

# INVESTIGATING THE EFFECT OF COVID-19 ON HUMAN RESOURCE MANAGEMENT AND NON-FINANCIAL JOB SATISFACTION: EMPIRICAL EVIDENCE FROM THE RMG SECTOR OF BANGLADESH



Md. Azmir Sharif <sup>(a)1</sup> Md. Atiqur Rahman <sup>(b)</sup> Mita Rani Mallik <sup>(c)</sup>

<sup>(a)</sup> Lecturer, Department of Business Administration, Bangladesh Army University of Science & Technology (BAUST), Saidpur Cantonment, Nilphamary, Bangladesh; E-mail: [sharifazmir@gmail.com](mailto:sharifazmir@gmail.com)

<sup>(b)</sup> Lecturer, Department of Business Administration, Pundra University of Science & Technology, Rangpur road, Gokul, Bogura, Bangladesh; E-mail: [atiqurrahmancp@gmail.com](mailto:atiqurrahmancp@gmail.com)

<sup>(c)</sup> MBA in HRM, Dhaka University, Bangladesh; E-mail: [mitaranim0@gmail.com](mailto:mitaranim0@gmail.com)

## ARTICLE INFO

### Article History:

Received: 7<sup>th</sup> June 2022  
Accepted: 22<sup>nd</sup> July 2022  
Online Publication: 27<sup>th</sup> July 2022

### Keywords:

Human Resource Management,  
Ready-Made Garment, Covid-19  
Non-Financial Job Satisfaction  
Working Environment, Job Safety

### JEL Classification Codes:

G32, F65, L66, L25, M41

## ABSTRACT

*This study aims to assess the impact on Human Resource Management (HRM) practices of the Ready-made Garments Sector, evaluate major changes due to COVID-19 in HRM, and examine employees' non-financial job satisfaction during COVID-19. This study collected data from 100 randomly selected respondents from Ready-made Garments of Bangladesh to accomplish these objectives. The findings show that job satisfaction (non-financial) has positive significant ( $p < 0.05$ ) relation with working environment conditions (WEC) and also has a positive significant ( $p < 0.05$ ) association with employee management relationship (EMR). In contrast, a similar positive correlation is also found between WEC and EMR. However, during COVID-19, non-financial job satisfaction, including hand sanitizer, soap, masks, sick leave, health safety issues, etc., was increased and indicated a satisfactory rank. This suggests that most firms maintain health issues, safety, and others during a pandemic, which enhances non-financial job satisfaction. On the contrary, financial benefits are reduced, loss of jobs, and lack of job safety increases, which cannot be ignored. Moreover, this study also recommends several policies that may improve the employees' productivity and the industry as a whole.*

© 2022 by the authors. Licensee CRIBFB, USA. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

## INTRODUCTION

Since the liberation war, Bangladesh has been steadily working toward its goal of being a sustainable development country. Bangladesh's administration pursued a socialist economic model. Private sector development, industrialization, competitiveness, and human resource management (HRM) are all issues that need to be addressed and were not prioritized by the government or politicians. Bangladesh had remarkable economic growth after converting its economic policies from socialism to a free-market economy in the early 1990s. It presently has an industrial contribution to GDP of roughly 28.5 percent. Ready Made Garment (RMG) is one of the booming manufacturing sectors with a greater contribution to the national economy of Bangladesh. RMG has been the main source of export for the last 25 years, and this sector employs more than 3 billion people in Bangladesh, of whom about 90% are poor and underprivileged women. This sector became important in generating employment, foreign exchange earnings, and contributing to Gross Domestic Product (GDP). Despite being a thriving national trade and finance sector, RMG is having trouble expanding its product lines, locating new markets, managing transport for product delivery due to inadequate infrastructure utilization, and creating backward and forward links. In addition, other significant issues with the RMG sector include poor working conditions and work practices (such as irregular factory pay) and a lack of social conformity, which contribute to frequent labor unrest and lower job satisfaction.

