

# The Necessities of HR practices in RMG Sector of Bangladesh

**Sabbir Hassan Chowdhury**

Lecturer, Lecturer, Department of Business Administration, City University, Ahuliya, Savar, Dhaka, BANGLADESH

Corresponding Contact:

Email: [ratul\\_libra@hotmail.com](mailto:ratul_libra@hotmail.com)

Cell Phone: +88 01711 395499

## ABSTRACT

This study will be performed to find out whether the RMG sectors in Bangladesh are practicing the right process of HR functions and whether this sector is considering HR as an integral part of its business. Simple Random Sampling Method is applied in this study. The study will have both practical and academic value. It will lead anyone to get a clear idea about Human Resource Management Practices, its procedure and present scenario of RMG sector in comparison with BGMEA rules and regulations. This study will also focus on the issues of fraud and forgery in Human Resource Management Practices, and their guidelines in prevention. On the other hand the findings of the study will direct to think about appropriate actions and steps for the betterment of the existing practices.

**Keyword:** Training and development, Compensation, Forgery, Fraudulence.

## INTRODUCTION

The perfect coordination between theory and practice is of paramount importance in the context of the modern business world in order to resolve the dichotomy between the theoretical and practical areas. Any academic course of the study has a great value when it has particular application in the real life. Only theoretical knowledge bears little importance unless it is applicable to the practical life. When theoretical knowledge is obtained from a course study it is only the halfway of the subject matter. So we need proper application of our knowledge to get some benefits from our theoretical knowledge and to make it more fruitful.

The readymade garments (RMG) industry of Bangladesh is the most important export oriented industry of the country. In the beginning of the 1980s, Bangladesh's export stood at US\$0.9 billion, which increased to US\$1.8 billion in 1990, and then, to US\$6.5 billion a decade later. The annual average growth of real exports in 1980s was slightly higher than the real GDP rate of 3.4% (Bangladesh Bureau of Statistics, 2012). However, it was in the 1990s when the country's growth rate of real exports went at a faster pace: 12.5% as against the real GDP growth rate of 4.8%. The increasing share of RMG exports drove such a growth of export and increasing share of export in GDP in the total export. In 1985, the RMG export constituted only about 12% and increased to an average of 65% in the 90s. In 2012, the sector directly

employed 1.5 million people out of which 80% was female (Rashid, 2013; Siddiqi, 2012). There are 1.9 million people are working in the garments sector of our country (Shaptahik, 2012). The garments sector contributes 76% of export commodity of our country. The country's export earnings from the apparel and fabrics sector, now at \$10 billion account for 5% of the \$2000 billion Global apparel market, said the BGMEA leaders(22-01-2011, the daily star).Albeit Bangladesh is a developing country, its industrial sector is growing day by day. And garments Industry contributes largely to the economy of Bangladesh through exporting.

## STATEMENT OF THE PROBLEM

The report has been titled as "The Research on the Necessities of HR practices in the RMG sector of Bangladesh". The research paper mainly synthesizes the overall idea about HRM Practices of Garments factories according to the BGMEA. It also describes various sorts of fraud and forgeries in relation with HRM Practices. In this regard organization employees' survey, workers survey, sector wise analysis are conducted. Finally some remedial measures have been suggested too.

## OBJECTIVES OF THE STUDY

The following objective of this paper:

- To understand and analyze HRM Practices of RMG sectors of Bangladesh.
- To find out the pitfalls or problems associated with HRM Practices
- To suggest the ways and means for improvement in policy and techniques in the field of fraud and forgery

## JUSTIFICATION OF THE STUDY

The study will have both practical and academic value. It will lead anyone to get a clear idea about Human Resource Management Practices, its procedure and present scenario of BHT Garments Ltd., with two other garments in comparison with BGMEA rules and regulations. The report also focuses on the issue of fraud and forgery in Human Resource Management Practices, and their guidelines in prevention. On the other hand the findings of the study will direct to think about appropriate actions and steps for the betterment of the existing practice. Garments Industries are growing gradually in Bangladesh. There are many garments organizations are operating their factories at several districts of Bangladesh. I have been assigned in BHT Garments Ltd. and it has given me the scope to be familiar with the Garments Industries' environment for the first time indeed. I worked with BHT Garments Ltd. at two factories as Mirpur-1 and Mirpur-2. And I took interview of 50 workers and employees. Thus I had gathered experiences by working at different factories and units of BHT Garments Ltd. The area of concentration of this report is confined in investigating different aspects of the Human Resource Management (HRM) Practices of BHT Garments Ltd. according to the BGMEA. In fact, this report is on HRM, especially on Job analysis, HR planning, Recruitment and Selection of the employees, Training and Development, Compensation, and Promotion. Theory and application did become a reality.

