

A Survey on the Factors Affecting Employee Turnover in the Readymade Garments of Bangladesh

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Abstract

As an emerging and potential sector, RMG plays significant role in the development and sustainability of the economic sector of Bangladesh, which has been led by millions of manpower. This huge number of manpower is the driving force of this sectors in terms of productivity and hence in the achievement of the organizational goal. But now-a-days, it has been a significant challenge for any organization to retain their employee at work. Employee retention in the organization has become a baffling complication for all types of organization. Inadequate wage, violence in the workplace, safety issues of the workplace, unwilling overtime and not getting sufficient paid for overtime, lack of motivation, long working hours and night shift, not getting appreciation for their contribution, irregular increments and promotion, job insecurity and less scope for self-skill development are some leading reasons for the employee dissatisfaction which results in employee turnover. The survey we used selected questionnaires in order to find out the reasons for employee turnover. The results showed great impact of those facts on the job satisfaction, motivation and performance of the employee in the workplace. When the authorities concern and reflect on their needs, keep the employee more motivated and inspired, acknowledged their contribution in the workplace, then the employees are found to have positive attitude toward the organization and are more likely to stay in the organization.

Index terms— readymade garment, employee, employee satisfaction, employee turnover, employee retention.

1 Introduction

Bangladesh is a developing country with great potential in the textile sectors. The textile and clothing industries is the most significant source in the vastly growing economy of Bangladesh. Exporting of textiles and ready-made garments (RMGs) is the principal source of foreign currency. According to the World Trade Organization (WTO), by 2002 exports of textiles, clothing, and ready-made garments (RMGs) accounted for 77% of Bangladesh's total merchandise exports [1].

In 1972, the World Bank approximated the gross domestic product (GDP) of Bangladesh at USD 6.29 billion, in 2014, the GDP stood at USD 173.82 billion. In the last four decades the exporting grown by almost 27 times. Bangladesh's exports industry alone comprised USD 31.2 billion in FY 2014-15. Ready-made garments (RMGs) contribute 81.69% of it. After China, Bangladesh now holds the 2nd place in producing garments. It is expected that by the next five years, Bangladesh will become the largest ready-made garments manufacturer [2]. The value of global garment industry is over \$1 trillion. Every year Bangladesh's garment industry fetches in revenue that worth \$22 billion dollars approximately. Ready-made garments (RMGs) already been come out as the biggest earner of foreign exchange. RMGs are the finished textile product from clothing factories and the Bangladeshi RMG sector is one of the fastest growing sectors in the Bangladeshi economy, with a growth rate of 55% from 2002 to 2012 [3]. This sector contributed significantly to the GDP of Bangladesh Productivity, profitability, employee

satisfaction and various internal and external operating environment factors must be considered to withstand the potential . Along with this significant contribution to the economy it also provides employment to around 4.2 million of workers, mainly women from low income families. In 2012 Bangladesh's garment exports -mainly to the US and Europe -made up nearly 80% of the country's export income [4] among which the RMG industry represented 81.13% of Bangladesh's total export in 2014 [5] . With a population of about 170 million people the Bangladeshi garment sector employs approximately 3.5 million workers. Bangladesh is the second largest apparel manufacturer behind only China. There are over 5,000 garment factories in Bangladesh, employing approximately 4 million workers a year. and competitive global market. Along with this rising potential business of RMG sector, management of employees is one of the challenging practice for the human resource department of the respective organizations. Productivity and profitability, discipline of the sectors is highly related with employee satisfaction. This highly potential RMGs sectors of Bangladesh always been rattled with disputes and violent protest by the workers in recent time. Low wages, unsafe working environment, workers health, ergonomic hazards, chemical hazards, frequent accidents in the various factories and various other crisis are prone to employee turnover in the RMGs sectors of Bangladesh. Employee turnover reflects directly on the efficiency, productivity, profitability working environment of a factories.

The high probability of workers leaving is a key driver of low efficiency and leads to widespread refusals by factories to invest in the training of workers or creating a more safest environment. As the RMGs sector plays significant role in the growing economy of Bangladesh, retention of employees is of vital importance to maintain the harmony of this sectors. Many psychological and management strategy regarding the types of job content which is intrinsically satisfying to employees and which, in turn, should minimize external voluntary turnover. Business is about people. Therefore, it is vital to find out what motivates them, what inspires them, what incentivizes them, what satisfy them. There is a rapid growth of industrialization in Bangladesh. Most of the manufacturing companies in Bangladesh are labor-intensive, particularly the readymade garment (RMG) industry [9] . Therefore, the practice of human resource management (HRM) is of vital factor in labor intensive industry like RMG. Employees and technology are the backbone of any organization. Human resource management (HRM) plays important role by dealing with peoples working in an organization. HRM deals it by designing and coordinating various employee management activities [10] .

