest low-income countries Bangladesh and Cambodia were considered to be the most susceptible because they rely on clothing for as much as three quarters of the composition of all export commodities. Even inside the countries, exporters widely publicized their distressed situation and asked their government and international society for assistance. However,

Bangladesh and Cambodia knocked over this forecast and have come out as tough exporters of garments and maintained rapid growth even during the high time for China.

The author has mentioned that Bangladesh and some other low-income countries may penetrate more into the markets of developed countries if there would be the absence of labor disputes, wage increases, skilled labor shortages or insufficient physical facilities. If they handle those issues shrewdly, they would become really competitive.

2.5 Impact of Employee Motivation in Bangladeshi RMG Sector

A number characteristics, theories and sources of motivation have contributed to organizations creating motivational strategies according to their particular situations. For example, many motivational strategies, such as holiday packages to reward employees for outstanding performance or to develop their engagement in the organizational function, are used in European countries, but are not very popular in many South Asian countries (Scott et al., 2010). Moreover, not all motivational strategies have an impact on employee engagement because of differences in employees, expectations, needs, levels, functions and so on. A motivational strategy for a garment tailor may not be able to be applied to motivate the managers in the same firm (Holton et al., 2009). Therefore, different motivational theories should be applied according to both organizational and employee circumstances.

According to Markos et al. (2010), an engaged employee is more concerned about the business context, objectives and culture, therefore he or she works in an integrated way for the combined benefit of self and organization. This is a positive and constructive psychological relationship of employees with their work (Macey & Schneider, 2008). Employers must develop a clear process of motivating employees to satisfy them in order to ensure employee engagement for the higher performance of both employees and their organizations (Markos et al., 2010). Employers therefore must formulate and implement both non-financial and financial rewards to motivate employees for improving job satisfaction, making employees feel valued, encouraging staff on their performance, involving them in decision making and providing a range of new opportunities for staff (Solomon et al., 2012; B2B International, 2012). Hence, motivational strategies have a significant role in the development of employee engagement for high performance in all business organizations.

Chapter 3

Research Design and Methodology

3.1 Research Methodology

The core target of this study is to investigate the impact of employee motivation and satisfaction on the RMG industry of Bangladesh. A set of standard questionnaire has been prepared to investigate the impacts of employee motivation and satisfaction. In addition, a hypothesis has formed which will be justified by the questionnaire responses. A research framework is proposed as shown in Fig. 3.1.

Working procedure is as follow:-

- First, this research collected employee motivation and satisfaction related factors by reviewing the previous literature and experts" feedback.
- A total 10 factors were identified, 5 each for employee motivation and satisfaction. Opinion and suggestions taken from top personnel of company and academic experts.
- Based on the factors a structured questionnaire has prepared and a hypothesis has been formed.
- After applying the Z test the hypothesis was tested.
- The results were communicated with the RMG industry" top management and managerial implications of the research were suggested.
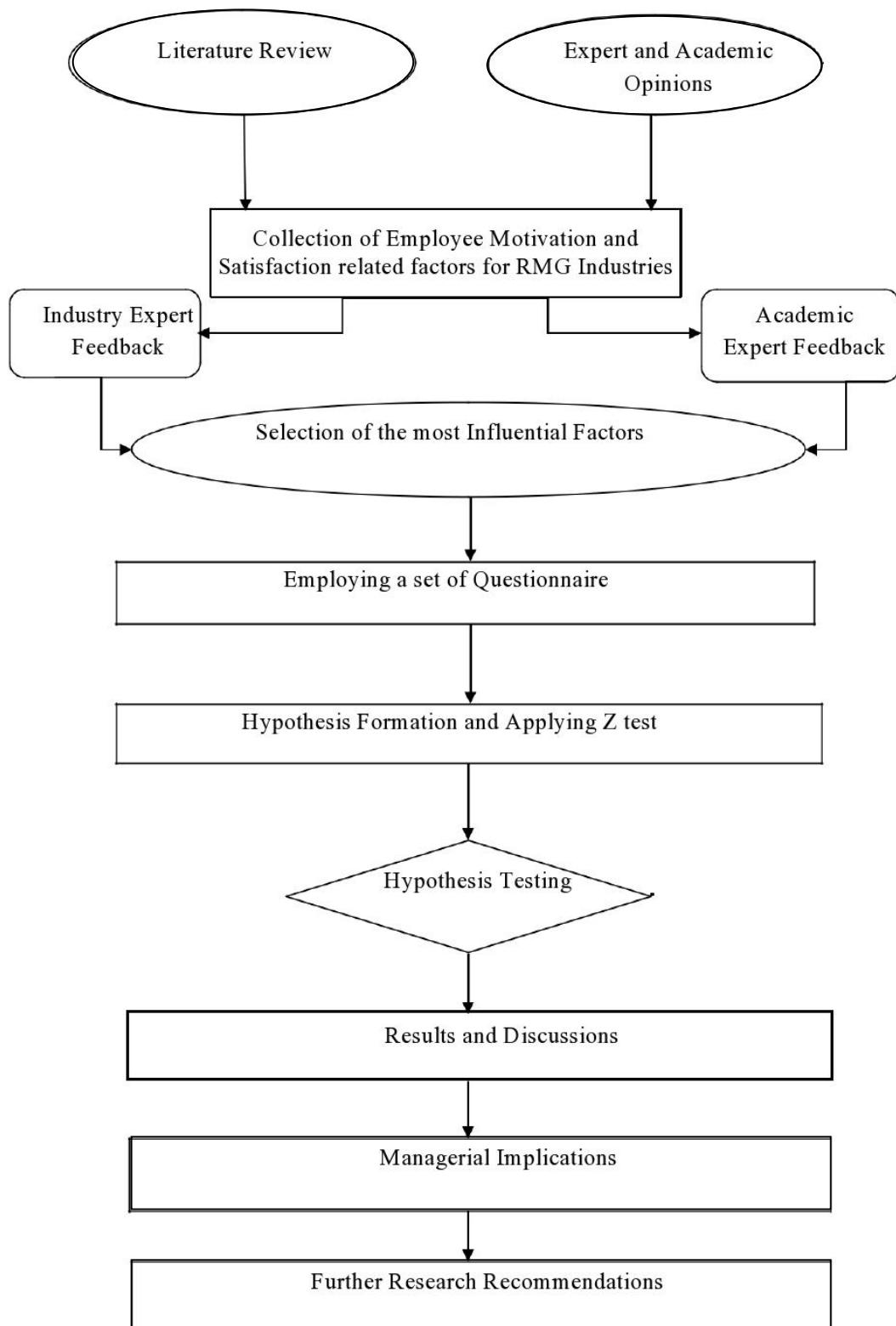
Fig. 3.1: Conceptual Framework of this Study

3.2   Solution Methodology

A hypothesis has been formed to assess the impact of employee motivation and satisfaction in Rmg industry, and this will be investigated by set of well-thought-out questionnaire.

3.2.1   Hypothesis Formulation

Let us assume we have two hypothesis:-

✓ Null Hypothesis H_0

✓ Alternate Hypothesis H_A

Null Hypothesis H_0

Motivated and Satisfied Employee has no impact on RMG Industry's Development

Alternate Hypothesis H_A

Motivated and Satisfied Employee has positive impact on RMG Industry's Development.

3.2.2   Questionnaire for Survey

Questionnaire was prepared based on 10 factors.

Motivation Factors	Satisfaction Factors
• Appreciation • Monthly Salary • Participation in Decision Making • Freedom of Employee • Consistent Training Program	• Good Administration • Performance Recognition • Stress-free Work Position/Environment • Appropriate Staff Development Drill • Incentive

Survey Questionnaire

Name: Gender: Cell Number:

E-mail: Designation:
Factory:

(1- Strongly Disagree, 2 – Disagree, 3 - Neutral, 4 – Agree, 5 - Strongly Agree)

Put Tick Mark

	Level of your Motivation & Satisfaction	1	2	3	4	5
1	You (employee) are Satisfied about Administration.	0	0	0	0	0
2	Authority Promotes And Recognizes Team-Work effort (Satisfaction level)	0	0	0	0	0
3	Management Appreciates your Proposal (Motivational Level)	0	0	0	0	0
4	Your Position is Relaxed (Satisfaction Level)	0	0	0	0	0
5	Monthly remuneration is a great source of motivation	0	0	0	0	0
6	Your current training system is sufficient for staff development and you are satisfied	0	0	0	0	0
7	Workforces are engaged in decision making (In order to motivate you)	0	0	0	0	0
8	Due to workers empowerment, Quality service can be offered (Motivational Level)	0	0	0	0	0
9	Regular Training for low to mid-level workers is put in place (Motivational Level)	0	0	0	0	0
10	Your supplementary effort is recognized by incentive and you are satisfied by this incentive	0	0	0	0	0

There are several techniques for survey response but 5 point Likart Scale is considered one of the best techniques to investigate the optimum result.

3.2.3 Hypothesis Testing Procedure

After collecting all the data (from factory), will be processed by employing SPPS software.

In order to test the hypothesis, we will use Z test (Sample Size= 60).

Formula for Z test is

$$Z \text{ Test} = \frac{\bar{x} - \mu}{\frac{\sigma}{\sqrt{n}}}$$

Where,

x = Mean of Sample

μ = Mean of Population

σ = Standard Deviation

n = Number of Observation

Since, we would like to get best result, so we have set our Level of Confidence for this test. Here, **Level of Confidence 95%.**

So, **α = 0.05**

Again, from the hypothesis it is clear that, this is **2-Tail Test**.

Hence for α = 0.05, the **Critical Value is ± 1.96** (From Statistical Table).