## METHODOLOGY

Every research work requires its methodology without which any research will not be scientific and successful. Methodology is a system of explicit rules and procedures upon which research is based and against which claims for knowledge are evaluated. As methodology is generally concerned with data generation data presentation, data analysis following rules and methods are followed to ease the data collection procedure.

### Target Group

To gather the required information I have contacted with head office and factories' managers and taken interviews of their employees and workers particularly who work in several units of a factory. And I have taken into account 50 workers with employees of only these two factories and head office randomly as sample for data collection.

### Sampling Design

The sample space projected for this report was 780 and 50 respondents constitutes the sample size. The respondents as of the sample size were the employees and workers of BHT Garments Ltd. For clarification it is mentioned that "Simple Random Sampling Method" is applied. In this research it has chosen 50 as sample size out of 780 employees and workers from two factories and head office. So the sample size 50 will be the maximum potential. It will help me to find out and solve the problem practically.

### Source of Information

I have used the observational approach and interview approach as the primary sources of information for collecting our required data. A questionnaire is prepared to find out the Human Resource Management Practices in BHT Garments Ltd.

### Data Analysis

At each stage of survey, data is checked, edited & coded. By using Statistical techniques, data is summarized to find out expected result and presented that by graphical presentation. Data from various sources is coded entered into database system using Statistical Product and Service Solution (SPSS) and Microsoft Excel Software. Preliminary data sheets are compared with original coding sheets to ensure the accuracy of data entered.

## ANALYSIS THE RESULT

### Descriptive Statistic

**Table-1: Descriptive Statistics**

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
You are satisfied with your current job	50	1	4	5	4.06	.240	.058
BHT Garments Ltd is best place for job	50	4	1	5	3.28	1.179	1.389
Management of BHT Garments Ltd. is good	50	2	3	5	4.04	.450	.202
BHT Garments Ltd's recruitment and selection is fair	50	3	2	5	3.78	.840	.706
Management always motivates employees	50	3	2	5	3.80	.782	.612
Existing rules and regulations are equally followed by all	50	3	2	5	3.66	.939	.882
Training programs are arranged frequently for improving efficiency	50	4	1	5	2.40	1.030	1.061

Training has resulted improved efficiency compare to pre-training phase	50	3	1	4	2.34	.688	.474
Job stress in BHT garments Ltd is very high	50	3	2	5	3.70	.974	.949
Job security is high in BHT Garments Ltd	50	1	1	2	1.80	.404	.163
Compensation which is being given are satisfactory or Your organization provides fair wages and salary	50	1	4	5	4.16	.370	.137
Working environment is healthy and safety	50	1	4	5	4.10	.303	.092
Promotions are fairly administered consistently	50	0	4	4	4.00	.000	.000
Management appreciates your consultative role	50	1	2	3	2.80	.404	.163

### Management appreciates your consultative role

**Table-2:** Management appreciates your consultative role

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	6	12	12	12
Undecided	5	10	10	22
Strongly agree	8	16	16	38
Agree	13	26	26	64
Strongly disagree	18	36	36	100
Total	50	100.0	100.0	

From the above table-2: it can be depicted that 26% employees agreed that management regularly appreciates their consultative role but on the other hand it's also been noticed that 10% incumbents were in neutral position to give their opinion. However 16% employees strongly agreed that management appreciates their consultative role, on the other hand 12% incumbents disagreed with above mentioned information while a large percentage which is 36% people strongly disagreed about the statement which is management appreciates the consultative role. However this scenario suggests that the organization is not appreciative regarding employee participation which will become a hindrance to create a sense of ownership in the mind of the employees.

