

## **Female Workers in Ready Made Garments of Bangladesh: Problems, Sustainable Human Resource Development and Remedial Measures**

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**Abstract:** *Current business world is so much competitive and women are contributing as much as necessary than the past few decades. They are significant part of human resources and their contribution not negligible but necessarily needed to develop economy of any developing country. In Ready-made garment(RMG) industry of Bangladesh most of the employees are female. Human resources development encompasses an array of activities that enhance the ability of all human beings to reach their highest potential. Many of the developed country give attention to this human factor that has always been a key element in their development agenda but developing country like Bangladesh is far behind from proper utilization of this opportunity to improve skill and efficiency of human resources in readymade garments. Mixed research methods have been used in this paper to analyze female workers' attitudes toward the sustainable human resource development in Bangladesh, especially in RMG sector of Bangladesh and the measurement of current development of human resources and the hindrance of sustainable development of human resources in this area.*

*[Key words: Sustainable, Human Resources, development program, skilled, RMG sector].*

### **1. Introduction:**

Human resources (HR) is a term used to describe the individuals who comprise the workforce of an organization, although it is also applied in labor economics to, for example, business sectors or even whole nations. Human resource development (HRD) includes the interior exchange of knowledge, co-ordination, local and foreign training, higher education, etc. ([United Nations Development Program's Human Development Report](#) released on 4 November 2010). UNDP

measures HRD of the countries (169 out of 194) through different HDIs in 2010 and Bangladesh stood 129th position (Ibid). Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development therefore comprises different environmental, social and economic dimensions.

Bangladesh has abundant human resources especially women workers but most of the human resources are unskilled, not trained, underutilized and not developed at all. It is evident that skilled people are the most valuable resource, and the development of a country depends on sustainable development of its human resources. RMG is mainly human resource especially women intensive industry and they are far behind from sustainable development in Bangladesh. For sustainable human resource development, different govt. and non govt. organization as well as individual has some key responsibilities in recruitment, selection, training & development of human resources in govt. and non govt. organization. RMG is the key contributive sector in economic development of Bangladesh but it has no proper guideline and systematic policies for human resource development. That's why competitiveness of this industries gradually decline in domestic as well as international market and sustainable development was questionable? Thus, the garment industry is seen as contributing to poverty reduction in Bangladesh by providing employment opportunities with higher wages for the poor who would otherwise be engaged in low-wage economic activities in rural areas.

## **2. Scenario of RMG Sector in Bangladesh**

The Ready Made Garments (RMG) sector in Bangladesh has emerged as the biggest earner of foreign currency. The RMG sector has experienced an exponential growth since the 1980s. The sector contributes significantly to the GDP. It also provides employment to around 2 million Bangladeshis. An overwhelming number of workers in this sector are women. In the 1980s, there were only 50 factories employing only a few thousand people. Currently, there over 5,000 manufacturing units. The RMG sector contributes around 75 percent to the total export earnings of the country. The RMG sector is expected to grow despite the global financial crisis of 2009. As China is finding it challenging to make textile and foot wear items at cheap price, due to rising labor costs, many foreign investors, are coming to Bangladesh to take advantage of the low labor cost. However, the women workers are facing many problems. Most women come from low

income families. Low wage of women workers and their compliancy have enabled the industry to compete with the world market. Women are paid far less than men mainly due to their lack education. Women are reluctant to unionize because factory owners threaten to fire them. Dilshad presented a survey report on Percentage of total export income (1972-2009) (Dilshad, 2010). She found that 79.33% of export income comes from RMG sector and minimum wage of a garment worker is Tk. 1662.50. Even though trade unionization is banned inside the Export Processing Zones (EPZ), the working environment is better than that of the majority of garment factories that operate outside the EPZs. But, pressure from buyers to abide by labor codes has enabled factories to maintain satisfactory working conditions. In recent times, garment workers have protested against their low wages. The first protests broke out in 2006, and since then, there have been periodic protests by the workers. This has forced the government to increase minimum wages of workers (<http://www.bizbangladesh.com/business-news-2583.php>).

### **3. Objectives of the Study**

The main objective is to measure sustainable human resource development in ready made garments industry of Bangladesh especially the female workers' attitudes. The major objectives of the present study are -

- a. to know the human resource development activities of ready made garments industry in Bangladesh;
- b. to measure sustainability of human resource development programs in RMG sector;
- c. to assess female workers' attitude towards sustainable human resource development of the industry;
- d. to identify the problems thereon; and
- e. to recommend some guidelines to ensure sustainable development in RMG sector of Bangladesh.

