Are the Functional Factors of Human Resource Management Subsisting in the Ready-Made Garments (RMG) of Bangladesh? Theory Conflicts with Reality

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Abstract

The Ready-made Garments sector (RMG) of Bangladesh is really a flaring one. However it is a burning and varied tale. This study is designed to test whether the functional factors of HRM in garments sector is really exist or not. The study portrait that, most of the garments violate the proper human resource management practices contrast with theoretical framework. The study also suggest that the government as well as all the concerned authority should come forward with considerable efforts to ensure proper human resource management practices for smooth running and sustainable development in this sector which will result in overall economic development of Bangladesh.

1. Introduction

The export based clothing industry of Bangladesh; famously known as ready-made garments (RMG) takes a remarkable position in economy of Bangladesh. It is the biggest trading industry, which encountered an amazing development among the most recent three decades. It already has been proved that the RMG sector helps us to come out from the vicious circle of poverty by creating employment opportunity mostly for the root level people. The recent struggle is to realize worker's rights add an important episode to the story. By exploiting modest work and standard based business sector in the USA and EU under the procurement of Multi-Fiber Arrangement (MFA) of GATT, it achieved a prominent as far as financial progress of the nation. Today Bangladesh is surely understood over the globe for its magnificent accomplishment in the ground of ready-made garments industry. This single segment alone wins around 80% of yearly foreign trade of the nation. Its commitment to GDP achieves 14% in financial year 2013-14. It has possessed the capacity to make vocation open doors for around 4 millions of people, the vast majority of whom are poor, uneducated and untrained women from the country zone. In addition, it has possessed the capacity to pull in foreign direct investment, quicken industrialization process, reduce neediness to a specific degree and make a decent picture of Bangladesh on the planet. It has able to create positive change to the financial state of the nation. Nevertheless, this sector is alive with a number of difficulties which can be treated as a menace for the survival of this industry. Labor turbulence is one of the major issues. The main culprits for labor unrest in the garment sector are the improper human resource management practices in the garment industries. The present study aims to find out the human resource management practices in some selected garments. The academicians and researchers in the field of RMG are believed to have been benefited by the study. Moreover the researcher practitioners will also get chance to use it in practical fields.

1.1 Conceptual Idea: Human Resource Management Practice and Functions of HRM

Schuler and Jackson (1987) characterized HRM rehearses as a framework that draws, creates, inspires, and holds workers to secure the powerful usage and the survival of the association and its individuals. Due to the passage of time, different authors tried to draw a boundary of the Human Resource Management functions in different

perspective, based on culture, region and socioeconomic development. The studies conducted in the earlier stage are given below:

Table 1. Studies regarding functions of HRM

Gibb (2001)	The functions of HRM includes Training and development; Rewards and levels of personal motivation; Levels of employee morale; and Communication.
Buhler (2002)	The core functions of the human resource management are Recruitment and selection; Human resource development; Compensation and benefits; and Safety and health.
Buhler, 2002; Coda, Cesar, Bido & Louffat, (2009)	The boundaries of the functions of HRM are ranging from recruitment and selection, job analysis and appraisal, to reward management, and health and safety, within the organization.
Coda, Cesar, Bido & Louffat, (2009)	The functions of HRM include resourcing and retention; compensation and rewards; training and development; performance appraisal; benefits and relations with employees.

In the above categories of the functions of HRM are mostly close but not sequential. So, we consider recent studies promulgated by David A. DeCenzo and Stephen P. Robbins (2013). The studies proclaimed HRM as the creator of a linking between the objectives of the organization and the actions of personnel working there. The objective of a human asset administrator is to fortify the business worker relationship. This objective is bolstered by a variety of functions within the human resources department and throughout the organization. David A. DeCenzo and Stephen P. Robbins (2013) classified the key functions of human resource management into four categories.

Table 2. Functions of human resource management

HRM Goals	Staffing	Availability of employment planning
		Advertisement for offering job are given properly
		Properly screening the candidates
	Training and development	Availability of proper employee training
		Organization development facilities are available
		Availability of career development facility
	Motivation	Organization ensures high job security
		Assessment and performance appraisal system is used
		Organization follows standard leave policy
	Maintenance	Existence of congenial work environment
		Availability of health and medical facilities
		Existence of flexible working hours

Source: DeCenzo A. David & Robbins P. Stephen, Human resource management, Wiley, 2013.