### Promotions are fairly administered consistently

**Table-3:** Promotions are fairly administered consistently

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	15	30	30	30
Strongly agree	5	10	10	40
Undecided	10	20	20	60

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	8	16	16	76
Disagree	12	24	24	100

Table-3 shows that 30% employees believes that promotions are taking place fairly at a consistently basis in opposition to only 10% incumbents are very satisfied with the promotion policy of the organization. Accordingly 20% respondents kept their opinion as undecided consequently 16% employees felt that promotions are not taking place perfectly as they have cited strongly disagree about the statement. However 24% incumbents felt disagree with the statement. Since most of the employees are unhappy regarding the promotion strategy which suggest that BHT's promotion policy is not good enough to retain competent people.

### Working environment is healthy and safety

**Table-4:** Working environment is healthy and safety

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	15	30	30	30
Agree	25	50	50	80
Disagree	7	14	14	94
Strongly disagree	3	6	6	100
Total	50	100.0	100.0	

Table-4 represents the information about the working environment of the organization. According to the information it can be summarized that 30% respondents highly agreed that their working environment is healthy and safety but on the other part of the corner we have also noticed that 50% of the employees declared that they were somewhat agree regarding the working environment of the organization is healthy and safety. Nevertheless 14% respondents disagreed that the working condition is not healthy and safety, in the same way 6% employees strongly disagreed about the above statement. However this information unleashes the fact that employees are positively satisfied regarding their work environment as the percentage in the agree side is much higher.

### Your organization provides fair wages and salary

**Table-5:** Your organization provides fair wages and salary

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	5	10	10	10
Agree	25	50	50	60
Disagree Strongly	10	20	20	80
disagree	10	20	20	100

Table-5: If I want to discuss about the fair wages and salary of the BHT garments Ltd then it resemblance that 10% of the employee were very much happy with the salary structure in contrast to 50% respondents submitted their opinion by stating their agree salary and wages are fair. However 20% people were reluctant to give their opinion where as 20 % people declared that they are not happy with the existing salary and wages policy. The ultimate vintage of this information is that a little more than half of the total employee is happy or satisfied with the overall salary and wages structure but rest of them were either unhappy or not satisfied with the compensation package.

### Job security is high in BHT Garments Ltd

**Table-6:** Job security is high in BHT Garments Ltd

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	20	40	40	40
Agree	8	16	16	56
Undecided	7	14	14	70
disagree	15	30	30	100
Total	50	100.0	100.0	

It can be interpreted from the above table-6.6: that 40% employees do not believe that job security is high in BHT garments Ltd whereas only 16% incumbents agree that BHT's job security is high. Similar to 14% respondents were undecided during their interviews to give their opinion in contrast to 30% people gave negative remark about the job security of the BHT garments Ltd. It can be concluded that more than 70% people are unhappy about the job security in the BHT garments Ltd which is not a good sign for an organization to run competitively.

### Job stress in BHT garments Ltd is very high

**Table-6.7:** Job stress in BHT garments Ltd is very high

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	7	14.0	14.0	14.0
disagree	11	22.0	22.0	36.0
agree	32	64.0	64.0	100.0
Total	50	100.0	100.0	

It can be depicted from the above table-6.7: that 32% employees agree that job stress is high in BHT garments Ltd in contrast to only 14% incumbents strongly agree that job stress exist high in the organization. However 22% people believe that job stress is not so high in the BHT garments Ltd. The ultimate conclusion that we can make which is BHT is clearly carrying a highly job stress organization image within the organization image.

### Training has resulted improved efficiency compare to pre-training phase

**Table-6.8:** Training has resulted improved efficiency compare to pre-training phase

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	1	2.0	2.0	2.0
Agree	5	10.0	10.0	12.0
Undecided	8	16.0	16.0	28.0
Disagree	36	72.0	72.0	100.0
Total	50	100.0	100.0	

The above table-6.8: represents that 10% people agrees that training has resulted increased efficiency to the employees performance but differ from only 2% incumbents strongly disagreed with the statement that training has resulted no efficiency for the employees. Never the less 16% employees were undecided about their opinion whereas a large number of employees shared that which is 72%, disagreed with the mentioned statement. It can be summarized that as only 10% agreed about the training efficiency but a mammoth number of people were unsatisfied which indicates that training was not done effectively, it may due to unskilled trainer who conducted the training program or the organization is not focused enough to get proper outcome from the training.