### **4. Rationale of the Study**

The garment sector provided ample employment scope for skilled and unskilled labor especially for women workers in Bangladesh. Bangladesh earned maximum percentage of the foreign currency from export earnings of the RMG goods in the global competitive market. Only the important factor behind the getting competitive advantage is low labor cost. As the majority proportion of the workers in the garment industry are the female workers, development of the sector fully depending

on the development of these female workers. So, sustainable development of the human resources would be key factor for sustaining competitive advantage in the world market as well as contribution in the GDP of the country. But, there is no in-depth study was conducted in this sector for development of the human resources especially for women workers. Hence the study is rationale for measuring attitudes of the women workers towards the sustainable development of the human resources of the RMG sector.

## **5. Literature Review**

Ahmed (Summer, 2004) expressed in his research article entitled "**The Rise of the Bangladesh Garment Industry: Globalization, Women Workers, and Voice**" that the Bangladesh garment industry is the largest employer of women in the formal manufacturing sector. The owners have been described, alternatively, as risk-taking entrepreneurs of a modernizing economy and as oppressors of women in exploitative sweatshops. This article analyzes the literature to explore the social, political, and economic contexts of this class and how women's earnings affect household gender dynamics within a framework of exit and voice.

Absar (2008) said in her study on "**Living Conditions of Women Workers in the RMG Sector in Bangladesh**" that Bangladesh presently exports Ready-Made Garment (RMG) to about 30 countries around the world. More women, whether pushed by poverty or pulled by opportunity, work outside home particularly in the RMG sector. The exodus of women to work in urban areas, leaving homes and families, is a relatively recent development. Despite the employment opportunities at the garment factories, women workers in Bangladesh suffer from abject poverty. Most of them earn less than a dollar (US) a day.

Absar (2002) in her article named "**women Garment Workers in Bangladesh**" opined that the multimillion dollar garment industry is a major draw for women who migrate to urban areas in Bangladesh in search of work. However, wages are poor, and working conditions are atrocious. This is compounded by the insecurity women face in an urban setting without proper affordable housing, transportation facilities and any form of social security.

Barnes and Kozar (2008) wrote an article named "**The Exploitation of Pregnant Workers in Apparel Production**", The article reveals that although all four countries (China, Mexico, Nicaragua and the Philippines) have established labor laws to protect workers, pregnant women

continually face abuse and discrimination in the garment industry. Many forms of exploitation occur, including forced abortions, unpaid and/or required overtime, lack of adequate benefits, unfair hiring and promotion practices, and forced job assignments requiring intense physical labor which proves detrimental to the health and well-being of the worker and unborn child.

Ali, Begum, Salehin and Farid (2008) made a study on "**Livelihood Pattern of Rural Women Garment Workers at Dhaka City**". The study was an attempt to analyze the economic, social and health conditions of women garment workers as well as their livelihood pattern. The sample consisted of 90 women workers taking 30 randomly from each of three garment factories. The study revealed that 63.33 percent respondent's livelihood pattern has improved after involving in garment factory. Some diseases like eye trouble, headache, ear ache etc. to be more prevalent among the women garment workers due to their involvement in garment factories. Incidence of physical weakness among the garment workers was very high. Women are exploited easily due to lack of technical knowledge and training. The employers do not pay any heed to this exploitation.

Kibria (2010) made a study on "**Culture, Social Class, and Income Control in the Lives of Women Garment Workers in Bangladesh**". This article looks at the income-related experiences of women workers in Bangladesh in the export garment industry, the first modern industry in the country to employ large numbers of women. The analysis draws on in-depth interviews with 34 female sewing machine operators at five factories. Despite the traditionally low economic autonomy of Bangladeshi women, the women's ability to control their income was varied, and in fact, a substantial number of the women workers exercised full control over their wages.

Bangladesh Institute of Labour Studies (BILS) (August 2009) in its research report "**Women's Participation in Trade Unions in Bangladesh: Status, Barriers and Overcoming Strategies**" found that there are various barriers to participation of women in trade unions like extensions of obstacles of labour markets, disproportionate legal barriers, unfavorable trade union structures and policies, over right hostility of societal actors, and lacking capacity and awareness on underlying values.