Most of the people working in the RMG sector in Bangladesh are poor who live in rural areas and char lands and

<sup>1</sup>Corresponding author: ORCID ID: 200000-0002-3120-719X

© 2022 by the authors. Hosting by CRIBFB. Peer review under responsibility of CRIBFB, USA.  
<https://doi.org/10.46281/bjmsr.v5i1.1774>

To cite this article: Sharif, M. A., Rahman, M. A., & Mallik, M. R. (2022). INVESTIGATING THE EFFECT OF COVID-19 ON HUMAN RESOURCE MANAGEMENT AND NON-FINANCIAL JOB SATISFACTION: EMPIRICAL EVIDENCE FROM THE RMG SECTOR OF BANGLADESH. *Bangladesh Journal of Multidisciplinary Scientific Research*, 5(1), 14-20. <https://doi.org/10.46281/bjmsr.v5i1.1774>

somehow connect with microfinance credit which gives credit at minimum conditions with high interest to the local poor people (Banu et al., 2021), has background role for moving people of char lands (Hoque et al., 2021) and rural areas to special urban garments sector jobs. Another reason they enter into job sectors early with low payment is a lack of education and training on special skills (Hoque et al., 2021). Instruction takes time, and most of them have little capital, so they are interested in income-earning activities early. On the contrary, they are mainly involved with agriculture (Rabbani & Ahmad, 2021), which also influences their specialization in agriculture. In the financial crisis, they have very few options, including the RMG sector for the job. COVID-19 has shaken all organizations to their core because of an unavoidable and hard environment for human resource management (HRM) practitioners who must create inventive ways to maintain their organizations' existence and assist their people in coping with this new crisis. By examining the impact of COVID-19 on HRM, this work intends to broaden the area of management research. It observes the significant challenges and opportunities that have evolved because of this epidemic. This research will help these sector HRM professionals to gain insight into future directions of the company development that may come into view because of these opportunities. This epidemic has undoubtedly brought a tough and stressful phase for human resource management practitioners. HRM professionals need to think out of the box to keep their businesses in a stable position and assist their staff in coping with new problems. HRM practitioners require relevant information to help them navigate this crisis effectively and efficiently. Studies on COVID-19 impact on HRM in the RMG sector are not in large number, so it is difficult for the HRM practitioners to know the challenges and problems. The major purpose of this study is to look into the influence of COVID-19 on HRM and identify the issues. This research also provides recommendations for future HRM orientations in Bangladesh's RMG sector. This research will help management from a scientific standpoint and give them a vast area from the research point of view.

### **Non-Financial Job Satisfaction**

The success of an organization largely depends on its employee's job satisfaction (alternatively said as employee satisfaction or workplace satisfaction). Staff is satisfied by providing financial or non-financial benefits. In one of his studies, Clifford (1985) noted that various types of rewards or benefits have relationships with employees' job satisfaction. Employees who are highly satisfied with their work conditions become more productive and loyal to their work.

However, the organization also provide different types of non-financial benefits and facilities to enhance job satisfaction and increase the motivation level of their employee. We can define non-financial benefits as that employees will not get any monetary value or amount but will be satisfied with it. These types of benefits are considered intrinsic benefits also.

Non-financial job satisfaction plays a vital role in satisfying and motivating employees. Providing a supportive working environment; maintaining manager-employee good relations; giving work flexibility; ensuring health and hygiene for officers; apprising for good work, and arranging training for staff organizations can satisfy employees at some or no cost.

Non-financial benefits give considerable levels of employee satisfaction at no cost. In the covid-19 situation, RMG faces various problems and financial threats also. Non-monetary benefits have been a key element in improving employee satisfaction to increase productivity and sustain competitive advantage.

### **Objectives of the Study**

- To know about the scenario of Bangladesh's RMG industries during COVID-19.
- To assess the impact on HRM practices and evaluate major changes due to COVID-19 in HRM.
- To find out employees' non-financial job satisfaction during COVID-19.

This particular research is all about the ready-made garments industry. This sector's human resource practices and the challenges they face in this pandemic. This research tries to get information on how HR practitioners handle this crisis. As a result, this study will help identify the problems which can be resolved easily. Also, allow them to make this epidemic an opportunity.