Chapter 4

DATA COLLECTION AND ANALYSIS

4.1   Sampling

To test the proposed framework, 10 RMG factories were selected (Convenience sampling). Name of the factories are provided in Appendix I. 2 employees (respondent) have been selected randomly; name and designation are attached in Appendix II. A set of questionnaire was distributed to total 60 respondents from 10 factories.

4.2   Data collection

The entire survey questionnaire collected directly from factory and file up for further processing (60 pages Hard Copy). Finally the data were inputted on SPSS software.

4.3   Data Input Method through SPSS Software

Since, we have collected data from 60 person and all of them have responded with 10 questions each. So, we have to input 600 values on SPSS software. In addition to this, their Name, Designation, Gender, Factory Name is also inputted through SPSS (240 values).

These values are provided in the **Data View** of SPSS and few more variables and parameters are selected on **Variable View**. Just for sample purpose screenshots of **Data View, Variable View and Output** are added here. Rests are attached in appendix section.

Fig. 4.1: Screenshot for Data View (Value Label: Text Version)

Fig. 4.2: Screenshot for Data View (Value Label: Numerical Version)
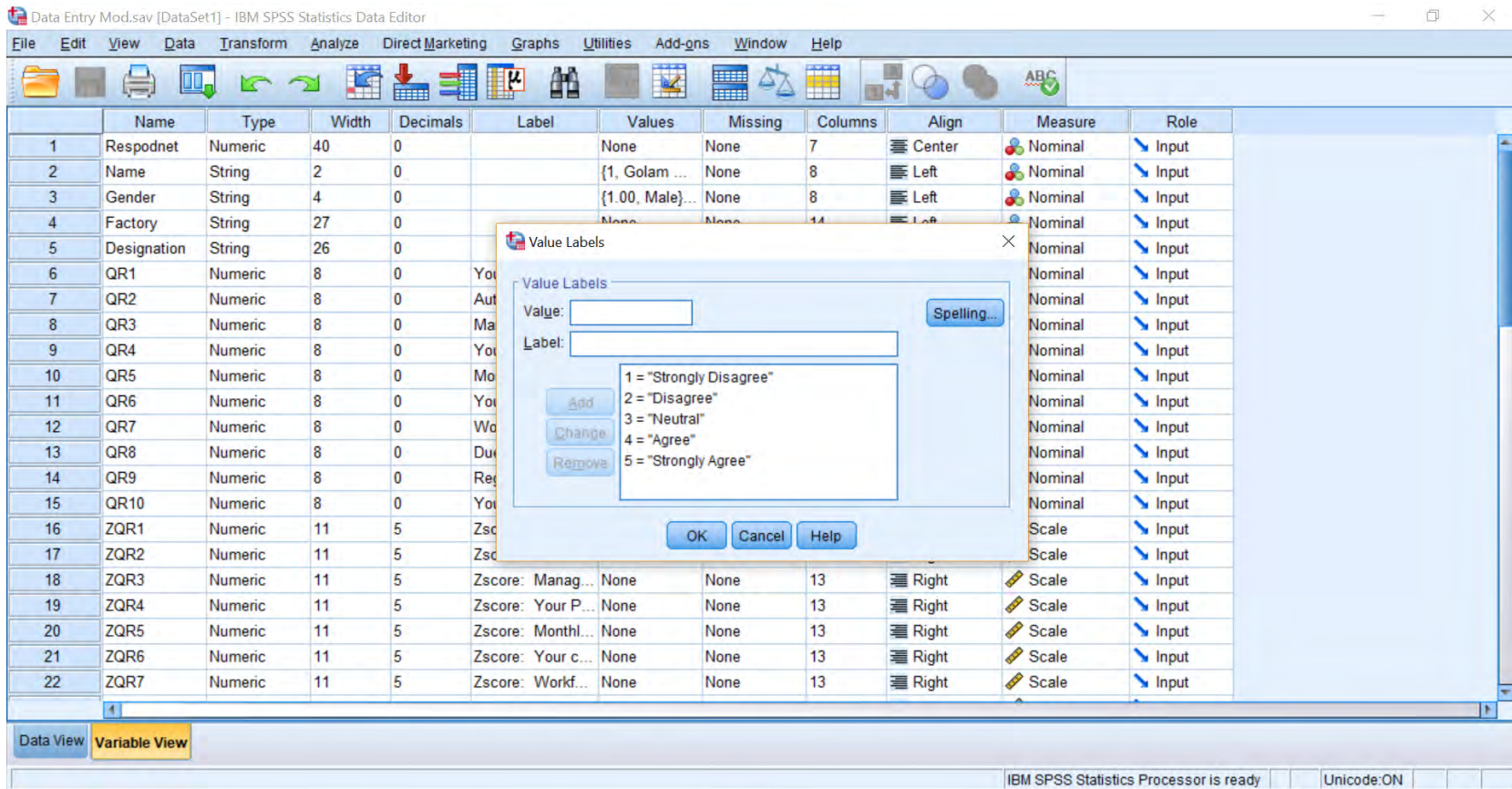
Fig. 4.3: Screenshot for Variable View
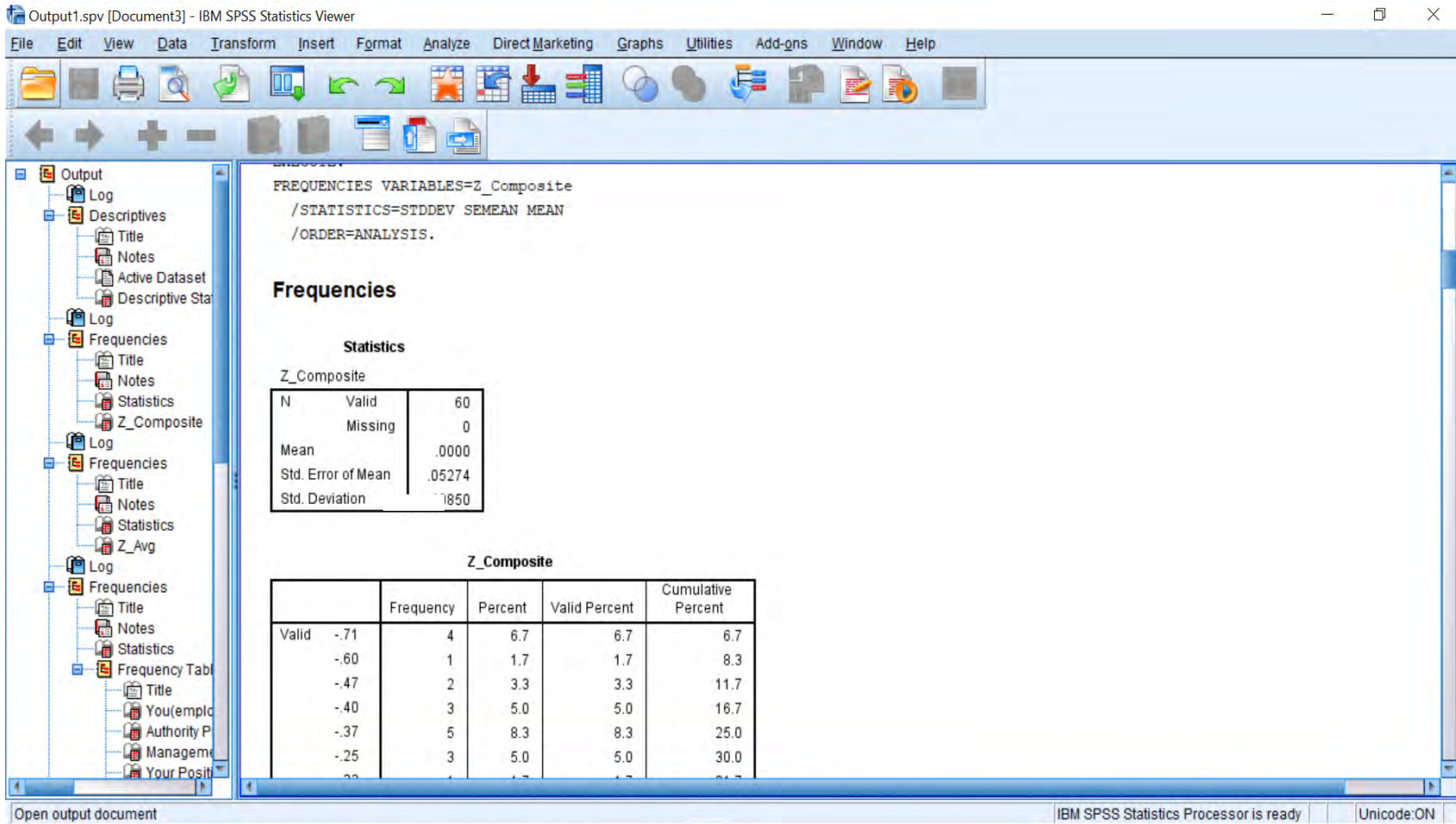
Fig. 4.4: Screenshot for Output View

Chapter 5

Result and Discussion

5.1 Data Processing in SPSS

In this section, the final results are presented. All the respondents" data have been inputted in SPSS. In the questionnaire section there was 10 questions. Initially, all the 10 questions individually processed and presented by table and graphical representation. After that, they are also presented in a distinct table. They are presented below:

Table 5.1: You(employee) are satisfied about administrative

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	10	16.7	16.7	16.7
	Agree	33	55.0	55.0	71.7
	Strongly Agree	17	28.3	28.3	100.0
	Total	60	100.0	100.0	

Out of 60 respondents, 33 agreed that, they are satisfied about their administrative and 17 strongly agreed with this statement. However rest 10 respondents remained neutral against this question.