**Training programs are arranged frequently for improving efficiency****Table-6.9:** Training programs are arranged frequently for improving efficiency

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	3	6.0	6.0	6.0
Agree	4	8.0	8.0	14.0
Strongly disagree	7	14.0	14.0	28.0
Undecided	10	20.0	20.0	48.0
Disagree	26	52.0	52.0	100.0
Total	50	100.0	100.0	

The above table-6.9 represents the information that 52% employees disagreed about the statement which is training programs are arranged frequently for improving efficiency on the other hand 14% incumbents strongly disagreed about the arrangement of the training programs frequently for improving employees efficiency. It is also noted that 6% people strongly agreed about the efficiency of the arranging training programs by BHT whereas 20% respondents kept themselves way from giving their opinion. However it is crystal clear that employees are not happy with the training programs which are being arranged by the organization employee as it is not perfectly administered for the employee efficiency.

**Existing rules and regulations are equally followed by all****Table-6.10:** Existing rules and regulations are equally followed by all

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	7	14	14	14
disagree	25	50	50	64
Agree	8	16	16	80
Strongly Disagree	10	20	20	100
Total	50	100.0	100.0	

The above mentioned table-6.10 represents the information that 50% employees disagreed that existing rules and regulations are equally followed by all even though only 14% respondents strongly agreed that the rules and regulations are equally followed by all. Nevertheless 16% of the people which is slightly more than 14% agrees that rules and regulations are equally followed by all even though 20% people completely had an adverse opinion about the above mentioned statement. However the remaking factor is that as we have already noticed mostly employees are unhappy about following the rules and regulations equally which indeed suggest that the management is not strong enough to implement all those rules and policies among the all levels of employees equally.

**Management always motivates employees****Table-6.11:** Management always motivates employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	20	40	40	40
Strongly agree	4	8	8	48
Undecided	14	28	28	76
Agree	12	24	24	100.0
Total	50	100.0	100.0	

If we want to interpret the above table-6.11 then we can depict that a large number of employees which is 40% disagreed with the statement that management always motivates the employees instead only a nominal number of respondents which is 8% strongly agreed that management always motivates employees. In the same way 28% people kept way themselves to give their opinion about the above statement on the other hand 24% incumbents agreed that the motivation system by the management is appreciate able. From this we can deduce that the management of BHT is not good enough to motivate employees always as only 8% people agreed with the statement.

### BHT Garments Ltd's recruitment and selection is fair

**Table-6.12:** BHT Garments Ltd's recruitment and selection is fair

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	5	10	10	10
Disagree	20	40	40	50
Agree	15	30	30	80
Undecided	2	4	4	84
Strongly disagree	8	16	16	100
Total	50	100.0	100.0	

The aforementioned table-6.12 represents the information in sequence that 30% employees agreed that BHT's recruitment and selection is fair differ from 40% people which is a bit higher than 30% people disagreed with the issue of about the fairness of the BHT's selection and recruitment procedure . Still a little percent of people which is 10% strongly agreed that selection and recruitment is fair in BHT garments Ltd. But in contrast 16% incumbents completely disagreed with the statement that the recruitment and selection in BHT is fair. In addition a tiny percentage which is 4% people was undecided to give their opinion about the statement. From the above information it can be said that more than 50% people were dissatisfied about the BHT's recruitment and selection procedure which simply indicates that HR people are not playing effective role within the organization.

### Management of BHT Garments Ltd. is good

**Table-6.13:** Management of BHT Garments Ltd. is good

	Frequency	Percent	Valid Percent	Cumulative Percent
Undecided	1	2	2	2
strongly agree	6	12	12	14
Agree	20	40	40	54
Disagree	18	36	36	90
Strongly disagree	5	10	10	100
Total	50	100.0	100.0	

The above table-6.13 depicts 40% people agreed that management of BHT Garments Ltd is good whereas 36% incumbents also disagreed about the statement that BHT's management is good. Even though similar number of percentage of the respondents given their opinion as strongly agree and strongly disagree which is respectively 12% and 10% .Interestingly only 2% employees gave no responses about the statement. From this analysis it can be concluded that there is a mixed type of feelings in the mind of the employees regarding the activities of the management.