## **LITERATURE REVIEW**

Human Resource Management methods boost organizational performance and competitive advantage (Absar, 2014). Employee turnover, productivity, and job unhappiness are all exacerbated by a lack of proper HRM practices. However, successful implementation of HRM techniques can help to improve overall organizational performance and growth (Absar, 2014). Incompetence in HRM procedures always impacts organizational competitiveness, as the staff is the most important aspect in achieving quality results. Inadequate workforce planning is an important key issue in human resource management, as well as personnel shortages and surpluses, which represent the reality of HRM practices incompatible with business objectives. For many years, the ready-made garments industry's human resource management practices have been a popular area of research. However, despite the fact that Bangladesh's ready-made garments business is a thriving industry, there have been insufficient studies undertaken in this field in Bangladesh. A standardized questionnaire was used to conduct a study in several ready-made clothes factories in Dhaka, and the results were objectively assessed. The study recommends that relevant authorities should be aware of employee training to improve employee performance and the organization's performance. The impact of the coronavirus disease (COVID-19) pandemic on Bangladesh's ready-made garment (RMG) industry is discussed in this study (Worldometer, 2020). No such measures were noticed prior to the state or BGMEA reopening the RMG factories to protect RMG workers from any health concerns. The decision to reopen the plants was made solely for economic reasons.

Without a doubt, authorities and factory owners have chosen to preserve their livelihoods over their workers' lives by reopening factories when the COVID-19 pandemic is still a significant threat. European and North American countries are actively fighting the second wave of COVID-19 following importation, but countries with a more vulnerable healthcare system are in danger, like Bangladesh. The policies and procedures involved in carrying out the "Human Resource (HR)" aspects of a management position, such as HR planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations, are collectively referred to as human resource management (HRM) (Dessler, 2007; Khan, 2010). HRM is a crucial organizational resource that aids an organization's ability to sustain itself and remain competitive (Marchington & Wilkinson, 2008; Schuler, 1990; Absar et al., 2010). It is a crucial factor that affects various employee attitudes and behaviors, including intent to leave, degrees of job satisfaction, and organizational commitment (Lee, 2000; Sarker, 2014). Many researchers have looked into Bangladesh's garment industry's health, hygiene, and safety concerns (Hossain, 2007). According to researchers, the RMG sector's working conditions are subpar and don't fulfill ILO criteria. The following are only a few of them:

Labor laws and rights are regularly ignored at RMG factories in Bangladesh. Additionally, because of the unhygienic environment, workers contract various diseases, and many workers are killed in industrial accidents, fires, and panicked stampedes. The lack of effective steps to ensure the enforceability of current legislation protecting employees' rights and maintaining workplace safety worries the RMG sector. Management does not effectively address the safety and physical comfort of female employees.

Discrimination in salaries, insufficient maternity leave, weekly holiday, and infant care system are all human acts by security guards toward female workers. The industrial structure hasn't enough fire exits and air circulation openings. In most garment factories, the fire and smoke alarm bells don't work, and many don't have a fire and smoke alarm system. Due to the sector's importance as a source of foreign exchange, various modifications are required. Several studies have looked into the working conditions in Bangladesh's garment industry.

Workers in the RMG sector do not have access to a safe and healthy working environment that follows neither the BLA of 2006 nor the ILO-based international standard. According to Kumar (2006), Garment workers are concerned about an unsafe work environment and inadequate working conditions. Employers treat RMG workers like slaves, mistreating them to increase profit margins and keep their industry competitive in the face of growing foreign competition. Working conditions in the RMG industry frequently break international labor regulations and codes of conduct. Regulatory measures, as well as their strict implementation and monitoring by government agencies, were also suggested to address the workplace security concerns of Bangladeshi garment workers. Occupational dangers such as musculoskeletal ailments and infectious infections are common in overcrowded work environments with limited workplaces. Fire and building collapse injuries, deaths, disablement, and death are common in the RMG sector. Job loss and a pay cut Bangladesh's RMG sector began to face challenges considerably sooner than the rest of the world. The initial difficulties were procuring raw materials after China's business activity was suspended as the illness spread across the country. China is a major source of raw materials for the industry. This also accounts for a sizable chunk of Bangladesh's multibillion-dollar Chinese imports. Because of the diversification of supply chains and the liberalization of commercial operations in China, the raw materials issue has finally been resolved. Then there were the cancellations, putting the sector's survival in peril.

The management of people is the focus of human resource management. When managers engage in human resource tasks as part of their job, they aim to make it easier for people to contribute to the organization's goals and objectives. Human resource management refers to actions designed to support and coordinate human efforts to contribute to the organization's goals.