Table 5.2: Authority Promotes and Recognizes Team-Work effort(Satisfaction level)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	25	41.7	41.7	41.7
	Neutral	5	8.3	8.3	50.0
	Agree	10	16.7	16.7	66.7
	Strongly Agree	20	33.3	33.3	100.0
	Total	60	100.0	100.0	

Out of 60 respondents, 10 agreed that, authority promotes and recognizes their team-work effort so they are satisfied, 17 strongly agreed with this statement. However 5 remained neutral against this question. Nonetheless, 25 employees totally disagreed with this statement.

Table 5.3: Management Appreciates your Proposal (Motivational Level)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	16.7	16.7	16.7
	Disagree	20	33.3	33.3	50.0
	Agree	8	13.3	13.3	63.3
	Strongly Agree	22	36.7	36.7	100.0
	Total	60	100.0	100.0	

In this case, 8 agreed that, management appreciates their proposal so they are motivated, 22 strongly agreed with this statement. However 22 remained disagreed against this question. Nonetheless, 10 employees strongly disagreed with this statement.

Table 5.4: Your Position is Relaxed (Satisfaction Level)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	25.0	25.0	25.0
	Disagree	15	25.0	25.0	50.0
	Agree	16	26.7	26.7	76.7
	Strongly Agree	14	23.3	23.3	100.0
	Total	60	100.0	100.0	

Here, 16 agreed that, their position is relaxed and they are satisfied, 14 are strongly agreed with this statement. However 15 stayed disagreed against this question. Nonetheless, 15 employees strongly disagreed with this announcement.

Table 5.5: Monthly remuneration is a great source of Motivation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	20	33.3	33.3	33.3
	Agree	10	16.7	16.7	50.0
	Strongly Agree	30	50.0	50.0	100.0
	Total	60	100.0	100.0	

In this case, 30 strongly agreed that, monthly remuneration is a great source of motivation, 10 is agreed with this declaration. However 20 remained neutral against this question.

Table 5.6: Your current training system is sufficient for staff development and you are satisfied

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	15	25.0	25.0	25.0
	Neutral	10	16.7	16.7	41.7
	Agree	15	25.0	25.0	66.7
	Strongly Agree	20	33.3	33.3	100.0
	Total	60	100.0	100.0	

Here, 15 agreed that, their current training system is sufficient foe staff development they are satisfied, 20 is strongly agreed with this announcement. However 10 stayed neutral against this question. Nonetheless, 15 employees disagreed with this announcement.

Table 5.7: Workforces are engaged in decision making (In order to Motivate you)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	20	33.3	33.3	33.3
	Disagree	10	16.7	16.7	50.0
	Agree	12	20.0	20.0	70.0
	Strongly Agree	18	30.0	30.0	100.0
	Total	60	100.0	100.0	

In this case, 18 strongly agreed that, they are engaged in decision making so they are motivated, 12 is agreed with this statement. However 10 stayed disagreed against this question. On the other hand, 20 employees strongly disagreed with this proclamation.

Table 5.8: Due to workers empowerment, Quality service can be offered (Motivational Level)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	25.0	25.0	25.0
	Disagree	15	25.0	25.0	50.0
	Neutral	3	5.0	5.0	55.0
	Agree	20	33.3	33.3	88.3
	Strongly Agree	7	11.7	11.7	100.0
	Total	60	100.0	100.0	

Here, 7 strongly agreed that, Due to workers (their) empowerment, quality service can be offered and they are motivated, 20 is agreed with this statement. However 15 stayed disagreed against this question. Nonetheless, 15 employees strongly disagreed with this announcement. Rest of the 3 remained neutral.

Table 5.9: Regular Training for low to mid-level workers is put in place (Motivational Level)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	10	16.7	16.7	16.7
	Neutral	15	25.0	25.0	41.7
	Agree	11	18.3	18.3	60.0
	Strongly Agree	24	40.0	40.0	100.0
	Total	60	100.0	100.0	

In this case, 24 strongly agreed that, their regular training for low to mid-level workers is put in place and they are motivated , 11 is agreed with this announcement. However 15 stayed neutral against this question. Nonetheless, 10 employees disagreed with this statement.

Table 5.10: Your supplementary effort is recognized by incentive and you are satisfied by this incentive

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.3	3.3	3.3
	Disagree	20	33.3	33.3	36.7
	Neutral	10	16.7	16.7	53.3
	Agree	8	13.3	13.3	66.7
	Strongly Agree	20	33.3	33.3	100.0
	Total	60	100.0	100.0	

Here, 20 strongly agreed that, their supplementary effort is recognized by incentive and they are satisfied, 8 is agreed with this statement. However 20 stayed strongly disagreed against this question. Nonetheless, 2 employees disagreed with this announcement. Rest of the 10 remained neutral.

Table 5.11: Statistics (Combined)

		You(employee) are satisfied about administrative	Authority Promotes And Recognizes Team-Work effort(Satisfactio n level)	Management Appreciates your Proposal (Motivational Level)	Your Position is Relaxed (Satisfaction Level)	Monthly remuneration is a great source of Motivation	Your current training system is sufficient for staff development and you are satisfied	Workforces are engaged in decision making (In order to Motivate you)	Due to workers empowerme nt, Quality service can be offered (Motivationa l Level)	Regular Training for low to mid-level workers is put in place (Motivationa l Level)	Your supplementary effort is recognized by incentive and you are satisfied by this incentive
N	Valid	60	60	60	60	60	60	60	60	60	60
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		4.12	3.42	3.20	2.98	4.17	3.67	2.97	2.82	3.82	3.40
Std. Error of Mean		.086	.172	.208	.204	.117	.153	.222	.185	.147	.173
Std. Deviation		.666	1.331	1.614	1.578	.905	1.188	1.717	1.432	1.142	1.343

This table (5.11) is just the summery of all the responses which has been shown in table 5.1 to 5.10. Some additional information has been added in this table like Mean, Standard Error of Mean and Standard Deviation.
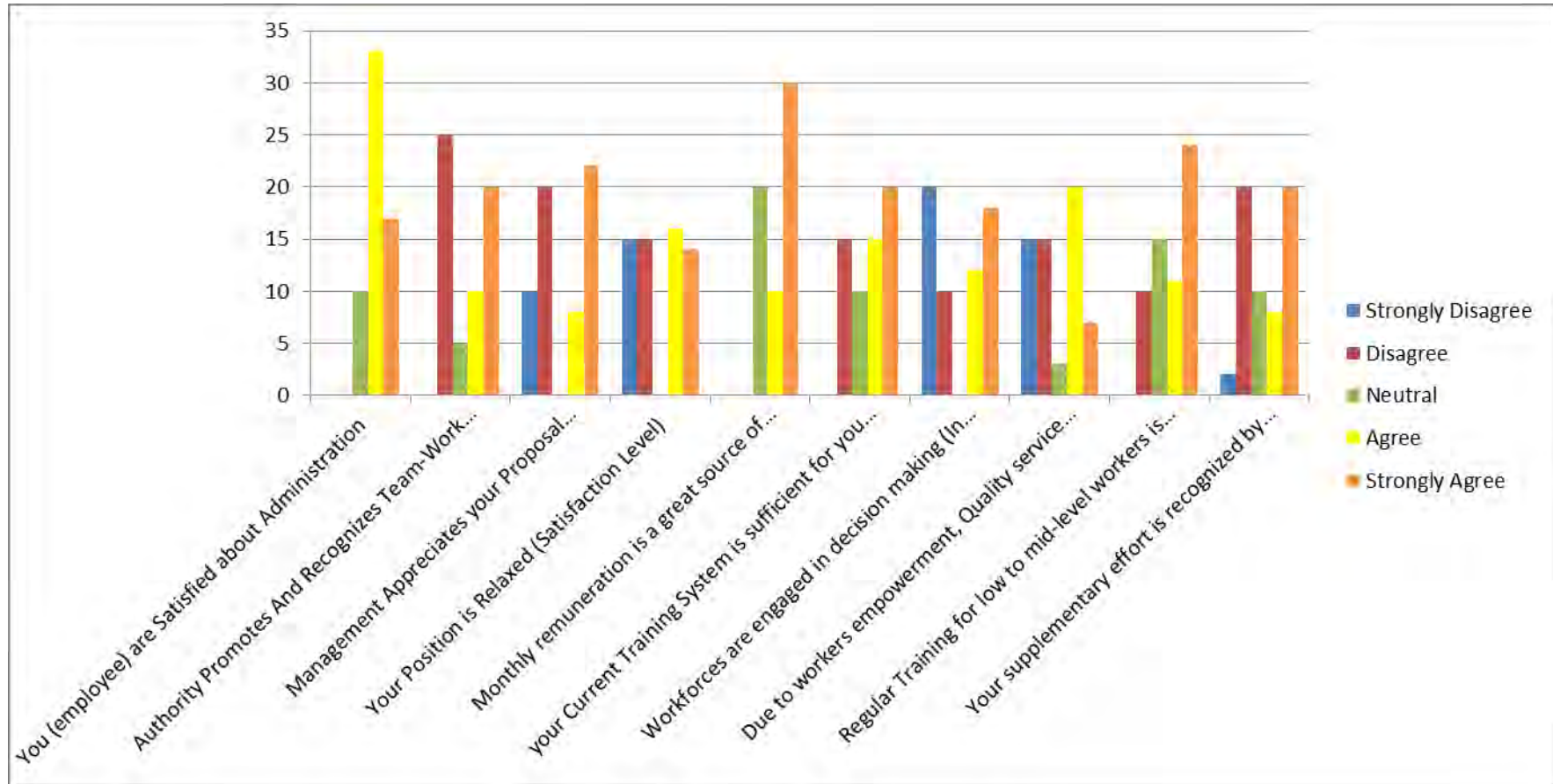
Fig. 5.1: Overall survey Response from Employee against all questions

This bar chart (fig. 5.1) is expressing all the responses which have been shown in table 5.1 to 5.10. Different colour has been used for better understanding of employees" response.