Literature review shows that no comprehensive work has been done on this topic. So for fulfilling the research gap the study is conducted.

## **6. Methodology of the Study**

**6.1. Sample Design:** As the study is about the attitudes of female workers on sustainable development of Human resources, so population included mainly female workers and some of officials of RMG sector. Sample size estimated 300 female workers and 20 official persons of four garment industry purposively.

**6.2. Collection of Data:** The sample was selected using non-random opportunity sampling technique (purposive) as the most garment workers lived in Dhaka city. In this study, structured interview schedules were used to collect primary data from the respondents (one set for women workers and one set for the officials) while secondary data like books, thesis papers, articles, reports etc. also used.

**6.3. Analysis of Data :**Regression analysis, ANOVA and Chi square tests were used to analyze data efficiently.

**6.4. Research Hypotheses:**

*H1:* There is no significant impact of workers education on sustainable HR development in RMG sector of Bangladesh.

*H2:* There is no significant impact of government initiative on sustainable HR development in RMG sector of Bangladesh.

*H3:* There is no significant impact of NGO initiative on sustainable HR development in RMG sector of Bangladesh.

*H4:* There is no significant impact of training program on sustainable HR development in RMG sector of Bangladesh.

*H5:* There is no significant impact of career development program on sustainable HR development in RMG sector of Bangladesh.

*H6:* There is no significant impact of performance management development program on sustainable HR development in RMG sector of Bangladesh.

**7. Findings and Analysis**

**Present scenario of HRD in RMG sector:** Bangladesh should prioritize human resource development in Ready-made Garment (RMG) sector to ensure best use of skill and technology simultaneously to face the challenges in the sector with the phasing out of Multi-Fibre Arrangement (MFA). Therefore, felt that future implications should be considered with utmost importance as this sector is a substantial employer of female workforce and it was felt necessary to take measures to protect such disaster in RMG sector as predicted by industry experts (Talukder, 2008).

Several initiatives have been taken by the government of Bangladesh for sustainable HR development in the RMG sector.

- to implement training and HRD for all categories of workers in the RMG sector;
- setting up institutions and collaborative arrangements on compliance to social and labor standards in the factories;
- capacity building of the ministry of labor and employment;
- for registration and retraining of the retrenched workers; etc.

Ministry of Women and Children Affairs, Government of Bangladesh, with the financial and technical assistance from Asian Development Bank initiated and implemented a development initiative- “Social Protection for Poor Female Workers of Garment Sector” – a Social Safety Net Programme (SSNP), with a view to protect such disaster in RMG sector and build the capacity of existing workers and livelihood competencies of retrenched workers. The objectives of initiative were mainly for Social Protection for the retrenched female workers in the RMG sector.

In many cases Garments factory arrange several training program for selected group of employees such as cutting, sewing employees but it is not sufficient for employees’ development. For HR development there are many others program other than training like, career development and counseling, performance management and development, coaching, mentoring, succession planning etc are not applicable in garments in the Bangladesh at least in the domestic organization. In some case foreign owned or join venture RMG garments practices few of the activities of HR development activities in RMG industry Bangladesh.

**Table- 1.1**

### **Practicing scenario of HR development in RMG industry in Bangladesh**

| S.N | HRD factors                                  | Percentage of Local Garment Practicing | Percentage of Foreign or Joint Venture owned Garment practicing |
|-----|--|--|---|
| 1   | Training                                     | 60%                                    | 100%  |
| 2   | Career development                           | -                                      | 38%   |
| 3   | Career Counseling                            | 10%                                    | 48%   |
| 4   | Performance management & Development program | 05%                                    | 30%   |
| 5   | Coaching                                     | -                                      | 05%   |
| 6   | Mentoring                                    | -                                      | -   |
| 7   | Succession Planning                          | -                                      | 05%   |
| 8   | Tuition Assistance                           | -                                      | -   |

*Source: Field Survey.*

Most of the workers in the RMG sector are unskilled especially female workers before their employment. In some cases few percentages of the workers got training from training center.