Since the COVID-19 threat became all-too-real in Bangladesh at the beginning of March 2020, labor leaders have demanded factory closures to protect workers from contracting the deadly virus. Initially, the government strongly opposed industrial closures, claiming that workers' safety would be prioritized. While factory safety and entry were hot topics of discussion among labor leaders, the government, and the owners' organization, safety and cleanliness outside the plants were only addressed in passing. There were no clear programs or policies to guarantee that workers did not get the virus outside the plants.

Though the government decided to cut the workforce in all organizations by half due to the increase in Covid-19 infections and deaths, ready-made garment owners have continued running factories at full force while adhering to health recommendations. They express concern about the government mandate, claiming that full-force factory production is required to deliver items on the schedule, avoiding order cancellations or deferred payments. They also stated that keeping the industry running during the countrywide shutdown was the only way to keep the economy alive. According to a recent survey, more than half of Bangladesh's export-oriented ready-made garment (RMG) producers have had to accept orders of products at a lower rate than the previous rate in the event of an emergency caused by the ongoing Covid-19 outbreak.

HRM methods can increase productivity by raising the standard of employees' work lives (Huselid, 1995). HRM policies improve employee skills by acquiring and developing a firm's human capital. This research examines the current HR conditions in the RMG industry in Bangladesh, focusing on employment conditions and HR practices such as performance appraisal. In today's business world, evaluating employee performance is standard practice. The importance of performance appraisal in a business has long been recognized. In most firms, employee performance evaluations are a hot topic. One reason for this is that performance appraisal judgments have an impact on employee salary and recognition. The research aims to assess the state of human resource management in the RMG industry. The primary research goals are to determine the sector's recruitment, job analysis, training and development, performance evaluation, and remuneration system following the completion of the study. Workers' health, well-being, and occupational safety are being protected through various initiatives. According to some surveys, factories must exercise health safety procedures regularly to reopen the business. These procedures are examples of these healthy measure temperature checks, masks, hand washing, hand

sanitizer, and maintaining social distance while at work. Considering the conditions under which businesses will operate in the coming year and how to prepare for future crises, we must remember to put the worker first. The crisis can be handled by ensuring worker safety, establishing worker protection mechanisms in the event of job loss, and creating financial tools to maintain liquidity. Building a positive relationship between the owner and the employees requires early intervention and proactive action to create a meaningful interaction between the parties involved. All of these are incorporated into HR procedures. All stakeholders have a role to play, including the Bangladesh government, foreign organizations, brands, suppliers, and labor unions.

The loss in this period is huge. Only the RMG owners cannot handle or improve the condition by implying HR strategies. To ensure the economy's long-term viability, the government must increase support for backward linkage traders, lower tariffs, and lift other tariffs to protect domestic industries. Innovation, product quality development, and skill development should all be prioritized. It is necessary to lower the cost of doing business. Good governance must be followed. Previous studies show the effect of COVID-19 on the performance of the firms, RMG sectors, and other firms on a percentage basis and descriptive statistics only, such as Syed (2020), Khanam (2021), Kabir et al. (2021), Ali et al. (2021), Akpa et al. (2022) and Abdou et al. (2022) were the most recent work identified. Still, this study tries to capture the issues with perception index as well as with correlations analysis.

### CURRENT STATUS AND DIFFICULTIES OF BANGLADESH'S RMG SECTOR

In the 60<sup>th</sup> decade of the 19<sup>th</sup> century, the foundation of the textile industry was initially laid. In 1965–1966, the industry exported shirts (Mercury shirts), made in Karachi, for the first time to the European market. Nine exporting industries were available in the latter in 1977–1978. Riaz Garments, Jewel Garments, and Paris Garments were the three biggest industries at the time. The most well-known and established of these was Riaz Garments at the time. The establishment of the clothing sector benefited greatly from the quota system. Bangladesh gained a great deal from using that. As a result, the clothing business has developed today. But in 2004, as the quota system was ready to terminate, many people became concerned about Bangladesh's RMG industry. Even while the latter cannot be affected here, as the experts seemed to believe, it overcame the post-quota challenges and turned that story into a success. According to private figures, there are currently more than 5000 garment factories in Bangladesh's RMG sector, employing more than 12 million workers, of which 85% are women. However, the BGMEA estimates that there are about 4000 garment factories in Bangladesh. With exports worth over \$24.49 billion in the most recent fiscal year, the RMG sector is currently the nation's greatest foreign exchange earner. The fact that Bangladesh has a much higher capacity for ready-made clothing than other South Asian suppliers is fantastic news.