**BHT Garments Ltd is best place for job****Table-6.14:** BHT Garments Ltd is best place for job

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	9	18	18	18
strongly disagree	15	30	30	48
Undecided	8	16	16	64
Agree	18	36	36	100.0
Total	50	100.0	100.0	

From the above table-6.14 it can be infer that 18% employees strongly agreed that BHT is the best place for the job but on the other part of the corner 30% people strongly disagreed with the statement that BHT is the best place for the job. Nevertheless 36% incumbents posted their opinion positively regarding the statement , in contrast to 16% people claimed that they are not agree with the above mention statement. Now we can sum up by stating that here is also mixed behavior found among the employees regarding the statement which is BHT is the best place for the job. But one thing can be said that is employees do not conclusively thinks BHT is not the best place for the job as the overall agree percentage is higher than the disagree percentage.

**You are satisfied with your current job****Table-6.15:** You are satisfied with your current job

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	6	12	12	12
Agree	10	20	20	22
Disagree	15	30	30	52
Undecided	7	14	14	64
Strongly disagree	12	24	24	100
Total	50	100.0	100.0	

The above table-6.15 depicts that 20% employees were agreed that they are satisfied about their job where as 24% incumbents strongly disagreed about the aforementioned statement that they are not happy with their current job. Nevertheless only 12% employees strongly agreed that they are satisfied with the current job even though 30% people were disagreed about the above mentioned statement. However 14% incumbents avoided themselves to give their opinion . The overall scenario of this pie chart is the people those who are working at BHT are not satisfied as it can be judged from the above dates.

**FINDINGS**

The Garments Industry was established before three decades in our country. At the beginning of this Industry Human Resource Management (HRM) was not introduced clearly. With the passage of time the owners of the Garments Organizations become familiar with HRM practices and it plays an important role in organization development, growth of production and human resource development etc. The modern approach to supervision and HR Management engages more workers' intelligence, creativity, motivation and loyalty. It tends to reduce absenteeism and turnover, increasing productivity and problem solving ability. But it is matter of sorrow that all organizations do not follow the rules and regulations properly.

The actual scenario of Human Resource Management (HRM) of The Garments Industry particularly BHT Garments Ltd. is described below.

- At the beginning of this Industry Human Resource Management (HRM) was not introduced clearly but now it plays an important role.
- Now they try to do HRM practices but they do not follow properly.
- The recruitment and selection process is not so standard.
- In some cases rules and regulations are not performed by all .
- Compensation package covers minimum standard at mid and lower level but at top level it is standard.
- The employees do not get training facility but it is necessary to develop performance and productivity.
- The organization's attention is usually focused on the work to increase productivity. This is helpful to achieve the organizational goal.
- They always try to measure quantity with quality that is not standard.
- Less caring about their further career development
- Lack of adequate, update and accurate information from the management information department (MIS)
- The pay and promotion decision are made based on the seniority although it should be related with performance and sometimes it is not provided properly. And sometimes nepotism works behind it.
- Lack of job description and job analysis procedure for the personnel so that sometimes lower label workers cannot identify their specific tasks.
- All the departments have not enough modern facilities like-computer & other technologies.
- Most of the employees feel job stress that does not always ensure productivity.
- Generally the organization does not provide advertisement in the media source such as the daily newspapers & the internet.
- Most of the employees do not feel job securities.
- Working environment is good but few employees are with this environment.

Considering the overall situation it can be said that BHT Garments Ltd practice Human Resource Management (HRM) like other garment and does not follow up date Human Resource Management practices.

## RECOMMENDATIONS

The holy prophet Mohammed (SM) instructed all the unequivocal terms not only to give due recognition to the workers and laborers but also to ensure that the legitimate dues of a worker are paid even before the sweat on his brows dries up.