1.1.1 Staffing

Staffing is the procedure of procuring, conveying, and holding a workforce of adequate amount and quality to make positive effects on the organization's effectiveness. Staffing is the activities which are concerned with seeking and hiring qualified employees (David A. DeCenzo & Stephen P. Robbins, 2013).

Staffing includes employment planning, proper advertisement offering job and properly screening the candidate.

1.1.2 Training and Development

Preparing and improvement is a purpose of human resource management worried with authoritative action went for bettering the execution of people and gatherings in hierarchical settings. It has been known by a few names, including "human resource improvement", and "learning and advancement".

Training and development includes employee training, employee development, organization development and carrier development.

1.1.3 Motivation

Motivation is the inward and outer elements that invigorate thirst and energy in individuals to be continuously intrigued and focused on work, part or subject, or to endeavor to accomplish an objective.

Motivation includes monetary rewards, non-monetary rewards, job security, assessment and performance appraisal system, standard leave policy, standard promotion policy and maternity leave.

1.1.4 Maintenance

Maintenance is the activities concerned with the maintaining employees' commitment and loyalty to the organization (David a. DeCenzo and Stephen P. Robbins, 2013).

Maintenance includes existence of congenial work environment, health and medical facilities and flexible working hours.

2. Literature Review

Staffing is the key functional activities of HRM. Different scholars have given different theories on their empirical studies. In 1991, Rab investigated HRM practices of 24 little ventures working in Dhaka. He distinguished that in case of recruitment, individual contact was the essential means (58%) trailed by ad in daily paper (21%), walk-in (13%), and organization notice board (8%). Every one of the ventures, with the exception of one, used work sample test and interview for the selection of employees. But later on, a contextual investigation was directed by Taher in 1992 on the general work force administration (HRM) practices of Khulna Hard Board Mills Ltd. It discussed about the recruitment, selection, training and development, compensation, labor relations, and safety and health. The researcher uncovered diverse issues identified with staff administration practices, for example, clashes in faculty division, unbalanced range of supervision, wrong review, high rate of non-attendance, hostile sentiment neighborhood laborers, deficient preparing programs, absence of aptitude review, nepotism and preference in advancement and choice of workers, poor modern relations, lacking remuneration, and poor well-being administrations.

In another examination study Majumder and Anwara (2000) centered that in spite of the fact that the garments industry fits in with the formal division; the enrollment technique is to a great extent casual contrasted with western practice. As there is no agreement or arrangement letter, many garments industry workers are helpless against losing their occupations immediately without any warning. Besides, sexual orientation issues in garments industry is responsible for creating job insecurity, asymmetrical wage payment, deprivation of minimum wage and promotion policy. Truth be told contrasted with other work part in Bangladesh, work shakiness is higher in the RMG area. An exploration study (Mamun & Islam, 2001) inspected the human resource management (HRM) practices in RMG sector. The study underlined on enhancing efficiency of pieces of clothing specialists through legitimate HRM practices to face difficulties of globalization. They found the causes behind the low efficiency of workers, for example, unsystematic enrollment and determination of employees, absence of training facilities, inadequate financial conveniences, and little inspiration level of workers. Bansari (2010) expressed that, the recruitment system are exceedingly casual contrasted with western models and there are no composed formal contracts and arrangement letters. They are subsequently powerless against losing their employments whenever. However, fear of losing their jobs and lack of alternative job opportunities compel workers to continue in unsatisfactory employment. However, trepidation of losing their occupations and absence of alternative job opportunities make workers to proceed in inadmissible vocation.

Shelly (1994) analyzed the parts of HR, and base in the industrialization procedure of Bangladesh. He watched that inadequate human resource management practice was one of the real issues confronted by manufacturing sector of Bangladesh. A large portion of the HRM practices, for example, HR arranging, enlistment, determination, advancement, execution evaluation, pay, impetuses, and modern relations were not performed legitimately in commercial enterprises. Islam (2003) in a study on the HRM practices of little organizations of Bangladesh found that little organizations did not offer sensible pay rates and advantages, training and development chances to their personnel. The author specified that because of obsolete HR rehearses, the profitability and inspiration level of the representatives of little organizations of Bangladesh were low.

Another researcher Morshed (2007) presumed that a large portion of the garments laborers are not fulfilled by their present occupation in the RMG division. The level of wages is the most remarkable wellspring of disappointment for laborers in the RMG business. The owner of RMG regularly denies that they have the ability to enhance the wages or states of laborers. Two late studies (Billah & Islam 2009; Billah, Prince, & Islam, 2009) found that HR rehearses have noteworthy relationship with worker turnover and hierarchical duty.