2 a) Research Objectives

This study involves the assessment of the impact of the various factors affecting on employee turnover, performance of employees and employee retention. The general objectives of this study are: 1. Finding out the possible reasons for employee turnover. 2. Assessment of the impact of those factors on the employee performance. 3. Assessment of the impact of those factors on employee retention. 4. Finding out the possible problems regarding employee turnover and minimizing the problems associated with employee turnover and retention.

In this survey we aimed to find out the plausible reason for employee turnover in the RMG sectors and impact of those factors on employee turnover and retention in the RMG sectors.

3 II.

4 Literature Review

As a developing and emerging country, reduction of employee turnover and retention of employees are of the most significant practice for the highly potential RMGs sector of Bangladesh. Employee turnover is a significant drawback for this potential sector. Over the decade comparatively no significant researches have been performed to justify the worker's work satisfaction in the RMG sector in developing countries like Bangladesh. Worker performance and productivity is significantly dependent of their satisfaction. Adoption and implementation of properly organized supervision could be a significant factor between workers and its satisfactions. The significant reasons are insufficient wage, unprivileged benefits, pitiful communication, harsh work environment, insufficient motivation of the worker, lack of sufficient acknowledgement of their efforts, lack of fair attitude towards them, deficiency of job security, limited opportunities, better scope elsewhere, lack of interesting in work, lack of appreciation of their efforts, lack of appropriate practice of HRM, unable to adjust with organizational decorum, external factors, discrimination at work. All these reasons lead to the dissatisfaction of the employee towards the job and institutions.

Hossan, et.al defined worker satisfaction as workers overall effective state of mind resulting from an approval of all aspects of his work [6] . When their expectations are being monitored and fulfilled their performance enhance statistically significantly. The attitude, responsibilities and roles of the workers towards work is a reflection of job satisfaction. Higher the satisfaction of the workers always exhibits positive attitude and responsibilities towards work and are less prone to turnover and vice versa [7] . In order to anticipate strongly organized and strong management team for long term results proper incentives should be given according to the goals of business [8] . The retention of employees could be more effective with the implementation of the career development plan for the employees by the organizations. These career development opportunities play significant role in preventing employees from leaving the organization and results in increasing the loyalty of the workers towards the organizations [9] .An extensive study was conducted by Walton in which he has found and stated

the reasons to be considered in order to understand about employee demands from the institutions are adequate and fair compensation, safe and healthy working Global Journal of Researches in Engineering () Volume XVIII Issue I Version I conditions, development of human competencies, growth and security, social integration for understanding quality of work life ??10] .Ahmed and Hossain studied and stated that there is no significant safety observation has been conducted in the organizations, no significant investigation or veritable policy adopted by the RMGs owners. There is also lack of proper supervision regarding safety issues by the authorities responsible for safety work environment ??11] . Many buildings have been converted and used as factories due to the significant expansion of the Readymade Garments (RMG) industry which were actually built for various other purposes rather than industry/factories. Random installation of factories and conversions of other buildings into garment factories most often performed as shortly as possible in the inexpensive way. This resulting in obliteration of safety issues like electrical circuits, unstable buildings, inadequate escape routes and unsafe equipment ??12] . Sufficient compensation, regular promotion and performance acknowledgement and evaluation impart positive impact on employee performance which deals with overall organizational performance ??13] . Financial solvency and social status are being found to influence directly on the employee performance in labor intensive manufacturing industry. Proper HR practices in the respective organization significantly regulate employee's behavior and bring out positive attitudes towards organization which in turn helps in attaining organizational goals with reference to the Bangladesh with lower per capita income ??14] .

Organizational success is dependent on the proper HRM practice. The ability of individual can be significantly influenced by managers by motivating them. Retention of employees is very much important for the organizational goals. As a labor-intensive sector, the success of this sector is very much dependent on the satisfaction of the employee.

5 III.

6 Research Methodology

This study is based on surveying the employees using different questionnaires to the workers working in different RMG factories.

7 Research Scheme

The scheme of this study is to collect data and explain the phenomena include. In this study both primary and secondary sources have been exploited to gather data. Various questionnaires which have exploited on the workers is the primary data source. Various text books, journals, published research and online references and report were the secondary data sources for this survey.