5.2   Data Analysis

As our core target is Z test so the syntax has been applied to SPSS.

```
**syntax created by how2stats
**This syntax performs a one sample z-test in SPSS
**Simply enter the four relevant values in the line below underneath the 'begin data' command
**The first number is the sample size (35), the second number is the sample mean (105),
**the third number is the population mean (100)
**and the fourth number is the population standard deviation (15)
**Replace the four values below with your own.
**The p value that is reported is based on a two-tailed test.
**To obtain the one-tailed p value, simply divide the two-tailed p value by 2.
**As an extra, this syntax also calcuates Cohen's d as estimate of effect size.

data list list / n sample_mean population_mean population_sd.
begin data
                    60       3.457       3    0.55736
end data.
Compute mean_difference = sample_mean - population_mean.
Compute square_root_n =SQRT(n).
Compute standard_difference = population_sd/square_root_n.
Compute z_statistic = mean_difference/standard_difference.
Compute chi_square = z_statistic*z_statistic.
Compute p_value = SIG.CHISQ(chi_square, 1).
Compute cohens_d = mean_difference/population_sd.
EXECUTE.
Formats z_statistic p_value cohens_d (f8.5).
LIST z statistic p value cohens d.
z_statistic  p_value cohens_d

   6.35120    .00000   .81994

 Number of cases read:  1    Number of cases listed:  1
```

Fig. 5.2: Data Analysis with Syntax

5.2.1 Applying Z Test

For Z test we have found following data:

Sample Size	60
Sample Mean	3.457
Population Mean	3.00
Standard Deviation	0.55736

Now, put the values in main formula

$$\textbf{Z Test} = \frac{\bar{x} - \mu}{\frac{\sigma}{\sqrt{n}}}$$

$$Z = \frac{3.457 - 3}{(0.55736 / \sqrt{60})}$$

$$\textbf{Z = 6.3512}$$

5.3   Hypothesis Testing

After completing all the analysis, the value of Z-test was calculated and we achieved *Z* Value

$Z = 6.3512$

Whereas, at 95% Confidence Level [α=0.05], the **Critical Value of Z is 1.96** (From Z table), which clearly indicated that our **Calculated Value (C.V.) 6.3512** is higher than **Tabulated Value (T.V.)**

C.V. > T.V.

As a result Null hypothesis (**H$_O$**) is **Rejected** and Alternative Hypothesis (**H$_A$**) is **Accepted**.

It concludes that, **Motivated and Satisfied Employee has positive impact on the Development of RMG Industry in Bangladesh.**

5.4   Response and Factor comparison from two different Employee Group (Operator Level and Mid to Top Management Level)

Factor 1: Good Administration (Satisfaction)

Operator   Mid to Top Management
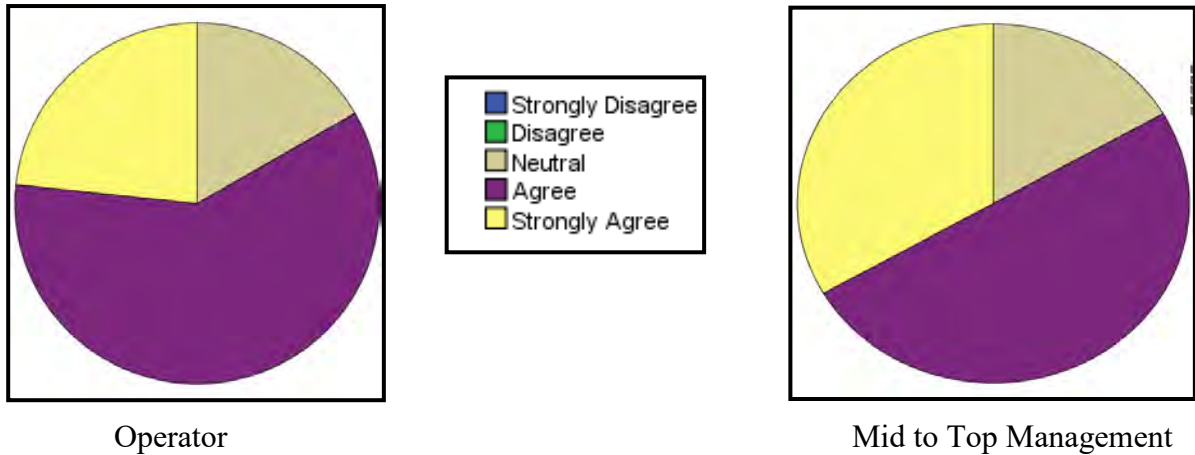
Fig 5.3: Response Comparison for Question 1
[You (employee) are Satisfied about Administrative]

Table 5.12: Operator Response for Ques. 1   Table 5.13: Mid to Top Management
                                                                                 Response for Ques. 1

		Frequency	Percent
Valid	Neutral	5	16.7
	Agree	18	60.0
	Strongly Agree	7	23.3
	Total	30	100.0

		Frequency	Percent
Valid	Neutral	5	16.7
	Agree	15	50.0
	Strongly Agree	10	33.3
	Total	30	100.0

Good Administration is very important for employee in any organization. From Fig 5.3 and Table 5.12 & 5.13, both the group agreed (more than 50 %) that, good administration is a great source of satisfaction in RMG industry.

It implies that, whatever the level of employee, to satisfy them good administration is necessary.

Factor 2: Performance Recognition (Satisfaction)

| | Operator | Mid to Top Management |
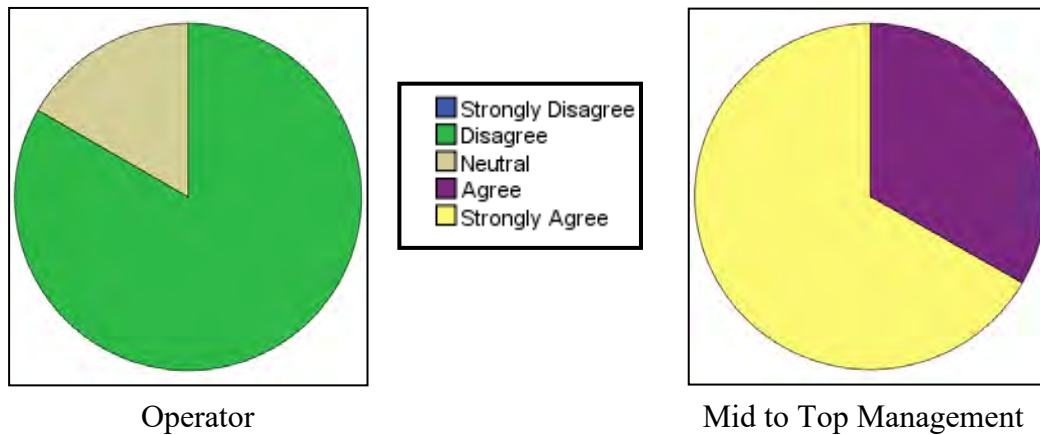
Fig 5.4: Response Comparison for Question 2
[Authority Promotes and Recognizes Team-Work effort (Satisfaction level)]

Table 5.14: Operator Response for Ques. 2   Table 5.15: Mid to Top Management Response for Ques. 2

		Frequency	Percent
Valid	Disagree	25	83.3
	Neutral	5	16.7
	Total	30	100.0

		Frequency	Percent
Valid	Agree	10	33.3
	Strongly Agree	20	66.7
	Total	30	100.0

Performance recognition is another crucial factor for employee satisfaction. Fig 5.4 showing that, mid to top management agreed that, performance recognition is great source for their satisfaction. Whereas operator responded opposite by disagreed to this. From table 5.14 & 5.15 , it is showing that, for managerial level around 70 % agreed that, performance recognition is a great source of satisfaction but the result is almost opposite for operator level where they disagreed with more that 80 % response for this factor.

Factor 3: Stress Free Working Environment (Satisfaction)

Operator	Mid to Top Management
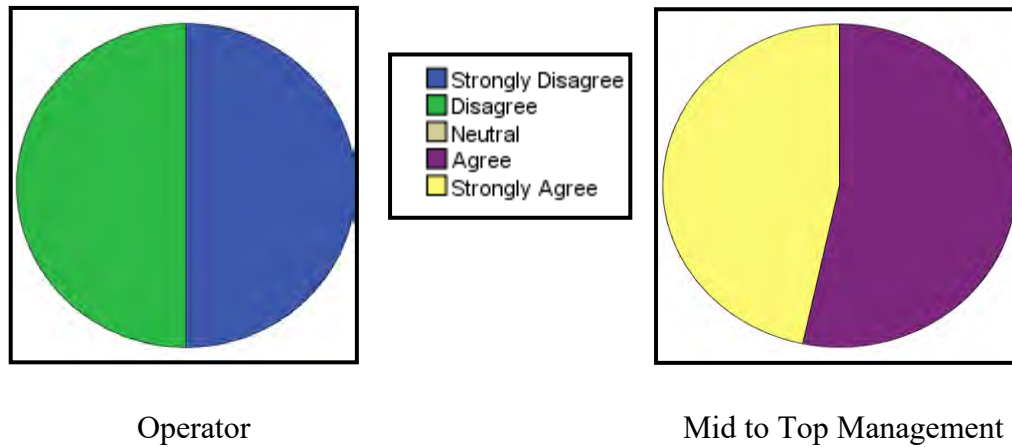
Fig 5.5: Response Comparison for Question 4
[Your Position is Relaxed (Satisfaction Level)]

Table 5.16: Operator Response for Ques. 4

		Frequency	Percent
Valid	Strongly Disagree	15	50.0
	Disagree	15	50.0
	Total	30	100.0

Table 5.17: Mid to Top Management
Response for Ques. 4

		Frequency	Percent
Valid	Agree	16	53.3
	Strongly Agree	14	46.7
	Total	30	100.0

For employee satisfaction stress free working environment is an important factor. Since, in operator level stress is always high so it could not be a satisfaction factor for them conversely the result is opposite for top management. As stress free working environment will give them more time to perform better in organization. The statement is supported by Fig 5.5 and table 5.16-5.17.