Day in and day out, the workers were deprived of the fruits of their labor. They toiled that another might enjoy. They "slaved" that another might be rich. They cannot ensure hand to mouth after doing hard work. There is no standard of living. Their children cannot achieve education and involve in child labor. They cannot get salary in time. But this situation has to be changed. Considering these some suggestions can be prescribed bellow:

- Minimum wages cannot ensure standard of living. So compensation should be increased.
- Ensure purchasing power parity (PPP) that is  $17.23 \times 30 \times 4.8 =$  taka 2481 per head. (Source: United nation report).
- No sexual harassment. Ensure good and comfortable work environment. No duty between 7 p.m. to 7 a.m. pays for overtime properly and timely. Increase salary relating with market price.

- Provide employment and recognition letter to all workers.
- Reduce discrimination in case of salary payment. According to CPD Report garments owner have earned 8.5% profit but paid workers only 1.5% which is beyond discrimination.
- Company should pay salary to all employees within the first week of the next month.
- Company should provide training facilities for all employees.
- No reduction in salary in case of late and should be allowed weekly holiday, sick leave with salary, and pregnancy leave with compensation. Understand the dignity of labor. Realize and appreciate the right and privileges of the workers. No threat to cut job.
- Employ worker according to Bangladesh Labor Law 2006.
- No duty more than 8 hours because labor movement had been going since 1886 for 8-hour day. Understand the significance of international Labor Day i.e. May day.
- Ensure weekly holiday and other leave according to Bangladesh Labor Law 2006.
- No obligation in case of trade union and collective bargaining.
- Strictly follows “owner-labor-government agreement” of 22 & 23rd May, 2006.
- Ensure minimum wages that must be adjusted with inflation, and increasing economic condition. Minimum wages should be taka at least 5000.
- Ensure safety and security of workplace.
- Behave as human being with the worker; not machine.
- Reduce labor dissatisfaction and job stress through good behavior and incentives.
- Discourage child and young labor.
- Company should provide transportation facilities for all employees. The worker should be more conscious about their rights and also the owner must fulfill and respect the employee’s right and choice.
- Must follow BGMEA & Government rules and regulation that is updated time to time.

## CONCLUSION

A vast portion of the population of our country suffers from the curse of unemployment. After independence, the disarray of the war-torn economy further intensified the poverty of the people. Having no scope for survival their sufferings increased day by day. In this critical situation, Garments Industries have appeared and sought to enlighten the hopes of the unemployed, poor and pro-poor of the country. They have played a vital role creating employment opportunity of the people through developing Industrial sector.

HRM system, working environment and working condition have been changed with the passage of time how it was started at first. The role of garments Industries among industrialization has been remarkable in recent years. Compliance Department is for implementing & follow-up the Local and International laws, to support the worker’s interest and right and buyer requirements. They do not have fully in house medical facility. The selection procedure of BHT Garments Ltd. includes: Preliminary reception; Employment test; Selection interview; Reference and Background check; Medical evaluation; and Hiring decision. Compensation system should be bias free. Men and women are doing the same job in the organization with the same rate of initial pay. Employer can pay more to senior workers who perform better. All forms of forced labor are prohibited and any contravention of this provision shall be an offence punishable in accordance with law. The company motivated its employees by giving both financial and non-financial means of motivation but it does not exist among all departments.

BHT Garments Ltd. Promoted employees on the basis of performance and skill but this scenario does not exist at every level. Departmental head promoted employees from one rank to another. Job satisfaction of the employees is not so high. The rate of employee

turnover is about 5-12%. BHT Garments Ltd. is 100% export oriented industrial organization. It tries to manage its activities following BGMEA rules properly. There is no great discrimination in case of employment. It always tries to inspire working skill of the workers but their practicing system is not perfect.

Organizational culture in garment industry is weak in nature. In fact, the workers do not get any kind of recognition or extra incentive against their outstanding performance in the production process. Rather the entrepreneur consumes about all the cream of outcome from the industry. The employees have no control over their work. They are bound to follow the process provided by the managers. Organizations provide no training to enhance the skill of the employees.

Economic development of a country basically depends on industry. Though Bangladesh is backward in industry nevertheless our garments industries are trying to develop industrial sector of our country and opens new door for industrialization in Bangladesh. It creates employment for millions of people. Our garments Industries contribute greatly for developing socio economic condition of our people. It also plays an important role for economy by earning foreign currency through export. Though it is a larger contributing sector of our economy, we find it very lower tolerances for their employees, so these things should be taken care of for the betterment of our RMG Industries productive development as well as their people's improvement of livelihood & increase efficiency & effectiveness.