8 b) Target Population and Sample Size

The target population were the permanent workers in the various RMG industries. The study is a representation of the entire RMG sectors in Bangladesh. About 120 were selected randomly from various industries for this survey which includes workers of different age, experience and levels among which there were 80 males and 40 female workers.

9 c) Data Collection Tools and Analysis Technique

Questionnaires were the main instrument for data collection for this survey study. Questionnaire was used for collecting responses from the sample selected for the study. Basic simple analytical tools were used in the analysis the collected data. The collected data has been processed by using word processing software (MS Word). The collected data are represented in different analytical pie charts using percentage method.

IV.

10 Results and Discussion

We have taken ten parameters for our analysis and representation of the survey results. The scale of response on the questionnaire was from strongly agree, agree, neutral, disagree to strongly disagree which have been represented using pie chart.

11 a) Wages

Salary provide by the organization is sufficient and compensate with my work. Strongly agree-0%, Agree-11%, Neutral-28%, Disagree-45%, Strongly disagree-16%.

b) Acknowledgement of their work/Rewards of their effort I am rewarded (monetarily and non-monetarily) for my good performance. Strongly agree-8%, Agree-22%, Neutral-30%, Disagree-35%, Strongly disagree-5%.

12 c) Motivation

I am motivated and inspired well by the management. Strongly agree-15%, Agree-40%, Neutral-25%, Disagree-14%, Strongly disagree-6%.

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13 d) Working Environment

My working environment is friendly and supportive. Strongly agree-9%, Agree-20%, Neutral-17%, Disagree-40%, Strongly disagree-14%.

14 e) Safety Issues

My work place is safe and the safety issue is monitored and regulated by the authority regularly following safety rules and regulations. Strongly agree-10%, Agree-21%, Neutral-12%, Disagree-49%, Strongly disagree-8%.

15 f) Management Behavior

I am satisfied with the management's behavior of my organization. Strongly agree-20%, Agree-39%, Neutral-10%, Disagree-23%, Strongly disagree-8%.

16 g) Increment and Promotion

I am rewarded by regular increment and promoted accordingly. Strongly agree-12%, Agree-23%, Neutral-8%, Disagree-45%, Strongly disagree-12%.

17 h) Job Security

I am concern about the security of my job and until get a secure job I am likely to find other jobs. Strongly agree-30%, Agree-45%, Neutral-13%, Disagree-10%, Strongly disagree-2%.

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19 j) Overtime and Payment for Overtime

I have paid accordingly with the overtime. Strongly agree-9%, Agree-25%, Neutral-10%, Disagree-46%, Strongly disagree-10%.

V.

20 Conclusion

In order to accomplish the organizational goals, it is very much significant for the organization to retain the employees. Employees are the backbone of the production industries. Therefore, their retention is significantly influence the organizational goals. As an emerging sector of our country all the authorities should pay close attention to readymade garments to understand the factors which are influencing the workers. They should pay more attention on the workers satisfaction, find out their problems and try to minimize them, they should consider about rewarding them for their contribution and they should also let the workers participate in sharing their view regarding the organization. Try to solve wages dilemma, keep eye on the sanitary working environment, work place safety issues etc. Overlooking these will led to the less working efficiency of the workers. Regular wages and occasional bonus and also profit sharing to the employees, fair and regular increment policy, appropriate promotional policy could be significant source of competitive benefits for any organization from our view point. This could help them in retaining their best talent with them for their long run success.

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38 Think like evaluators:

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47 APPROACH:

39 Ask your guides:

40 Informal Guidelines of Research Paper Writing

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54 Approach:

It is embarrassing to use vigorous voice when documenting methods without using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result, when writing up the methods, most authors use third person passive voice.

Use standard style in this and every other part of the paper-avoid familiar lists, and use full sentences.

55 What to keep away from:

o Resources and methods are not a set of information. o Skip all descriptive information and surroundings-save it for the argument. o Leave out information that is immaterial to a third party.

59 FIGURES AND TABLES:

56 Results:

The principle of a results segment is to present and demonstrate your conclusion. Create this part as entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Use statistics and tables, if suitable, to present consequences most efficiently. You must clearly differentiate material which would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matters should not be submitted at all except if requested by the instructor.

57 Content

58 Approach:

As always, use past tense when you submit your results, and put the whole thing in a reasonable order.