Majumder (1998) in a study on HRM distinguished a few issues in RMG segment. He has been said that, work

zones are regularly packed with restricted work spaces, bringing about word related dangers, for example, musculoskeletal clutters and infectious illnesses. Wounds, fatalities, disablement and death from flame and building breakdown are continuous issue in the RMG segment.

Alam (2004) has directed an examination study on HRM rehearse and said that nonstop work routine, wage punishments, physical and verbal misuse are regular. Ladies workers face physical misuse and inappropriate behavior inside and additionally outside the factory; however administration does not guarantee the security of female workers. Alam (2004) recommended administrative measures and its strict enforcement and checking by the administration office that could overcome work place in security issue of RMG laborers in Bangladesh. Absar (2006) expressed that, the workplace in Bangladesh RMG area is underneath benchmarks. Well-being and Safety regulations, as recommended in Factory Rules 1979 are routinely overlooked by administration and are not really implemented by government. It is not first-time for garments industry laborers to be released without installment taking after a while of gave work. Kumar (2006) centers; Garments laborers are worried with long working hours or twofold sequential shifts, dangerous workplace, poor working conditions, compensation and sex segregation. Without a doubt, bosses regard the RMG workers as slaves, abusing laborers to build their financial soundness and keep their industry focused despite expanding worldwide rivalry.

Priyo (2010) expressed that, Most of the articles of clothing plants don't have standard working hours. Constrained work is regular in Bangladesh particularly in the RMG segment. workers are regularly given an amount to satisfy. On account of laborers not able to satisfy their portion amid work hours, they need to stay behind and work without pay. Late or sporadic pay installments are regular in the division. Generally the greater part of the industrial facilities doesn't give any pay slip. The factories, which give pay slips, don't have straightforwardness.

2.1 Objectives of the Study

The major objectives for conducting the study are:

▪ To provide an overview of the present situation of human resource management practices in garments of Bangladesh.

▪ Whether there is any discrimination in their function of HRM.

▪ To suggest how to improve the human resource management practices in garments of Bangladesh

3. Methodology

The subject matters related to methodological aspects of this report are the following:

3.1 Research Design

This study is essentially an exploratory study. Exploratory studies are an important method for discovering 'what is going on; to look for new bits of knowledge; to make inquiries and to survey marvels in another light' (Robson, 2002). Its extraordinary favorable position is that it is adaptable and versatile to change (Naipul, 1989).

3.2 Sampling Design

The studies conducted on 100 respondents from five garments industries of Bangladesh and are randomly selected. 20 respondents from every garment are randomly selected as sample size.

3.3 Data Sources and Instrumentation

The study was ordered with the assistance of primary data and secondary data. Primary data was gathered through direct personal interview through questionnaire. The questionnaire contains 12 specific questions. In order to take answer of the questions from the respondents there is used a 05 point Likert scale ranging from 01 to 05. In which 05 indicates "strongly agree", 04 indicates "agree", 03 indicates "Neutral", 02 indicates " disagree", 01 indicates "strongly disagree" is utilized which is the single worldwide rating approach (Davidson, 1979) as it is accepted as the less demanding way to deal with gathering data (Haque & Taher, 2008; Yu & Egri, 2005). Moreover, secondary data from different reports and magazines, newspapers, different books, publications, journals and internet are also used for conducting this research.

3.4 Data Collection Process

This paper is mainly based on primary sources of data and some secondary information. In this study, 100 respondents from five garments industries of Valuka, Mymensingh are randomly selected. To understand the human resource management practices in RMG sector the researcher primarily find out the basic functions of human resource division of an organization. According to David A. DeCenzo and Stephen P. Robbins (2013) basic functions of human resource division are categorized into four classes' namely staffing, training & development, motivation and maintenance. Three questions from each category are taken as the variables of the questionnaire.

The relevant data is collected through direct interview of human resource manager and some employees and workers who are directly involved in HR department. An organized questionnaire has been served as an information gathering instrument.

3.5 Data Analysis Process

At every phase of review, information is checked, altered and coded. By utilizing Statistical systems, information is outlined to discover expected result. Preliminary data sheets are contrasted with unique coding sheets to secure the correctness of data entered. Collected information is processed by the use of computer system. Various statistical tools such as Z test, weighted average, standard deviation, arithmetic means, percentage analysis etc. are used for processing the data.