#### **8. Respondent status of HR development before and after employment in the RMG sector**

From the survey study on our respondents we have also found some practical scenario of HR development status in the RMG sector of Bangladesh. Most of female workers have (61%) are 5 or less than 5 years schooling. On the other hand, only 14% female have 8 or more schooling record. Out of which only 3% continued their education during their job period at NGO School like BRAC. Most of the respondent reply they did not got chance of taking education throughout their job even some of them have interest. Only 33% employees are satisfied on the training program of the organization while about 72% workers got short training during their servicing. Among the surveyed respondents, about 9% workers got training before starting their job. But others factors of HR development like career development, career counseling, performance management etc were not got by the workers before their job but few percentages of workers got it informally throughout their job period.



**Table-1.2**

**Comparison HR development in RMG industry before and after employment**

| S.N | HRD factors                                  | Before taking job | After taking job |
|-----|--|-------------------|------------------|
| 1   | Education*                                   | 66%               | 66%              |
| 1   | Training                                     | 09%               | 81%              |
| 2   | Career development                           | -                 | 28%**            |
| 3   | Career Counseling                            | 10%               | 38%**            |
| 4   | Performance management & Development program | -                 | 05%              |
| 5   | Coaching                                     | -                 | 03%              |
| 6   | Mentoring                                    | -                 | -                |
| 7   | Succession Planning                          | -                 | -                |
| 8   | Tuition Assistance                           | 05%               | -                |

\* Other than fully illiterate;\*\* Informally taken; *Source: Field Survey.*

**Results:** On the basis of survey findings using 5 point scale for measuring attitudes of female workers (Brayfield & Rothe, 1951) on Sustainable Human Resource Development (SHRD) in the Ready Made Garments (RMG) sector in Bangladesh. The respondents were the female workers and some executives of the different garments factory. In the structured questionnaire they were given rating on five point scale about the status and satisfaction level of the workers on some selected factors of SHRD. From the study it is found that most of the workers have no education or education less than or equal 5. On the issue of ‘training taken’ 81% (Table-2.1) respondents reply they have training. But on the issue of ‘satisfaction level of training’ no respondent are available of highly satisfied but only 31% are satisfied while about 39% dissatisfied on the training program and facilities of the RMG sector. On the issue of ‘satisfaction of career development program’ 77% respondents are not satisfied and no bodies are strongly satisfied. Again on the issue of ‘satisfaction level on performance management and development program’, about 62% respondents are not satisfied on the issue whatever the program conducted formally or informally.

On the basis of two important issue ‘role of government and role of NGOs’ other than their employed organization, 75% respondents reply that they are satisfied on Govt. role for sustainable

HR development in RMG sector and no one is strongly satisfied. Again, 87% respondents replied as they are not satisfied on the role of NGOs for developing HR in the RMG sector. But on the issue of 'organization support to HR development' 62% respondents quoted as they are satisfied.

Again among executive level on the issue of 'satisfaction of role of Govt.', 'satisfaction of role of NGO', 'satisfaction level of training', 'satisfaction of career development program', and 'satisfaction level on performance management and development program' replied as satisfied by 70%, 15%, 75%, 25%, 25% respectively .

**9. Regression and Chi square test:** Analysis found relationship between HR development status and variables of HR development like education, training program, career development program and performance management development program are highly positively correlated (Table # 2A) and linear regression is significant on the basis of relationship of dependent and independent variable. From the development of hypothesis was there is no impact of variable RGI, TRP, CDP, PDP (explanation is in appendix-1) on sustainable HR development i.e. significant level = 0' in ANOVA and Chi-square test Analysis ( table # 2B & 2C & 2E). So, it indicates null hypothesis is rejected and alternative is accepted. So, there is impact of HR development variables RGI, TRP, CDP, and PDP (explanation is in appendix-1) on sustainable HR development in RMG sector of Bangladesh. On the other hand, variable EDU has significant level = .678 and null hypothesis is accepted. So education in the RMG sector has no significant impact on HR development in RMG sector of Bangladesh (Table # 2C). Again from the study of regression analysis of data findings from the different executive of garment factory showed relationship of the dependent and independent variable also significant and highly positively correlated. In conclusion we can say, Training, career development program, performance management program, government initiation as factors of HR development is very much important for sustainable development of HR in RMG sector of Bangladesh rather than existing education level.