Put figures and tables, appropriately numbered, in order at the end of the report.

If you desire, you may place your figures and tables properly within the text of your results section.

59 Figures and tables:

If you put figures and tables at the end of some details, make certain that they are visibly distinguished from any attached appendix materials, such as raw facts. Whatever the position, each table must be titled, numbered one after the other, and include a heading. All figures and tables must be divided from the text.



Figure 1:



Figure 2:



Figure 3:

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³? The professional accredited with Fellow honor, is entitled to various benefits viz. name, fame, honor, regular flow of income, secured bright future, social status etc.© Copyright by Global Journals

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Figure 4:



Figure 5:

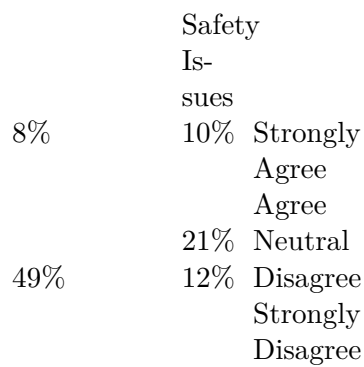
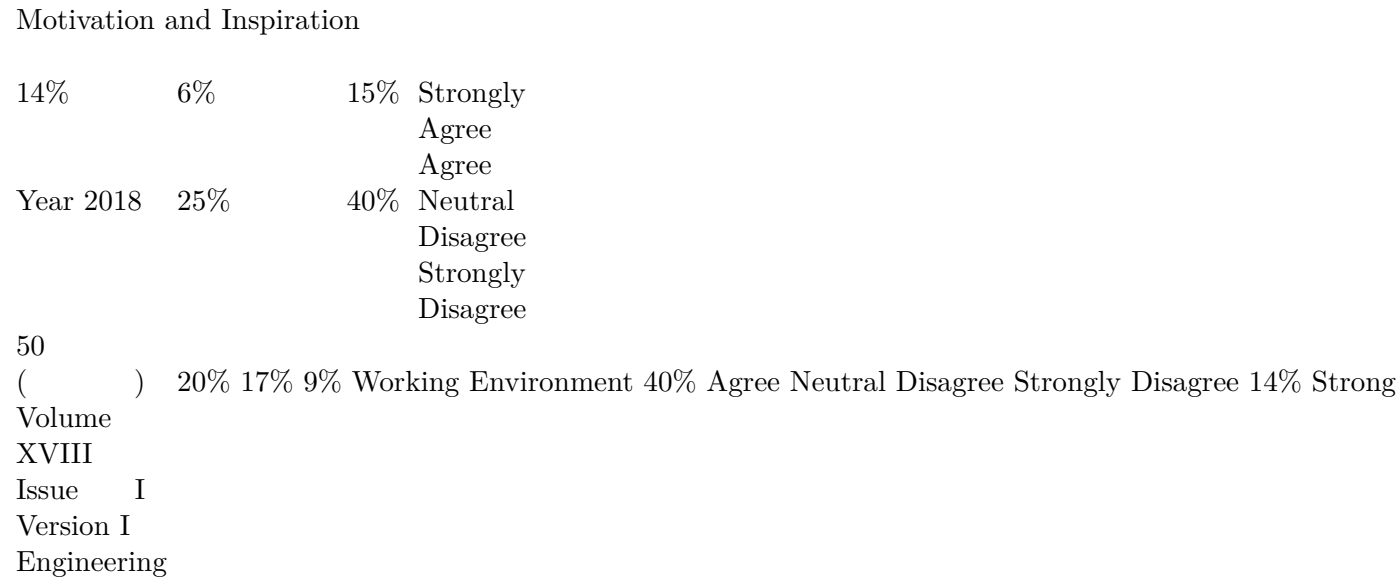


Figure 6: J

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 Global Journals Guidelines Handbook 2018 12% 28% 9% 41% Management Practices
 on Organisation Skill Development Opportunity Strongly Agree Agree Neutral
 Disagree Strongly Disagree 9% 25% 10% 46% 10% Overtime and Overtime
 Payment Strongly Agree Agree Neutral Disagree Strongly Disagree Performance:
 Global Journal of Researches in Engineering 52 Year 2018 J () Volume XVIII
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[Note: Management Practices on Turnover, Productivity and Corporate Financial Performance. Academy of
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Figure 7:

? Printed material	
? Graphic representations	
? Computer programs	
? Electronic material	
? Any other original work	
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Figure 8:

21. Adding unnecessary information:

[Note: 4. Use of computer is recommended:5. Use the internet for help:]

Figure 9:

Title page:
 Abstract:

Figure 10:

What to stay away from:
o

Figure 11: :

.1 Structure and Format of Manuscript

The recommended size of an original research paper is under 15,000 words and review papers under 7,000 words. Research articles should be less than 10,000 words. Research papers are usually longer than review papers. Review papers are reports of significant research (typically less than 7,000 words, including tables, figures, and references). A research paper must include: a) A title which should be relevant to the theme of the paper. b) A summary, known as an abstract (less than 150 words), containing the major results and conclusions. c) Up to 10 keywords that precisely identify the paper's subject, purpose, and focus. d) An introduction, giving fundamental background objectives. e) Resources and techniques with sufficient complete experimental details (wherever possible by reference) to permit repetition, sources of information must be given, and numerical methods must be specified by reference. f) Results which should be presented concisely by well-designed tables and figures. g) Suitable statistical data should also be given. h) All data must have been gathered with attention to numerical detail in the planning stage.

Design has been recognized to be essential to experiments for a considerable time, and the editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned unrefereed. i) Discussion should cover implications and consequences and not just recapitulate the results; conclusions should also be summarized. j) There should be brief acknowledgments. k) There ought to be references in the conventional format. Global Journals recommends APA format.

Authors should carefully consider the preparation of papers to ensure that they communicate effectively. Papers are much more likely to be accepted if they are carefully designed and laid out, contain few or no errors, are summarizing, and follow instructions. They will also be published with much fewer delays than those that require much technical and editorial correction.

The Editorial Board reserves the right to make literary corrections and suggestions to improve brevity.

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.3 X | Guidelines Handbook

.4 Format Structure

It is necessary that authors take care in submitting a manuscript that is written in simple language and adheres to published guidelines.

.5 All manuscripts submitted to Global Journals should include:

.6 Title

The title page must carry an informative title that reflects the content, a running title (less than 45 characters together with spaces), names of the authors and co-authors, and the place(s) where the work was carried out.

.7 Author details

The full postal address of any related author(s) must be specified.

.8 Abstract

The abstract is the foundation of the research paper. It should be clear and concise and must contain the objective of the paper and inferences drawn. It is advised to not include big mathematical equations or complicated jargon.

Many researchers searching for information online will use search engines such as Google, Yahoo or others. By optimizing your paper for search engines, you will amplify the chance of someone finding it. In turn, this will make it more likely to be viewed and cited in further works. Global Journals has compiled these guidelines to facilitate you to maximize the webfriendliness of the most public part of your paper.

.9 Keywords

A major lynchpin of research work for the writing of research papers is the keyword search, which one will employ to find both library and internet resources. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining, and indexing.

One must be persistent and creative in using keywords. An effective keyword search requires a strategy: planning of a list of possible keywords and phrases to try.

Choice of the main keywords is the first tool of writing a research paper. Research paper writing is an art. Keyword search should be as strategic as possible.

One should start brainstorming lists of potential keywords before even beginning searching. Think about the most important concepts related to research work. Ask, "What words would a source have to include to be truly valuable in a research paper?" Then consider synonyms for the important words.

It may take the discovery of only one important paper to steer in the right keyword direction because, in most databases, the keywords under which a research paper is abstracted are listed with the paper.

.10 Numerical Methods

Numerical methods used should be transparent and, where appropriate, supported by references.

.11 Abbreviations

Authors must list all the abbreviations used in the paper at the end of the paper or in a separate table before using them.

.12 Formulas and equations

Authors are advised to submit any mathematical equation using either MathJax, KaTeX, or LaTeX, or in a very high-quality image.

.13 Tables, Figures, and Figure Legends

Tables: Tables should be cautiously designed, uncrowned, and include only essential data. Each must have an Arabic number, e.g., Table ??, a self-explanatory caption, and be on a separate sheet. Authors must submit tables in an editable format and not as images. References to these tables (if any) must be mentioned accurately.

.14 Discussion:

The discussion is expected to be the trickiest segment to write. A lot of papers submitted to the journal are discarded based on problems with the discussion. There is no rule for how long an argument should be.

Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully described.

Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact, you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved the prospect, and let it drop at that. Make a decision as to whether each premise is supported or discarded or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain." o You may propose future guidelines, such as how an experiment might be personalized to accomplish a new idea. o Give details of all of your remarks as much as possible, focusing on mechanisms. o Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted.

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