For Z test the following formula is used:

$$\text{Weighted Average} = (\text{Number of Respondents} \times \text{Respective weight}) \div \text{Total Respondents}$$

$$\text{Standard Deviation } (\delta) = \sqrt{\frac{\sum fd^2}{N} - \left[\frac{\sum fd}{N}\right]^2}$$

$$\text{Value of Z} = \frac{\text{Weighted Average} - \mu}{\frac{\delta}{\sqrt{N}}}$$

4. Analysis

The study attempts to analyze HRM practices in the garments sector in Bangladesh considering the theoretical framework developed by David A. DeCenzo and Stephen P. Robbins in 2013. Based on their functional segmentation of HRM practices, the study represents the current scenario of garments industries in Bangladesh taking a sample test in inductive approach.

4.1 Staffing

The first step of staffing is to make proper employment planning. Employee planning is a key procedure of methodical identification and examination of an association's needs to figure out what this association requires as far as the size, sort, and nature of utilized faculty to accomplish its business destinations and objectives. The procedure intends to characterize the most suitable blend of experience, learning, and aptitudes that are required for workers to perform their obligations and add to achievement of business targets and objectives. However our study finds the following facts regarding employment planning.

Table 3. Availability of employment planning

	Description of Respondents						WA	SD	Z-test Cal. Value	Z-test Crit. Value
	SD	D	N	A	SA	Total				
Number	14	51	15	18	02	100	2.43	1.00	-5.70	1.96
Percentage	14%	51%	15%	18%	02%	100%	-	-	-	-

Notes. WA = Weighted Average; SD = Standard Deviation; Cal. Value = Calculated Value; Crit. Value = Critical Value.

Source: Field Survey, 2015.

H_0= Proper employment planning is not available; H_1= Proper employment planning is available.

From the total of our respondents it has been found that, 14% respondents strongly disagreed, 51% respondents disagreed, 15% respondents are neutral, 18% respondents agreed and 02% respondents strongly agreed that proper employment planning is available. Here, the calculated value of Z is -5.70 and the critical value of Z is 1.96. As the critical value of Z is greater than the calculated value of Z so the null hypothesis (H_0) is accepted and alternative hypothesis (H_1) is rejected. So, proper employment planning is not available in our selected garments industries.

The second step in the process of staffing is offering job to the candidates by advertisement. Proper advertisement is the prerequisite of efficient and skilled personnel recruitment process. The study presents the following scenario regarding job offerings by advertisement.

Table 4. Advertisement for offering job are given properly

	Description of Respondents						WA	SD	Z-test Cal. Value	Z-test Cri. Value
	SD	D	N	A	SA	Total				
Number	19	44	05	22	10	100	2.60	1.29	-3.10	1.96
Percentage	19%	44%	05%	22%	10%	100%	-	-	-	-

Notes. WA = Weighted Average; SD = Standard Deviation; Cal. Value = Calculated Value; Crit. Value = Critical Value.
Source: Field Survey, 2015.

H_0= Advertisement for offering job are not given properly; H_1= Advertisement for offering job are given properly.

About 19% respondents strongly disagreed, 44% respondents disagreed, 05% respondents are neutral, 22% respondents agreed and 10% respondents strongly agreed that advertisement for offering job are given properly by the organizations. Here, the calculated value of Z is -3.10 and the critical value of Z is 1.96. As the critical value of Z is greater than the calculated value of Z so the null hypothesis (H_0) is accepted and alternative hypothesis (H_1) is rejected. So, it can be highly affirmed that, advertisement for offering job are not given properly by the selected garments industry.

Screening the candidate is the third step of staffing process. Screening might be characterized as the primary appraisal of job interviewers taking into account determined criteria. Recruitment of talented and advanced personnel is to a great extent relies on upon legitimate screening of the competitor. The present scenario of screening candidates in RMG sector is presented bellow with a table:

Table 5. Properly screening the candidates

	Description of Respondents						WA	SD	Z-test Cal. Value	Z-test Cri. Value
	SD	D	N	A	SA	Total				
Number	17	38	17	26	02	100	2.58	1.10	-3.78	1.96
Percentage	17%	38%	17%	26%	02%	100%	-	-	-	-

Note: WA = Weighted Average; SD = Standard Deviation; Cal. Value = Calculated Value; Crit. Value = Critical Value.
Source: Field Survey, 2015.

H_0= Organizations do not screening the candidate properly; H_1= Organizations screening the candidate properly.