Finally, each and every company in garments Industry should have proper and well planned HRM policies and their practices in their every functional level of operation. Then we can ensure the development of Garments Industry of our country.

## REFERENCE

- Abdurrouf, M.; Siddique, M. N. A. and Rahman, M.A.(2010) Good Corporate Governance Principles and Recommendations for Good Practices, Journal of Socioeconomic Research and Development, Volume 7 Issue 5(2010) pp. 970-974
- Ahmed, J. and Rouf, M.A.(2015) Controlled, Uncontrolled Communication, Brand Name and Brand Attitude: A Relational Study on Cellular Telecom Sector of Bangladesh, American Journal of Trade and Policy, Volume 2, Number 1/2015 (Issue 4),Pp.15-22
- Ahmed, K. H. (2002). Backward linkage to readymade garments: Bangladesh perspective. Dhaka: Academic Press and Publishers Limited.
- Akhtaruddin, M. and Rouf,M.A.(2012)Corporate Governance, Cultural Factors and Voluntary Disclosure: Evidence from Selected Companies in Bangladesh", Corporate Board: Role, Duties & Composition, Volume 8, Issue 1, 2012, pp.46-58
- Aktar, S., Islam, M., & Hossen, S. (2015). Human Resource Management Practices and Firms Performance in Bangladesh: An Empirical Study on Pharmaceutical Industry. *Asian Business Review*, 1(2), 121-125.
- Anderson, K. (1992). *New Silk Roads, East Asia and World Textile Markets*. Cambridge: Cambridge University Press.
- Bangladesh Bank. (2005). Economic trends, May 2005. Retrieved from Bangladesh Bank <http://www.bangladeshbank.org/pub/monthly/econtrds/econtrdsiv.html>
- Bangladesh Bureau of Statistics. (2004). *Statistical yearbook of Bangladesh, 2004*. Dhaka: Planning Division, Ministry of Planning, Government of the People's Republic of Bangladesh.
- BGMEA. (2004). *Backward Linkage of Apparel Industry Shows Potential for Foreign Investment*. Dhaka: BGMEA. <http://www.Bgmea.com/ban.htm#5>.
- Bhattacharya, D, & Rahman, M. (2000). Experience in implementation of WTO-ATC and implications for Bangladesh. Centre for Policy Dialogue Paper 7. Dhaka: Centre for Policy Dialogue.
- Chowdhury, A., Chowdhury, M., & Imran, M. (2015). Branding strategies for service firms- a study on the selected Internet Service Providers (ISPs) in Bangladesh. *Asian Business Review*, 2(1), 47-53.
- Cookson, F. (2003). *Price competitiveness and RMG industry of Bangladesh*. Dhaka: Democracy in Development, Inc.
- Cooper, D. R., & Schindler, P. S. (2003). *Business research methods (8th ed.)*. NY: McGraw-Hill.