**10. Problems in RMG Sector in Bangladesh:** Workers of RMG sector in Bangladesh, who are mostly young women, also face an acutely difficult working environment – wages are low, hours are long, forced labor is practiced, child labor exists, sexual harassment exists, freedom is curtailed, whether it be locked doors or rights of association, and there are a multitude of other practices which go against international labor standards and codes of conduct (non-compliance). At the level of legislation and business dealings, lack of implementation of laws, restrictive laws

and unfair buying practices by buyers compound the issue of non-compliance. Women workers and their development related problems are furnished below:

**10.1. Livelihood Issues :** Majority of the sample women workers joined the profession mainly because of lack of alternative job opportunities in other sectors. Most of them are house wives (45%) in sweater units followed by knit units (35%) and woven units (10%). On average one's monthly income is about Tk.2,200. Most of the sample workers lived either in tin-roof or brick build houses. During working hours, sample workers had to leave their children at home with someone. In a large number of incidences, when both husband and wife were working and do not have a close relative living nearby, they left their children in rural areas with their parents. They live in slum or some time they live in hostel, especially who don't have any relatives in the city. In the hostel one girl share her room with other two or three girl. There is two or three bed inside the hostel room. Those beds make the room congested. But still they have to stay here because they don't have any other option for staying. The garment worker who stay in the hostel actually they prefer hostel because of safety. I heard that some time they fight with each other for some reason and one of them leave the hostel. Actually the main reason of fighting between the hostel girl is – room sharing. It is really painful to share one's room with unknown person.

**10.2. Unskilled workers:** Most of the illiterate women workers employed in garments are unskilled and so their products often become lower in quality. Only some women who are in sewing section are given training for some days (3-7 days).

**10.3. Improper working environment:** Taking the advantages of workers' poverty and ignorance the owners forced them to work in unsafe and unhealthy work place overcrowded with workers beyond capacity of the factory floor and improper ventilation. Most of the garment factories in our country lack the basic amenities where our garment workers sweat their brows from morning to evening to earn our countries the major portion of our foreign exchange. Anybody visiting the factory the first impression he or she will have that these workers are in a roost. Improper ventilation, stuffy situation, filthy rooms are the characteristics of the majority of our factories. The owners profit are the first priority and this attitude has gone to such an extent that they do not care about their lives.

**10.4. Lack of managerial knowledge:** There are some other problems which are associated with this sector. Those are- lack of marketing tactics, absence of easily on-hand middle management, a

small number of manufacturing methods, lack of training organizations for industrial workers, supervisors and managers, autocratic approach of nearly all the investors, fewer process units for textiles and garments, sluggish backward or forward blending procedure, incompetent ports, entry/exit complicated and loading/unloading takes much time, time-consuming custom clearance etc.

**10.5. Gendered division of labor:** In the garment industry in Bangladesh, tasks are allocated largely on the basis of gender. This determines many of the working conditions of women workers. Maximum workers in the sewing section are women, while almost all those in the cutting, ironing and finishing sections are men. Women workers are absorbed in a variety of occupations from cutting, sewing, inserting buttons, making button holes, checking, cleaning the threads, ironing, folding, packing and training to supervising. Women work mainly as helpers, machinists and less frequently, as line supervisors and quality controllers. There are no female cutting masters. Men dominate the administrative and management level jobs.

**10.6. Wages:** The government of Bangladesh sets minimum wages for various categories of workers. According of Minimum Wage Ordinance 1994, apprentices' helpers are to receive Tk. 500 and Tk. 930 per month respectively. Now it is Tk. 1,666 only. Apprentices are helpers who have been working in the garment industry for less than three months. After three months, apprentices are appointed as helpers. Often female helpers are discriminated against in terms of wages levels, and these wages are also often fixed far below the minimum wage rate.

**10.7. Working hours:** Though the wages are low, the working hours are very long. The RMG factories claim to operate one eight-hour shift six days a week. The 1965 factory Act allows women to work delivery deadlines; however, women are virtually compelled to work after 8 o'clock. Sometimes they work until 3 o'clock in the morning and report back to start work again five hours later at 8 o'clock. They are asked to work whole months at a time the Factory Act, which stipulates that no employee should work more than ten days consecutively without a break.

**10.8. Poor accommodation facilities:** As most of the garment workers come from the poor family and comes from the remote areas and they have to attend to the duties on time, these workers have to hire a room near the factory where four to five huddle in a room and spend life in sub human

condition. For four to five workers there is one common latrine and a kitchen for which they have to pay from Tk=2000 to Tk=2500/-.