From the scent percent of our respondents, 17% respondents strongly disagreed, 38% respondents disagreed, 17% respondents are neutral, 26% respondents agreed and 02% respondents strongly agreed that Organizations screening their candidates properly. Here, the calculated value of Z is -3.78 and the critical value of Z is 1.96. As the critical value of Z is greater than the calculated value of Z so the null hypothesis (H_0) is accepted and alternative hypothesis (H_1) is rejected. The mathematical analysis shows the result that, the organizations do not screening the candidates properly.

4.2 Training and Development

Employee training is intended to help workers in securing better aptitudes for their present place of employment. The purpose of employment training is on present place of employment expertise necessities (David A. DeCenzo and Stephen P. Robbins). Employee training is essential for an organization's success. The study presents the following facts regarding employee training.

Table 6. Availability of proper employee training

	Description of Respondents						WA	SD	Z-test Cal. Value	Z-test Cri. Value
	SD	D	N	A	SA	Total				
Number	05	38	18	27	12	100	3.03	1.15	0.26	1.96
Percentage	05%	38%	18%	27%	12%	100%	-	-	-	-

Notes. WA = Weighted Average; SD = Standard Deviation; Cal. Value = Calculated Value; Crit. Value = Critical Value.
Source: Field Survey, 2015.

H_0= Proper employee training facilities are not available; H_1= Proper employee training facilities are available.

05% respondents strongly disagreed, 38% respondents disagreed, 18% respondents are neutral, 27% respondents agreed and 12% respondents strongly agreed that proper employee training facilities are available. Here, the calculated value of Z is 0.26 and the critical value of Z is 1.96. As the critical value of Z is greater than the calculated value of Z so the null hypothesis (H_0) is accepted and alternative hypothesis (H_1) is rejected. The mathematical analysis shows the result that, our selected garment industries have no proper employee training facilities for their employees.

Another essential training function is the Organization improvement which manages encouraging framework wide changes in the association. The purpose of organization advancement is to change the dispositions and estimations of the workers as indicated by new hierarchical vital headings (David A. DeCenzo and Stephen P. Robbins). Our study findings regarding organizational development facilities are analyzed bellow:

Table 7. Organization development facilities are available

	Description of Respondents						WA	SD	Z-test	Z-test
	SD	D	N	A	SA	Total			Cal. Value	Cri. Value
Number	10	45	17	26	04	100	2.75	1.07	-2.34	1.96
Percentage	10%	45%	17%	26%	04%	100%	-	-	-	-

Notes. WA = Weighted Average; SD = Standard Deviation; Cal. Value = Calculated Value; Crit. Value = Critical Value.
Source: Field Survey, 2015.

H_0= Organization development facilities are not available; H_1= Organization development facilities are available.

From the total of our respondents it is found that, 10% respondents strongly disagreed, 45% respondents disagreed, 17% respondents are neutral, 26% respondents agreed and 04% respondents strongly agreed that organization development facilities are available. Here, the calculated value of Z is -2.34 and the critical   value of Z is 1.96. As the critical value of Z is greater than the calculated value of Z so the null hypothesis (H_0) is accepted and alternative hypothesis (H_1) is rejected which reveals that, organization development facilities are unavailable in our selected garments.

Career development projects are intended to helps representatives in propelling their works lives. The purpose of career development is to give the fundamental data and appraisal in helping employees understand their career objectives. It is the accountability of individual, not the association (David A. DeCenzo & Stephen P. Robbins). But our study finds that most of the employees are unconscious about their career development. The study finds the following facts:

Table 8. Availability of career development facility

	Description of Respondents						WA	SD	Z-test	Z-test
	SD	D	N	A	SA	Total			Cal. Value	Cri. Value
Number	03	41	08	46	02	100	2.79	1.00	-2.10	1.96
Percentage	03%	41%	08%	46%	02%	100%	-	-	-	-

Notes. WA = Weighted Average; SD = Standard Deviation; Cal. Value = Calculated Value; Crit. Value = Critical Value.
Source: Field Survey, 2015.

H_0= There is no availability of career development facilities; H_1= There is availability of career development facilities.

The above mathematical analysis portraits that, 03% respondents strongly disagreed, 41% respondents disagreed, 08% respondents are neutral, 46% respondents agreed and 02% respondents strongly agreed that there is availability of career development facilities. Here, the calculated value of Z is -2.10 and the critical value of Z is 1.96. As the critical value of Z is greater than the calculated value of Z so the null hypothesis (H_0) is accepted and alternative hypothesis (H_1) is rejected. So from the above analysis it can be said that, career development facilities are not available in our selected garments industries.