- Dess, G. G., Lumpkin, G. T., & Taylor, M. L. (2004). Strategic management: text and cases (International ed.). NY: McGraw-Hill.
- Fatema, M., Azad, M., & Masum, A. (2015). Impact of Brand Image and Brand Loyalty in Measuring Brand Equity of Islami Bank Bangladesh Ltd.. *Asian Business Review*, 2(1), 42-46.
- Firoz, F., & Chowdhury, M. (2015). Role of First Line Manager: Strategic Leadership in Implementing Successful PMS. *Asian Business Review*, 2(1), 07-12.
- Habibulah, M.; Rouf, M.A. and Rana, M.(2012).Perception of Factors Affecting the Quality of Higher Education: A Study on Selected Private Universities in Bangladesh, *International Journal of Information, Business and Management*, Vol.4, No.2,Pp.1-12
- Haider, A. Q. (2001). Backward Linkage Industries: Banking Problem and Solution. *FBCCI Journal*, 2, 4-5
- Ministry of Commerce, Government of Bangladesh. (2002). Executive Summary of the Initial Report on Post MFA Development Strategy and Technical Assistance for the RMG Sector. Dhaka: Government of Bangladesh
- Mohiuddin, G, and Didarul, H. (2005). "Trade Liberalization and Export performance of Bangladesh"
- Perera, G., Khatibi, A., & Navarathna, N. (2015). Relationship between Employee-Organization Congruence (perceived) and Organizational Commitment in the Sri Lankan Apparel Sector. *Asian Business Review*, 1(2), 132-135.
- Rouf, M.A. and Islam, M.A.(2015)An Opinion Survey of SME Banking Systems: Problems and Prospects in Bangladesh" *American Journal of Economics, Finance and Management* Vol. 1, No. 3, 2015, pp. 112-118
- Rouf, M.A.(2011) An Empirical Investigation of Corporate Voluntary Disclosure of Management's Responsibilities in the Bangladeshi Listed Companies", *ASA University Review*, Vol-5, No.1, May-2011, Pp-261-274
- Rouf, M.A.(2012) Ownership Structure, Audit Committee and Corporate Performance" *The Cost and Management*, Volume-XL, Number-5, September-October, 2012, Pp-40-45
- Rouf, M.A., Habibulah, M., and Islam, M.A.(2015)Opinion on the Higher Education of Private Universities in Bangladesh" *International Journal of Educational and Information Management*, Vol. 1, No. 2,
- Siddiqi, G. H. A. (1999) Developing Backward Linkage to Face the Challenges of 2005. *The Daily Star*, 22-02-2009.
- Siddiqi, H. G. A. (2004) *The Readymade garment industry of Bangladesh*. Dhaka: The University Press Limited.
- Terde, J. (1992) *Encyclopedia of textiles*. NY: Facts on File.
- Thompson, Jr., A. A., & Strickland III, A. J. (1993) *Strategic management: concepts & cases*. (7th ed.). NY: Irwin.
- Wheelen, T. L., & Hunger, J. D. (1995). *Strategic management and business policy*. (5th ed.). MA: Addison-Wesley Publishing Company

**APPENDIX**  
**Questionnaire**

The research on the necessities of HR practices in the RMG sector of Bangladesh  
A study in the light of BHT Garments Ltd.  
(Likert Scale for surveying research)

1. You are satisfied with your current job -
  - a. Strongly Agree b. Agree c. Undecided d. Disagree e. Strongly Disagree
2. BHT Garments Ltd is best place for job-
  - a. Strongly Agree b. Agree c. Undecided d. Disagree e. Strongly Disagree
3. Management of BHT Garments Ltd. is good-
  - a. Strongly Agree b. Agree c. Undecided d. Disagree e. Strongly Disagree
4. BHT Garments Ltd's recruitment and selection is fair-
  - a. Strongly Agree b. Agree c. Undecided d. Disagree e. Strongly Disagree
5. Management always motivates employees-
  - a. Strongly Agree b. Agree c. Undecided d. Disagree e. Strongly Disagree
6. Existing rules and regulations are equally followed by all -
  - a. Strongly Agree b. Agree c. Undecided d. Disagree e. Strongly Disagree
7. Training programs are arranged frequently for improving efficiency-
  - a. Strongly Agree b. Agree c. Undecided d. Disagree e. Strongly Disagree
8. Training has resulted improved efficiency compare to pre-training phase-
  - a. Strongly Agree b. Agree c. Undecided d. Disagree e. Strongly Disagree
9. Job stress in BHT garments Ltd is very high -
  - a. Strongly Agree b. Agree c. Undecided d. Disagree e. Strongly Disagree
10. Job security is high in BHT Garments Ltd.-
  - a. Strongly Agree b. Agree c. Undecided d. Disagree e. Strongly Disagree
11. Your organization provides fair wages and salary –
  - a. Strongly Agree b. Agree c. Undecided d. Disagree e. Strongly Disagree
12. Working environment is healthy and safety-
  - a. Strongly Agree b. Agree c. Undecided d. Disagree e. Strongly Disagree
13. Promotions are fairly administered consistently-
  - a. Strongly Agree b. Agree c. Undecided d. Disagree e. Strongly Disagree
14. Management appreciates your consultative role-
  - a. Strongly Agree b. Agree c. Undecided d. Disagree e. Strongly Disagree

--0--