**10.9. Safety Problems:** Because of the carelessness of the factory management and for their arrogance factory doors used to be kept locked for security reason defying act. Safety is needed for the worker is mandatory to maintain in all the organization. But without the facility of this necessary product a lot of accident is occur incurred every year in most of the company.

**10.10. Garment workers' refreshment time:** Garment workers are work very hard and they have to work for a long time. 90% of garment workers are women so they don't get the chance of going market or theater to watch their favorite movie for their entertainment after their work or at night. Because it is not safe for a women that she go to market or theater alone at night. Most of the garments surrounding have no canteen facilities.

**10.11. Insufficient training for garment workers:** There is no alternative to training to any types of work in order to train up the worker to fit in the job for which he/she has been employed. Most of the garment workers who work in many factories are not that skilled to do the job as required by the management; as a result in most cases the product produced are of inferior quality. Although there is demand of our garment products in the world, the demand would have been much higher if products are produced with precision

**10.12. Garments women workers are deprived from their rights:** The women are deprived too in their new workplace. A woman does not know what are her rights at workplace. So she is deprived of her rightful wages, though she exhausts her all life-energy competing with the machine at the factory. They are deprived from other rights of workers and human rights, as they are discriminated as women. These workingwomen are the most deprived section among the deprived class, poorest of the poor.

## **11. Recommendations**

States of sample entrepreneurs were of the opinion that for enhancing labor productivity a number of measures should be taken like organize training for workers, improve compliant situation, diversify production, provide entertainment & refreshment facility, increase workers' wage (compensation), provide other incentives, and ensure good behavior with workers, etc. Confusion

was that after quota withdrawal the RMG sector of Bangladesh will fall in danger but the survey reveals that there have been significant changes in the post-MFA phase in the RMG sector in terms of technology absorption and innovation, sourcing of inputs, marketing structure and strategy, wage pattern and labour adjustment, rate of return, and state of compliance. At the same time, sector is currently facing new challenges and it has structural weaknesses in some areas. To face these challenges necessary policy interventions are immediately required. Some of the suggestions are given below:

**11.1. Acquisition of new technology:** A clear trend favouring acquisition of new technologies by the RMG enterprises is visible from the survey. Notwithstanding the support provided so far, the sector needs further support in three areas: (a) providing credit facility to encourage technology acquisition, (b) increasing the vocational training system towards acquisition of skills to operate those machineries, (c) taking initiatives to facilitate more informed choices with regard to new technologies.

**11.2. Promoting labor up gradation:** Due to expansion of operation in RMG units through use of new machineries have, through direct and indirect multiplier effects, created new jobs for skilled workers since new machines required more skilled workers for their operation. In view of the increasing demand for professional and skilled work force, especially in such areas as merchandising, marketing, commercial and engineering, there is a need for increasing both higher and technical education in the country.

**11.3. Strengthening R&D activities:** Survey indicates that R&D activities in the sample enterprises were highly limited - only 9 per cent sample enterprises were found to have a separate R&D section. Survey found strong relationship between R&D activities and productivity of labour. R& D activities should be enhanced at enterprise level.

**11.4. Enhancing labor productivity:** Labor productivity in Bangladesh is very low compared (US\$1563) to other competing countries such as China, Cambodia, India, Indonesia, and Sri Lanka. The study reveals that labor productivity is highly correlated to wage; one unit rise in wage was expected to increase labor productivity by 1.3 units. This signifies the implementation of the new wage structure. The study revealed that for increasing labour productivity at the enterprise level, appropriate training, improvement of compliance situation, diversification of product mix, provision of entertainment facility, performance incentives, and good behaviour towards workers are crucial. Although there is fund allocation for skill development of the RMG workers but the

current scenario to a greater extent does not reflect usage of those funds appropriately and hence an initiative under a public-private partnership is essential.

**11.5. Ensuring better labor management:** There is high degree of pressure on workers to achieve the high target volumes. Under a pressured working situation to fulfill a high target everyday for long period may threaten the relation between workers and mid-level management. The gender composition of workers is also changing. This is likely to have important implications for labour relations in the RMG sector. There is a need for a continuing dialogue between workers and management, particularly in view of changing employment composition and their new types of demands.