4.3 Motivation

Motivation is the inside and outside components that arouse hunger and strength in individuals to be eternally intrigued and focused on an occupation, part or subject, or to attempt to accomplish an objective. Among the

various motivational factors job security is a great motivational factor. Job security is the assurance that an employee has about the continuity of gainful employment for his or her work life. Our present study represents the following scenario regarding job security of the employees:

Table 9. Organization ensures high job security

	Description of Respondents						WA	SD	Z-test Cal. Value	Z-test Cri. Value
	SD	D	N	A	SA	Total				
Number	56	17	14	11	02	100	1.86	1.14	-10.00	1.96
Percentage	56%	17%	14%	11%	02%	100%	-	-	-	-

Notes. WA = Weighted Average; SD = Standard Deviation; Cal. Value = Calculated Value; Crit. Value = Critical Value.
Source: Field Survey, 2015.

H_0= Organization does not ensure high job security; H_1= Organization ensures high job security.

56% respondents strongly disagreed, 17% respondents disagreed, 14% respondents are neutral, 11% respondents agreed and 2% respondents strongly agreed that organization ensures high job security. Here, the calculated value of Z is -10.00 and the critical value of Z is 1.96. As the critical value of Z is greater than the calculated value of Z so the null hypothesis (H_0) is accepted and alternative hypothesis (H_1) is rejected. So, it can be highly affirmed that, organization does not ensure high job security.

Performance evaluation system is another motivational variable. Performance evaluation is an efficient and occasional procedure that surveys an individual employee's performance and output in connection to certain pre-built up criteria and hierarchical destinations. Proper valuation of performance and rewarding for good performance is a key motivational factor used by various organizations. The present scenario of assessment and performance appraisal system in RMG sector is presented bellow with a table:

Table 10. Assessment and performance appraisal system is used

	Description of Respondents						WA	SD	Z-test Cal. Value	Z-test Cri. Value
	SD	D	N	A	SA	Total				
Number	39	26	08	20	07	100	2.30	1.35	-5.19	1.96
Percentage	39%	26%	08%	20%	07%	100%	-	-	-	-

*Note*s. WA = Weighted Average; SD = Standard Deviation; Cal. Value = Calculated Value; Crit. Value = Critical Value.
Source: Field Survey, 2015.

H_0= Assessment and performance appraisal system is not used; H_1= Assessment and performance appraisal system is used.

From the total of our respondents it is found that, 39% respondents strongly disagreed, 26% respondents disagreed, 08% respondents are neutral, 20% respondents agreed and 07% respondents strongly agreed that assessment and performance appraisal system is used. Here, the calculated value of Z is -5.19 and the critical value of Z is 1.96. As the critical value of Z is greater than the calculated value of Z so the null hypothesis (H_0) is accepted and alternative hypothesis (H_1) is rejected. So, it can be highly affirmed that, proper assessment and performance appraisal system is not used.

Different organizations also motivate their personnel by following standard leave policy. It is also a key motivational factor. Existence of standard leave policy encourages employees to discharge their responsibilities properly and on the other hand absence of standard leave policy creates employees dissatisfaction which causes a serious harm to the organization. However, in our study we have found that, most of the garments not follow standard leave policy. Major findings of the study regarding this are summarized below:

Table 11. Organization follows standard leave policy

	Description of Respondents						WA	SD	Z-test Cal. Value	Z-test Cri. Value
	SD	D	N	A	SA	Total				
Number	38	20	20	20	02	100	2.28	1.22	-5.90	1.96
Percentage	38%	20%	20%	20%	02%	100%	-	-	-	-

Notes. WA = Weighted Average; SD = Standard Deviation; Cal. Value = Calculated Value; Crit. Value = Critical Value.
Source: Field Survey, 2015.

H_0= Organization does not follow standard leave policy; H_1= Organization follows standard leave policy.

From the total of our respondents it is found that, 38% respondents strongly disagreed, 20% respondents disagreed, 20% respondents are neutral, 20% respondents agreed and 02% respondents strongly agreed that organization follows standard leave policy. Here, the calculated value of Z is -5.90 and the critical value of Z is 1.96. As the critical value of Z is greater than the calculated value of Z so the null hypothesis (H_0) is accepted and alternative hypothesis (H_1) is rejected. So from the above analysis it can be seen that, organization does not follow standard leave policy.