Factor 4: Appropriate Staff development Drill (Satisfaction)

Operator   Mid to Top Management
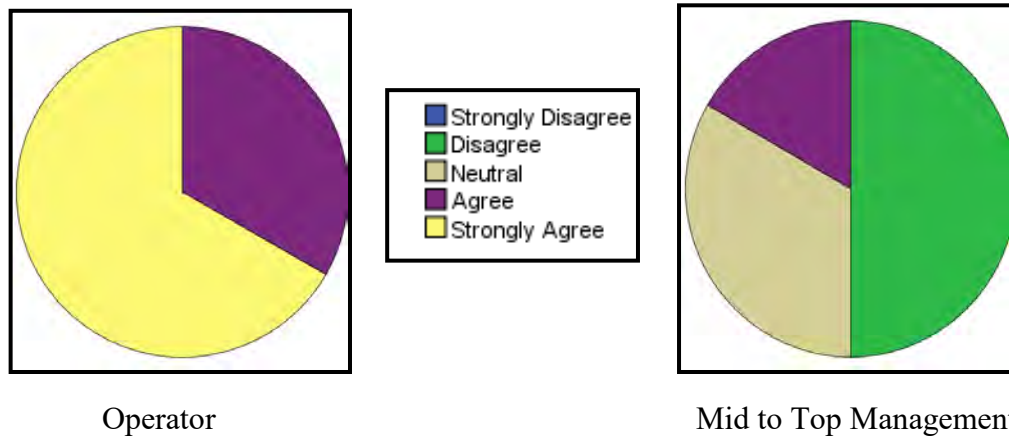
Fig 5.6: Response Comparison for Question 6
[Your current training system is sufficient for staff development and you are satisfied]

Table 5.18: Operator Response for Ques. 6   Table 5.19: Mid to Top Management
                                                                    Response for Ques. 6

		Frequency	Percent
Valid	Agree	10	33.3
	Strongly Agree	20	66.7
	Total	30	100.0

		Frequency	Percent
Valid	Disagree	15	50.0
	Neutral	10	33.3
	Agree	5	16.7
	Total	30	100.0

Appropriate Staff development Drill is more important for operator level in comparison with management people. By proper training operator can develop their skills. This statement is clear from fig 5.6 and table 5.18-5.19. In this case almost 70 % operator is satisfied by appropriate staff development drill on the other hand, 50 % mid to top level manager disagree with this statement.

Factor 5: Incentive (Satisfaction)

Operator   Mid to Top Management
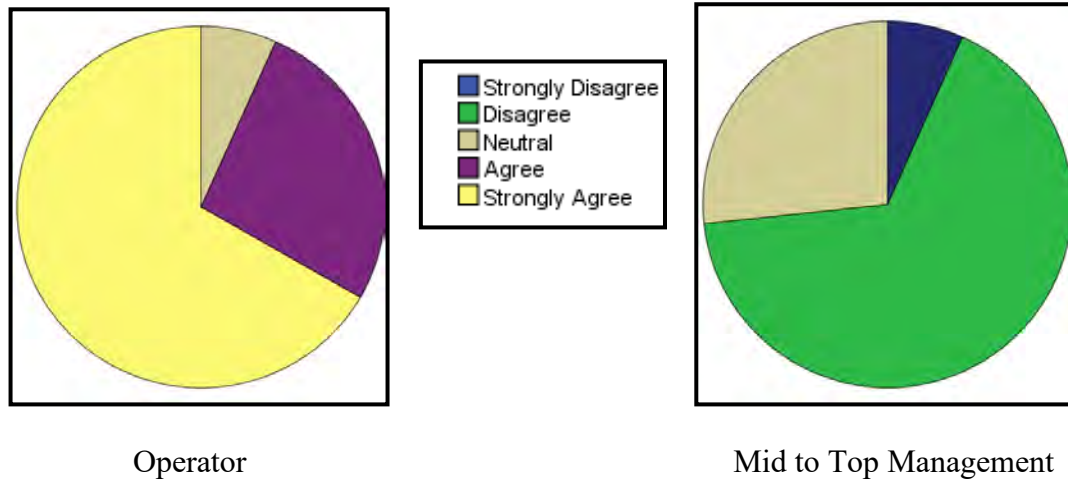
Fig 5.7: Response Comparison for Question 10
[Your supplementary effort is recognized by incentive and you are satisfied by this incentive]

Table 5.20: Operator Response for Ques. 10   Table 5.21: Mid to Top Management
                                                        Response for Ques. 10

		Frequency	Percent
Valid	Neutral	2	6.7
	Agree	8	26.7
	Strongly Agree	20	66.7
	Total	30	100.0

		Frequency	Percent
Valid	Strongly Disagree	2	6.7
	Disagree	20	66.7
	Neutral	8	26.7
	Total	30	100.0

Incentive found to be the last factor for employee satisfaction. And it is very sure that, operators are more satisfied with incentive than top management. Figure 5.7 is reinforced this statement. From table 5.20 and 5.21, the response rate of both group is totally opposite, where 70 % operator are stated that incentive is a great source for satisfaction however 70 % of the managerial level people disagreed with that. Since, top management are prefer dignity, freedom or recognition than incentive.

Satisfaction Related Individual Factors Comparison
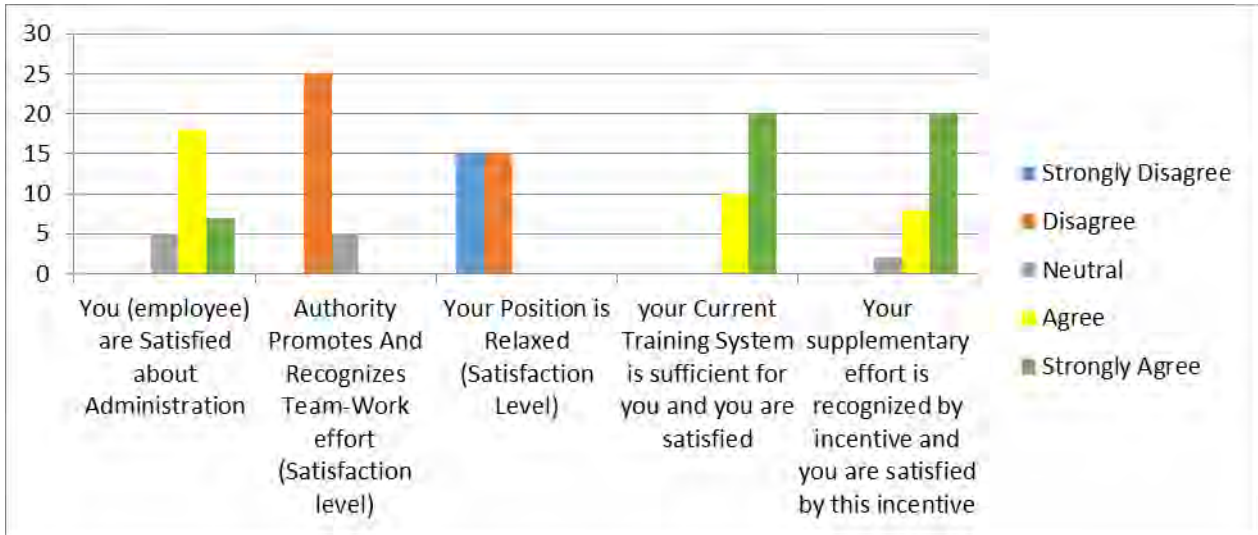
Figure 5.8: Response from operator Level employees for Satisfaction related factors
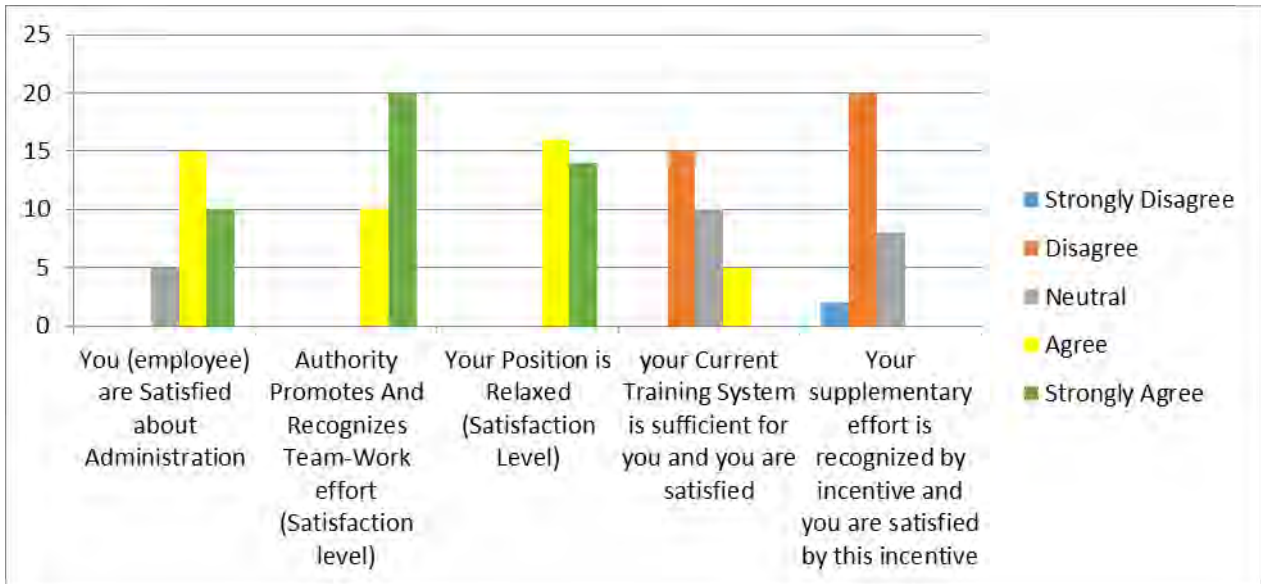
Figure 5.9: Response from Mid to Top Level Management for Satisfaction related factors