**11.6. Ensuring implementation of the new wage structure:** Wage structure of RMG sector especially for the women is very lower than that of other country in the world. Higher wages are positively related to better working environment and better compliance. Government is monitoring implementation of new wage structure in the RMG units and requested firms to implement it by the end September, 2007. The government may set up a committee, in collaboration with entrepreneurs and workers, to oversee faithful and appropriate implementation of the new wage structure on a sustained basis.

**11.7. Adequate Training Facilities:** To bring that precision the BGME must create training institution where for the workers whose 90% are young women, must be made mandatory to get admitted into the training institution for at least three months in their respective field for which they want to be employed.

**11.8. Improving women workers' livelihood:** The workers of RMG sector reside at much neglected places in Bangladesh. From the country's development perspective, generation of large number of employment through garment sector is no longer regarded sufficient for the development of the poor women workers unless better livelihood conditions can be assured. Workers' livelihood can be improved firstly by providing them with higher level of wages than their shemter and residence. Government may create a 'Workers' Livelihood Improvement Fund' to support NGOs who are engaged in providing various kinds of health, nutrition, medical and child care support to garment workers.

**11.9. Improving existing laws and regulations:** About one third of sample entrepreneurs are of the opinion that laws and regulations guiding the operation of RMG industry should be improved.

Bangladesh required more flexible working hours, with provisions for work during the night shift, recruitment of young workers as apprentices etc. Others mentioned about enforcement of more strict laws for improvement of worker's health and safety standards in the workplace, change in the building codes for improving working conditions, and for ensuring compliance with factory laws etc. The issues and concerns as regards various acts of the new Labor Law such as same age pattern for men and women workers, working hours, punishment for failing to provide maternity leave, retirement benefit of workers, timely payment of fired workers etc. need to be reviewed.

**Conclusion:** Human resource development in the organizational context is a process by which employees of an organization are continuously helped in a planned way to acquire capabilities (knowledge, perspective, attitude, values and skills) required to perform various tasks or functions associated with their present or future roles, to develop their general capabilities as individuals so that they are able to discover and utilize their own inner potential for their own or organizational development purposes. Bangladesh has made major strides in its human development index. Add the numbers here – you mention the HDI numbers in the Abstract, but they need to be discussed here. Bangladesh has abundant human resources especially women workers but most of the human resources are unskilled, not trained, underutilized and not developed at all. It is evident that skilled people are the most valuable resource, and the development of a country depends on sustainable development of its human resources. RMG is mainly human resource especially women intensive industry and they are far behind from sustainable development in Bangladesh. For sustainable human resource development, different govt. and non govt. organization as well as individual has some key responsibilities in recruitment, selection, training & development of human resources in govt. and non govt. organization.

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**Appendices**

**Appendix Table # 1**

| Short form | Variable Name   |
|------------|---|
| HRD        | Status of HR development in RMG sector of B.D.            |
| EDU        | Level of Education  |
|            |   |
| RGI        | Role of Government for HR development in RMG sector in BD |
| RNI        | Role of NGOs for HR development in RMG sector in BD       |
| TRP        | Training program HR development                           |
| CDP        | Career Development Program for HR development             |

|   |
|---|
| a. Predictors: (Constant), PDP, EDU, RNI, CDP, TRP, RGI |
| b. Dependent Variable: HRD                              |

|     |   |
|-----|---|
| PDP | Performance Management program for HR development |
|-----|---|

Appendix Table # 2: Study on Women workers

Table # 2A: Regression Analysis of women workers attitude for HR development

| Table # 2C: Coefficients |            |                             |            |                           |        |      |                                 |             | Sig.              |
|--------------------------|------------|-----------------------------|------------|---------------------------|--------|------|---------------------------------|-------------|-------------------|
| Model                    |            | Unstandardized Coefficients |            | Standardized Coefficients | T      | Sig. | 95.0% Confidence Interval for B |             | .000 <sup>a</sup> |
|                          |            | B                           | Std. Error | Beta                      |        |      | Lower Bound                     | Upper Bound |                   |
| 1                        | (Constant) | -.034                       | .259       |                           | -.131  | .896 | -.543                           | .476        |                   |
|                          | EDU        | -.014                       | .035       | -.017                     | -.416  | .678 | -.083                           | .054        |                   |
|                          | RGI        | .220                        | .036       | .261                      | 6.189  | .000 | .150                            | .290        |                   |
|                          | RNI        | .037                        | .039       | .040                      | .942   | .347 | -.040                           | .114        |                   |
|                          | TRP        | .625                        | .044       | .569                      | 14.134 | .000 | .538                            | .713        |                   |
|                          | CDP        | -.101                       | .032       | -.129                     | -3.165 | .002 | -.165                           | -.038       |                   |
|                          | PDP        | .211                        | .038       | .228                      | 5.605  | .000 | .137                            | .285        |                   |