4.4 Maintenance

Creating of a congenial work environment is a core maintenance function of HR manager. Congenial work environment refers to friendly and safe work environment for the employees. But our study finds that most of the garments have no congenial work environment. As a result maintenance functions of HR division hampers.

Table 12. Existence of congenial work environment

	Description of Respondents						WA	SD	Z-test Cal. Value	Z-test Cri. Value
	SD	D	N	A	SA	Total				
Number	35	20	13	22	10	100	2.52	1.41	-3.40	1.96
Percentage	35%	20%	13%	22%	10%	100%	-	-	-	-

Notes. WA = Weighted Average; SD = Standard Deviation; Cal. Value = Calculated Value; Crit. Value = Critical Value.
Source: Field Survey, 2015.

H_0= There is no existence of congenial work environment; H_1= There is existence of congenial work environment.

From the total of our respondents it is found that, 35% respondents strongly disagreed, 20% respondents disagreed, 13% respondents are neutral, 22% respondents agreed and 10% respondents strongly agreed that there is existence of congenial work environment. Here, the calculated value of Z is -3.40 and the critical value of Z is 1.96. As the critical value of Z is greater than the calculated value of Z so the null hypothesis (H_0) is accepted and alternative hypothesis (H_1) is rejected. So there are no congenial work environments in our selected garments.

Another maintenance function of HR manager is to provide proper health and medical facilities. The study represents the following facts about availability of health and medical facilities:

Table 13. Availability of health and medical facilities

	Description of Respondents						WA	SD	Z-test Cal. Value	Z-test Cri. Value
	SD	D	N	A	SA	Total				
Number	41	11	05	41	02	100	2.52	1.42	-3.38	1.96
Percentage	41%	11%	05%	41%	02%	100%	-	-	-	-

Notes. WA = Weighted Average; SD = Standard Deviation; Cal. Value = Calculated Value; Crit. Value = Critical Value.
Source: Field Survey, 2015.

H_0= There is no availability of health and medical facilities; H_1= There is availability of health and medical facilities.

From the total of our respondents it is found that, 41% respondents strongly disagreed, 11% respondents disagreed, 05% respondents are neutral, 41% respondents agreed and 02% respondents strongly agreed that there is availability of health and medical facilities. Here, the calculated value of Z is -3.38 and the critical value of Z is

1.96. As the critical value of Z is greater than the calculated value of Z so the null hypothesis (H_0) is accepted and alternative hypothesis (H_1) is rejected. So from the above analysis it can be said that, there is no available health and medical facilities in our selected garments.

Providing flexible working hours to the employees is considered as another major maintenance function of a human resource manager. Providing flexible working hours refers to giving employees the chance to work at any time according to their scope. In this case there is no time bindings but exists assigned duty. An employee has opportunity to perform their assigned duty at any time according to their scope. The study founds the following facts regarding this issue:

Table 14. Existence of flexible working hours

	Description of Respondents						WA	SD	Z-test Cal. Value	Z-test Cri. Value
	SD	D	N	A	SA	Total				
Number	29	50	11	08	02	100	2.04	0.95	-10.11	1.96
Percentage	29%	50%	11%	08%	02%	100%	-	-	-	-

Notes. WA = Weighted Average; SD = Standard Deviation; Cal. Value = Calculated Value; Crit. Value = Critical Value.
Source: Field Survey, 2015.

H_0= There is no existence of flexible working hours; H_1= There is existence of flexible working hours.

From the total of our respondents it is found that, 29% respondents strongly disagreed, 50% respondents disagreed, 11% respondents are neutral, 08% respondents agreed and 02% respondents strongly agreed that there is existence of flexible working hours. Here, the calculated value of Z is -10.11 and the critical value of Z is 1.96. As the critical value of Z is greater than the calculated value of Z so the null hypothesis (H_0) is accepted and alternative hypothesis (H_1) is rejected. So there is no existence of flexible working hours in our selected garments.