From the bar chart, it is obvious that, for Operator level; "Appropriate Staff Development Drill/Current Training System" and "Incentive" play a major role as Satisfaction factors. Whereas for Mid to Top Level People; "Good Administration", "Performance Recognition" and "Stress Free Working Environment" are the most vital factors (Satisfaction).

Factor 1: Appreciation (Motivation)

Operator   Mid to Top Management
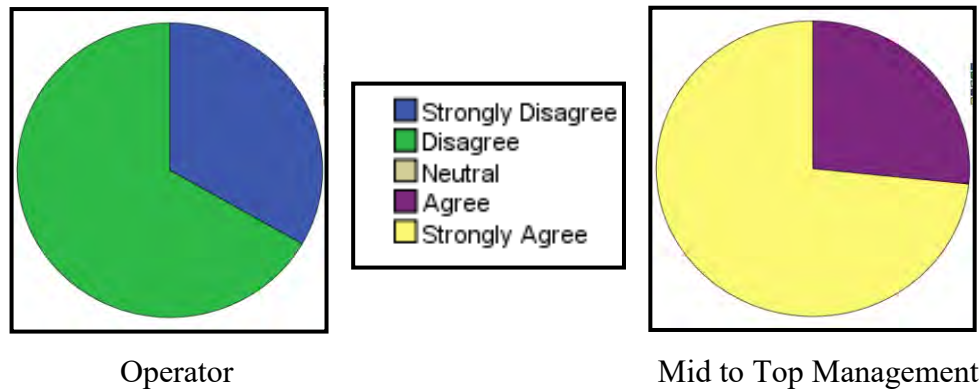
Fig 5.10: Response Comparison for Question 3
[Management Appreciates your Proposal (Motivational Level)]

Table 5.22: Operator Response for Ques. 3   Table 5.23: Mid to Top Management
Response for Ques. 3

		Frequency	Percent
Valid	Strongly Disagree	10	33.3
	Disagree	20	66.7
	Total	30	100.0

		Frequency	Percent
Valid	Agree	8	26.7
	Strongly Agree	22	73.3
	Total	30	100.0

From operator level appreciation is never welcomed by the authority but the scenario is totally different for mid-level manager (some cases top manager). From the pie chart (Fig 5.10) the declaration is absolutely correct. In table 5.22 & 5.23, it is showing, two-third of the operator disagreed by mentioning that "appreciation" is never a motivational factor for them. On the contrary, for mid- top management "appreciation" always a great motivational factor, as three-quarter of total respondent strongly agreed with this decision.

Factor 2: Monthly Salary (Motivation)

Operator	Mid to Top Management
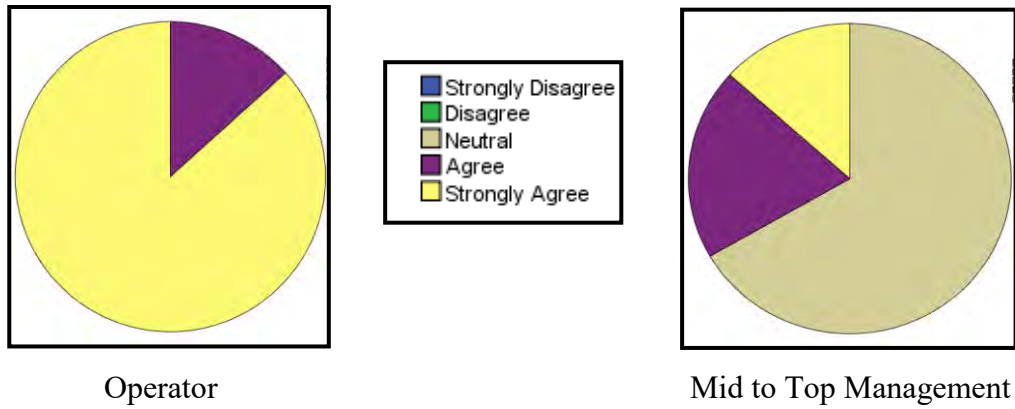
Fig 5.11: Response Comparison for Question 5
[Monthly remuneration is a great source of Motivation]

Table 5.24: Operator Response for Ques. 5

		Frequency	Percent
Valid	Agree	4	13.3
	Strongly Agree	26	86.7
	Total	30	100.0

Table 5.25: Mid to Top Management Response for Ques. 5

		Frequency	Percent
Valid	Neutral	20	66.7
	Agree	6	20.0
	Strongly Agree	4	13.3
	Total	30	100.0

Monthly salary is a basic motivational factor for any level employee. In this survey the result is almost similar. From the above diagram (fig 5.11) and data it is showing that one –third of the managerial level people thought salary as a motivational factor rest were remain with neutral answer. Then again, majority of the operator level people thought salary as a main motivational foundation.

Factor 3: Participation in Decision Making (Motivation)

Operator   Mid to Top Management
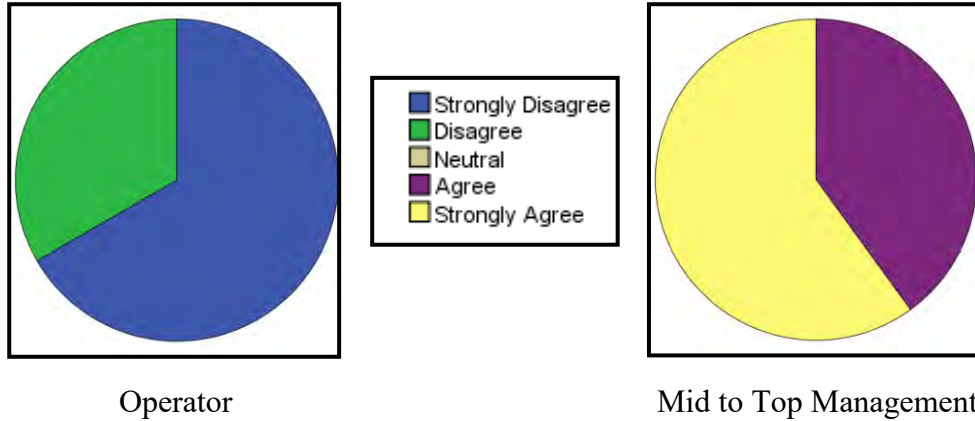
Fig 5.12: Response Comparison for Question 7
[Workforces are engaged in decision making (In order to Motivate you)]

Table 5.26: Operator Response for Ques. 7

		Frequency	Percent
Valid	Strongly Disagree	20	66.7
	Disagree	10	33.3
	Total	30	100.0

Table 5.27: Mid to Top Management Response for Ques. 7

		Frequency	Percent
Valid	Agree	12	40.0
	Strongly Agree	18	60.0
	Total	30	100.0

In usual case, Decision making part is always reserve to top management so there operator role is very few. And it is very similar in this survey also. From the provided pie diagram (fig 5.12) and figure is showing similar result. Operators are disagreeing with this motivational factor and mid-level manager are strongly agreed with this factor.

Factor 4: Freedom of Employee (Motivation)

Operator   Mid to Top Management
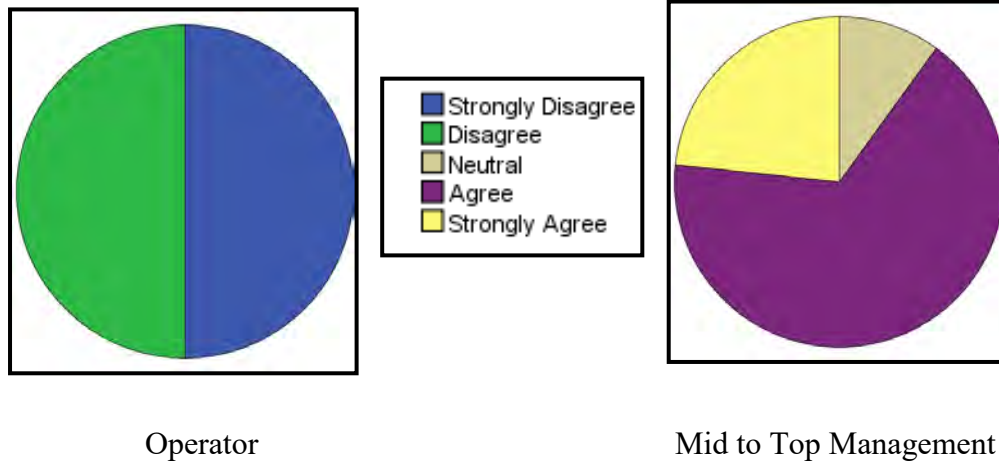
Fig 5.13: Response Comparison for Question 8
[Due to workers empowerment, Quality service can be offered (Motivational Level)]

Table 5.28: Operator Response for Ques. 8

		Frequency	Percent
Valid	Strongly Disagree	15	50.0
	Disagree	15	50.0
	Total	30	100.0

Table 5.29: Mid to Top Management Response for Ques. 8

		Frequency	Percent
Valid	Neutral	3	10.0
	Agree	20	66.7
	Strongly Agree	7	23.3
	Total	30	100.0

From operator level, freedom is a restricted term since from management side it is suicidal decision. By providing freedom they can mix-up any prescribed or standard procedure. From the figure (Fig 5.13) and tabulated data (table 5.28-5.29) the statement is almost is clear. Two-third of the top management are agreed by mentioning that "freedom of employee" is always a big factor for motivational for them. On the contrary, operators submitted that "freedom of employee" has less impact on their motivational factor.