a. Dependent Variable: HRD

**Table # 2B: ANOVA**

| Table # 2D: Residuals Statistics |         |         |      |                |     |
|----------------------------------|---------|---------|------|----------------|-----|
|                                  | Minimum | Maximum | Mean | Std. Deviation | N   |
| Predicted Value                  | 1.44    | 4.27    | 2.71 | .732           | 300 |
| Residual                         | -2.011  | 1.090   | .000 | .652           | 300 |
| Std. Predicted Value             | -1.743  | 2.123   | .000 | 1.000          | 300 |
|                                  |         |         |      |                |     |

**Chi-Square Tests (HRD & RNI)**

|                            |        |       |      |      |     |
|----------------------------|--------|-------|------|------|-----|
| Std. Residual              | -3.053 | 1.655 | .000 | .990 | 300 |
| a. Dependent Variable: HRD |        |       |      |      |     |
|                            |        |       |      |      |     |

|                              | Value               | df | Asymp. Sig. (2-sided) |
|------------------------------|---------------------|----|-----------------------|
| Pearson Chi-Square           | 69.990 <sup>a</sup> | 16 | .000                  |
| Likelihood Ratio             | 75.117              | 16 | .000                  |
| Linear-by-Linear Association | 3.941               | 1  | .047                  |
| N of Valid Cases             | 300                 |    |                       |

**Appendix Table # 2E: Chi-Square Tests**

**Chi-Square Tests (HRD & TRP)**

|                              | Value                | df | Asymp. Sig. (2-sided) |
|------------------------------|----------------------|----|-----------------------|
| Pearson Chi-Square           | 375.359 <sup>a</sup> | 12 | .000                  |
| Likelihood Ratio             | 385.541              | 12 | .000                  |
| Linear-by-Linear Association | 122.228              | 1  | .000                  |
| N of Valid Cases             | 300                  |    |                       |

Chi-Square Tests (HRD & CRP)

Appendix Table # 3:

Chi-Square Tests (HRD & PMD)

| Table-3B # ANOVA <sup>b</sup> |            |                |    |             |       |      |
|-------------------------------|------------|----------------|----|-------------|-------|------|
| Model                         |            | Sum of Squares | df | Mean Square | F     | Sig. |
| 1                             | Regression | 9.647          | 5  | 1.929       | 6.505 | .003 |
|                               | Residual   | 4.153          | 14 | .297        |       |      |
|                               | Total      | 13.800         | 19 |             |       |      |

a. Predictors: (Constant), PDP, TRP, RGI, RNI, CDP

b. Dependent Variable: HRD

| Table-3A # Model Summary |                   |          |                   |                            |
|--------------------------|-------------------|----------|-------------------|----------------------------|
| Model                    | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1                        | .836 <sup>a</sup> | .699     | .592              | .545                       |

a. Predictors: (Constant), PDP, TRP, RGI, RNI, CDP

|                              | Value                | df | Asymp. Sig. (2-sided) |
|------------------------------|----------------------|----|-----------------------|
| Pearson Chi-Square           | 299.381 <sup>a</sup> | 16 | .000                  |
| Likelihood Ratio             | 186.636              | 16 | .000                  |
| Linear-by-Linear Association | 7.546                | 1  | .006                  |
| N of Valid Cases             | 300                  |    |                       |

Regression Analysis of govt. official attitudes for HR development

|                              | Value                | df | Asymp. Sig. (2-sided) |
|------------------------------|----------------------|----|-----------------------|
| Pearson Chi-Square           | 354.328 <sup>a</sup> | 20 | .000                  |
| Likelihood Ratio             | 355.349              | 20 | .000                  |
| Linear-by-Linear Association | 37.375               | 1  | .000                  |
| N of Valid Cases             | 300                  |    |                       |