5. Results and Discussions

The application of the HRM practice in the Ready-made garments sector in Bangladesh is not satisfactory according to theoretical framework (DeCenzo A. David & Robbins P. Stephen, 2013). The study limits upon the cultural and socioeconomic factors of the region. All the factors of functions of HRM rejects alternative hypothesis which validates the previous studies The summary of the results are given below:

Table 15. Summary of the results

Functions of Human Resource Management			Results
1.	**Staffing**		
	H1	Availability of employment planning	Rejected
	H2	Advertisement for offering job are given properly	Rejected
	H3	Properly screening the candidates	Rejected
2.	**Training and Development**		
	H4	Availability of proper employee training	Rejected
	H5	Organization development facilities are available	Rejected
	H6	Availability of career development facility	Rejected
3.	**Motivation**		
	H7	Organization ensures high job security	Rejected
	H8	Assessment and performance appraisal system is used	Rejected
	H9	Organization follows standard leave policy	Rejected
4.	**Maintenance**		
	H10	Existence of congenial work environment	Rejected
	H11	Availability of health and medical facilities	Rejected
	H12	Existence of flexible working hours	Rejected

From the empirical analysis it is shown that, in discharging the function of staffing, most of the organizations do not make proper employment planning. Very few organizations give advertisement for offering job in formal way. Most of the garments industries use personal contact as the primary means of advertisement. Furthermore, they do not make proper screening of the candidates. They do not make any contract and not give any appointment letter.

So the recruitment procedure is highly informal (Bansari, 2010). As a result,all the factors of staffing rejects the hypothesis.

The study has also found that, most of the garment industries of our study are not conscious about providing proper training and development facilities to their employees. This result is consistent with the previous studies of Islam (2003). In our study, all the variables using for judging HR practice regarding training and development are shown negative results. These are the crucial indicators which depict that, training and development facilities are not available in most of the garment industries. The result also violates the framework pronounced by Gibb (2001); Coda, Cesar, Bido, and Louffat (2009).

The analysis also reflects that, most of the garment industries do not use effective motivational techniques to their employees. Providing high job security is a great motivational tool. But it is a matter of sorrow that, a large number of employees of RMG suffers from the risk of job insecurity. Some of the common scenario of the garments workers to be dismissed without prior notice or payments (Absar & Kumar, 2006) As there is no agreement or arrangement letter, a large number of readymade garments workers are powerless against losing their employments immediately without advantages. Moreover the analysis founds that, organizations do not use proper assessment and performance appraisal system and promotion policy.

Most of the organizations have no congenial work environment. In our survived industries it has been found that employees do not get enough health and medical supports from the industries. Health and Safety regulations, as recommended in Factory Rules 1979 are routinely disregarded by administration and are not really authorized by government. This result is also validate the previous findings of Qudus and Uddin (1993) and Dasgupta (2002).

6. Recommendations

The RMG sector would be benefited by the institution of current Human Resource exercises through the creation of human resource or personnel department in the business. The institution of human resource management would guarantee that work models are addressed, those workers 'rights are not abused, and that there is a protected workplace. Keeping in mind the end goal to ensure work rights, professional stability and different advantages, laborers ought to be furnished with arrangement letters itemizing the states of occupation. HRM can make a friendly workplace in the RMG that upgrades work fulfillment, through training and development, professional stability, presenting adaptable working times, empowering new innovation and presenting prizes, advantages and other periphery installments.

At long last, the lowest pay permitted by law for the garment workers ought to be regularized and executed appropriately. The work drive needs to avoid the way of viciousness and vandalism. The owners of the readymade garment can hear and address the issues of the work people. A 'Grievance Officer' in all garments can be appointed to see sorrows and sufferings of the workers. Moreover the concerned authority should address a standard recruitment and selection process to appoint efficient employees in the organization. To motivate the employees for performing their task properly monetary rewards and non-monetary rewards also should be given. Proper assessment and performance appraisal system and promotion policy should be used by the management. Security of job is a great influencing factor to motivate the employees. So high job security should be provided by the concerned authority. The other facilities as like as food, transport, medical facilities, conveyance allowances, flexible working hours should be offered by the garment industries to their employees for their well-being to ensure proper HR practices.

7. Conclusions

This article has examined current HR hones in the Bangladesh instant pieces of clothing division. It has found that, the working conditions are poor, in spite of Bangladesh work laws and the nation's enrollment of the WTO and ILO. The article took a glimpse at the act of main performers in HR, Bangladesh government base was observed to be poor, because of limited economic resource. The Bangladesh Government needs to give careful consideration to enhance this area. Ensuring work fulfillment, over the long haul, requires careful planning and exertion both by management and by employees. Consequently the management, universal group and partner ought to work in cooperative energy in enhancing working conditions in the RMG segment with the foundation of a HRM unit or Personnel Management unit in each RMG industry. Indeed the framework of Bangladesh RMG part is poor because of an absence of monetary backing and also government and approach creators lacking thoughtfulness regarding this area. If a good governance system can be implemented in the RMG sector then the sector becomes the main stream of the economy with high contribution to GDP which accelerate the government's development activities.

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