Factor 5: Consistent Training Program (Motivation)

Operator   Mid to Top Management
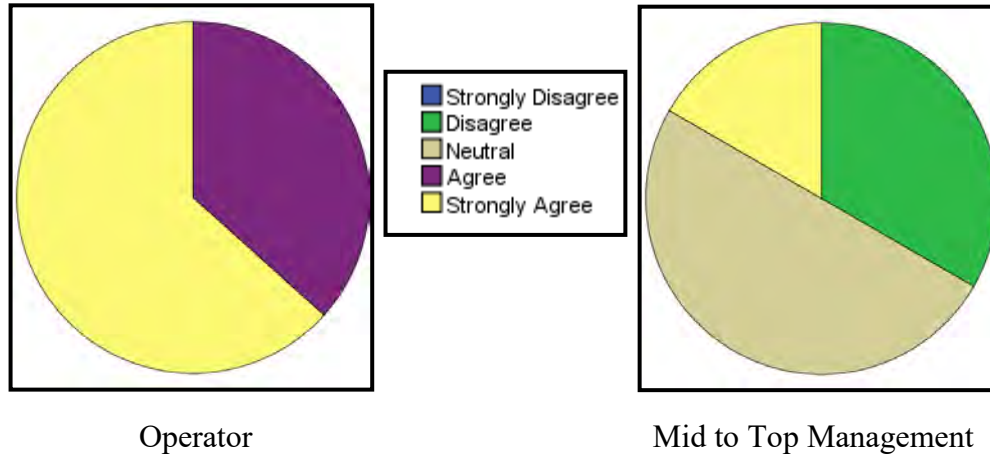
Fig 14: Response Comparison for Question 9
[Regular Training for low to mid-level workers is put in place (Motivational Level)]

Table 5.30: Operator Response for Ques. 9

		Frequency	Percent
Valid	Agree	11	36.7
	Strongly Agree	19	63.3
	Total	30	100.0

Table 5.31: Mid to Top Management Response for Ques. 7

		Frequency	Percent
Valid	Disagree	10	33.3
	Neutral	15	50.0
	Strongly Agree	5	16.7
	Total	30	100.0

Consistent Training Program is a basic motivational factor for any level employee. In this survey the result is almost similar. From the above diagram (fig 5.14) and data it is showing that two – third of the operator level people thought "Consistent Training Program" as a motivational factor. Then again, half of the managerial people thought consistent training program has no effect on their job. Some of them totally disagreed with them since they said from their position it is impossible to participate in regular training program.

Motivation Related Individual Factors Comparison
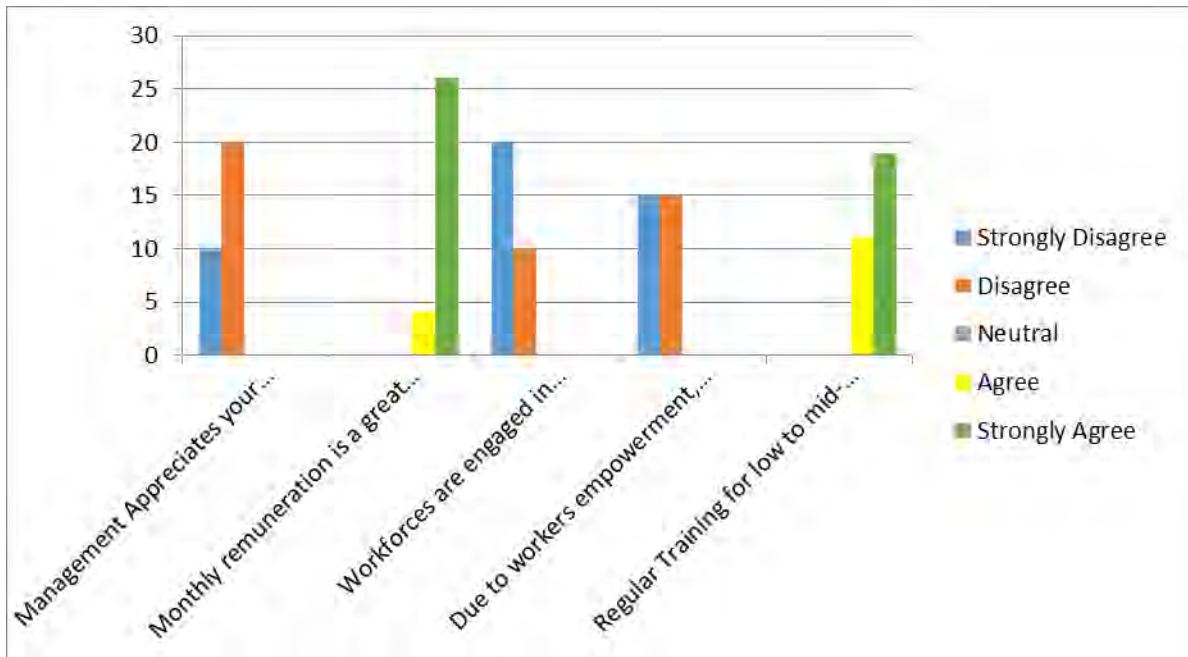
Figure 5.15: Response from operator Level employees for Satisfaction related factors
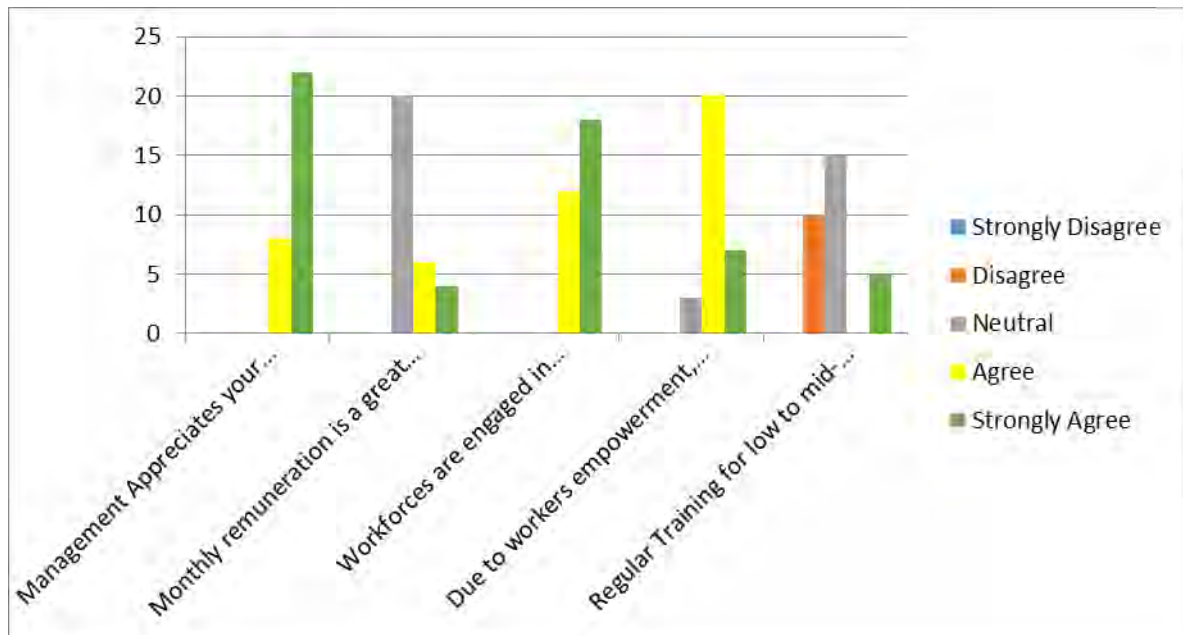
Figure 5.16: Response from Mid to Top Level Management for Satisfaction related factors

From the diagram, it is obvious that, for Operator level; "Monthly Salary" and "Consistent Training Program" play a major role as Motivational factors. Whereas for Mid to Top Level People; "Appreciation", "Participation in Decision Making" and "Freedom of Employee" have been found the most vital factors (Motivation).

5.5 Internal Consistency and Reliability Check (for data) by Cronbach's alpha

To check the internal consistency and a reliability of the test has been performed in this thesis. It was tested by chrocbach"s alpha. Entire data has achieved from spss.

Table 5.32 : Case Processing Summary for internal consistency

		N	%
Cases	Valid	60	100.0
	Excluded[a]	0	.0
	Total	60	100.0

a. List wise deletion based on all variables in the procedure.

Table 5.33 : Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.632	.609	10

According to the value is accepted for internal consistency but not good. This implies that there must be some sort lacking while developing the data.

Since this is qualitative based research, so it is could show a poor value of cranbach"s alpha. In addition to this, for the survey purpose only 10 questions were used which is another reason that leads to the poor value.

5.6   Managerial Implications

Employee Motivation and Satisfaction is crucial for the development of the RMG Industry of Bangladesh. Hence, it is necessary for managers to identify the factors that can influences the Employee Motivation and Satisfaction.

In this, paper we have found that, having motivated and satisfied employee in a rmg industry can make a positive impact. This impact can be anything, like Daily Basis Higher Production, Productivity Improvement, Assuring Better Product Quality, On-time Shipment by maintaining Lead Time, Wastage Minimization and so on.

The following implications are suggested for industrial managers working in the RMG Industry:

1. After this study it was identified that, the factors those are affecting the Employee Motivation are Appreciation, Monthly Salary, Participation in Decision Making, Freedom of Employee, Consistent Training Program.

2. The factors that have impact on the Employee Satisfaction are Good Administration, Performance Recognition, Stress Free Work Position/Environment, Appropriate Staff Development Drill and incentive.

3. All the factors do not have same impact on different level of employees. Some factors are important for operator level and some are vital for mid to top level managers.

4. Managers of this industry should focus on these factors implement those properly based on importance in order to mitigate dissatisfaction and demotivation among different level of workers in RMG industry.

Chapter 6

Conclusions and Recommendations

6.1   Conclusions

The goal of this work was to identify the impact of employee motivation and satisfaction on RMG industry. Literature reveals that no study found on impact of employee motivation and satisfaction on RMG industry of Bangladesh. This study has attempted to present framework to analyze the impact of employee motivation and satisfaction on RMG industry of Bangladesh.

The major contribution is to identify the factors which are directly involved and responsible for employee motivation and satisfaction on RMG industry. 10 factors (5 each for motivation and satisfaction) are taken from existing literature review and discussion with industrial experts.

It is obvious that, for Operator level; "Appropriate Staff Development Drill/Current Training System" and "Incentive" play a major role as Satisfaction factors. Whereas for Mid to Top Level People; "Good Administration", "Performance Recognition" and "Stress Free Working Environment" are the most crucial factors (Satisfaction).

On the other hand, for Operator level; "Monthly Salary" and "Consistent Training Program" play a key role as Motivational factors. Whereas for Mid to Top Level People; "Appreciation", "Participation in Decision Making" and "Freedom of Employee" are the most vital factors (Motivation).

In order to check the impact of employee motivation and satisfaction on RMG industry, a hypothesis has been formulated (including null hypothesis and alternate hypothesis). For hypothesis testing Z test was adopted here. After that, discussion with experts, academic personnel and help from prevailing literature, a structured questionnaire survey (using 5 point Likart scale) is used here.

After applying all the methods we had to reject our null hypothesis and accept alternate hypothesis. We conclude that, employee motivation and satisfaction has positive impact on RMG industry of Bangladesh. This impact could be higher production or productivity improvement and etc.

Therefore we expect that, this study helps to managers and planner to identify most influential factors for employee motivation and satisfaction. Other industrial sector like leather, polymer, electronics, footwear and mining of Bangladesh can also get idea from this thesis to find out the factors for employee motivation and satisfaction.

6.2 Scope for Further Research & Recommendations

Along with these factors the employees those were surveyed has suggested few more factors which could be effective in some cases. They are: Job security, Good relationships with Superiors, Treating everyone fairly, Standard Leave facility for work-life balance. In future, this research can be extended in the following way: since this work has done with 10 factories with 60 employee and 10 questions. The factory and employee are selected on convenience sampling basis and all factories are situated near Dhaka city. In order to get the get more clear idea, the number of factory and employees should be increased and selection must be made from across the country. 5 point questionnaire (Likart scale based) is an excellent method but more number of questions can be asked to get better result.

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Appendix I

SI	Factory Name	Employee Name	Designation	SI	Factory Name	Employee Name	Designation
1	Apex Holdings Ltd	Golam Mostafa	Production Director	31	Intraco Design Ltd.	Shimul Isalm	Sr. Mercht.
2	Apex Holdings Ltd	Firoz Ahmed	Sr.Executive(HR)	32	Intraco Design Ltd.	Shihab Islam	Sr. Merchandiser
3	Apex Holdings Ltd	Selim Reza	Sr. Mercht.	33	Intraco Design Ltd.	Md. Iftekhairul Alam	Sample Manager
4	Apex Holdings Ltd	Mafuz	Lab Operator	34	Intraco Design Ltd.	M.M. Jaman Ahmed	Lab Operator
5	Apex Holdings Ltd	Abdullah Jubayer	Sewing Room Helper	35	Intraco Design Ltd.	Md. Shawon	Sewing Room Helper
6	Apex Holdings Ltd	Shahabuddin	Sewing Operator	36	Intraco Design Ltd.	Pollob Saha	Sewing Operator
7	Debonair Ltd.	Aminur Rashid	Sr. Merchandiser	37	Interstoff Apparels Ltd	Youyun Pagel	Sr. Mercht.
8	Debonair Ltd.	Abdullah Mia	Sr. Merchandiser	38	Interstoff Apparels Ltd	Ibrahim	Sr. Merchandiser
9	Debonair Ltd.	Md. Amin	Sr. Merchandiser	39	Interstoff Apparels Ltd	Ashiqur Rahman	Sample Manager
10	Debonair Ltd.	Salman Farsi	Dyeing M/c Operator	40	Interstoff Apparels Ltd	Sohan Bhuiyan	Lab Operator
11	Debonair Ltd.	Nur Islam	Store Keeper	41	Interstoff Apparels Ltd	Sharif Kamal	Sewing Room Helper
12	Debonair Ltd.	Imran Hosen	QC Assistant	42	Interstoff Apparels Ltd	Nazmul Islam	Sewing Operator
13	Deco Grp	Adnan Ahmed	Sr. Mercht.	43	Mondol Group	Delowar Hossain	Production Director
14	Deco Grp	Monirul Islam	Sr. Merchandiser	44	Mondol Group	Delowar Hossen	Sr.Executive (HR)
15	Deco Grp	Md. Saiful Islam	Sample Manager	45	Mondol Group	Shojib Hossain	Sr. Mercht.

16	Deco Grp	Saiful Khandakar	Lab Operator	46	Mondol Group	Engr. Mazharul Islam	Dyeing M/c Operator
17	Deco Grp	Al Azad Tihar	Sewing Room Helper	47	Mondol Group	Ammar Abdullah	Store Keeper
18	Deco Grp	Asad Hosen	Sewing Operator	48	Mondol Group	Md. Ammar	QC Assistant
19	Fakir Fashion	Satish Gosh	Sr. Executive IE	49	Patriot Eco Apparels Ltd.	Mahamudul	Production Director
20	Fakir Fashion	Saddam Hossain	Sr. Executive IE	50	Patriot Eco Apparels Ltd.	Mabub	Sr.Executive (HR)
21	Fakir Fashion	Mst. Halima Khatun	Manager Merchandising(Kid)	51	Patriot Eco Apparels Ltd.	Sakil Ahmed	Sr. Mercht.
22	Fakir Fashion	Mahfuz	Dyeing M/c Operator	52	Patriot Eco Apparels Ltd.	Md. Limon Islam	Dyeing M/c Operator
23	Fakir Fashion	Rafiq Siddiki	Store Keeper	53	Patriot Eco Apparels Ltd.	Md. Jubaer	Store Keeper
24	Fakir Fashion	Md. Abdur Rahim	QC Assistant	54	Patriot Eco Apparels Ltd.	Jabir Talat	QC Assistant
25	Golden Times Apparel	Salma Begum	Team Leader, Merchandiser	55	Hamim Grp	Sarowar Hossain	Production Director
26	Golden Times Apparel	Fatema Kanij	Team Leader, Merchandiser	56	Hamim Grp	Apon Mia	Sr.Executive (HR)
27	Golden Times Apparel	Md. Humayun Kabir Suman	Merchandiser	57	Hamim Grp	Mir Joaber	Sr. Mercht.
28	Golden Times Apparel	Md. Harun or Rashid	Dyeing M/c Operator	58	Hamim Grp	Tania Akter	Lab Operator
29	Golden Times Apparel	Choyon Kumar Roy	Store Keeper	59	Hamim Grp	Nur-A-Alam	Sewing Room Helper
30	Golden Times Apparel	Amit Roy	QC Assistant	60	Hamim Grp	Imran Hasan	Sewing Operator

Appendix II


```
**syntax created by how2stats
**This syntax performs a one sample z-test in SPSS
**Simply enter the four relevant values in the line below underneath the 'begin data' command
**The first number is the sample size (35), the second number is the sample mean (105),
**the third number is the population mean (100)
**and the fourth number is the population standard deviation (15)
**Replace the four values below with your own.
**The p value that is reported is based on a two-tailed test.
**To obtain the one-tailed p value, simply divide the two-tailed p value by 2.
**As an extra, this syntax also calcuates Cohen's d as estimate of effect size.

data list list / n sample_mean population_mean population_sd.
begin data
                          60          3.457                    3            0.55736
end data.


Compute mean_difference = sample_mean - population_mean.
Compute square_root_n =SQRT(n).
Compute standard_difference = population_sd/square_root_n.
Compute z_statistic = mean_difference/standard_difference.
Compute chi_square = z_statistic*z_statistic.
Compute p_value = SIG.CHISQ(chi_square, 1).
Compute cohens_d = mean_difference/population_sd.
EXECUTE.
Formats z_statistic p_value cohens_d (f8.5).
```

58