Even though Bangladesh's RMG sector is the second-largest clothing exporter, it faces numerous challenges. The lack of safety at work and poor working conditions for the millions of garment workers are currently the RMG sector's biggest issues. It has become a significant challenge for Bangladesh's forthcoming fiscal year. Political stability is an additional crucial factor. The Tazreen fire and the Rana Plaza collapse, two important events in Bangladesh's RMG industry, have highlighted the importance of worker safety and prompted all relevant parties to take appropriate action. However, the formation of numerous platforms like the Bangladesh Accord on Fire and Building Safety, the Alliance for Bangladesh Worker Safety, and the National Plan of Action in response to the regrettable incidents, aim to enhance the building and fire safety of Bangladesh's garment industry, is good news for the RMG sector.

Additionally, BGMEA and BKMEA are collaborating here to find solutions to these kinds of issues. They have also invested significant money and completed the appropriate steps. The Bangladeshi RMG industry is negatively impacted by political stability. If it persists, eliminating our most important industry will be a huge blow. Therefore, political leaders should act quickly to address these issues.

### MATERIALS AND METHODS

#### Study Areas, Sample Size and Data Collection

This study is a qualitative investigation. This design involved assessing a cross-section or sample of a population using surveys or questionnaires at a single point in time to deduce findings for the entire population. This study was based on primary and secondary data. Primary data were collected from 100 randomly selected respondents, all of whom have been invited to participate in this inquiry. To acquire the necessary information, an online survey was conducted with the managers at the head office and the factories and interviews with their staff. 100 personnel from the head office were included in a convenient sampling for data collecting. As of the sample size, the respondents were employees of different Garments Ltd. The "Convenient Sampling Method" is used as a point of clarification. It will assist in identifying and practically solving the problem. This study summarized the data, and analysis was done through correlation analysis in Statistical Package for Social Sciences (SPSS) 22.0 version because the sample size was small, and when sample sizes are small then, it easy to analysis the data through correlation analysis.

#### Correlation Analysis

Coefficient correlation measures the strength of the relationship between variables ranging from -1 to +1, where 0 means no relationship, 1 refers exact relationship, -1 means a strong negative relationship, and +1 refers to a strong positive relationship that existed among the variables (Taylor, 1990 and Agüero et al., 2006).

$$r = \frac{\sum_{i=1}^n (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{[\sum_{i=1}^n (x_i - \bar{x})^2][\sum_{i=1}^n (y_i - \bar{y})^2]}}$$

Where,

- $r$  = correlation coefficient
- $x_i$  = values of the x-variable in a sample
- $\bar{x}$  = mean of the values of the x-variable
- $y_i$  = values of the y-variable in a sample
- $\bar{y}$  = mean of the values of the y-variable

**Measurement of Respondents’ Attitudes Towards Jobs**

To fulfill the third objective of this paper, a three-point Likert scale was used in this analysis, including agree, neutral, and disagree. Researchers commonly use this to measure the respondents' attitudes on a particular issue (Burns & Burns, 2008; Kulsum et al., 2019). This formula is given below:

$$Attitudesofrespondents = (3 \times Agree) + (1 \times Disagree) + (2 \times Neutral)$$

Here, Agree means the respondents agreed with the statement, Disagree means the respondents have disagreed with the statement, and Neutral means either the respondents do not know the statement or s/he does not want to reply.

**RESULT AND DISCUSSION**

**Estimated Result of Correlation**

Table 1 shows the result of the correlation stating that the variable under considering Job Satisfaction (JS) is related to Working Environment Conditions (WEC) and Employee Management Relationship (EMR), which is statistically significant ( $p < 0.05$ ) that the relationship is significant at 0.05 level of confidence. Another variable, WEC, is also related to EMR at a 5% significance level, indicating a positive relationship between variables. This result represents a positive relationship among the variables, highlighting employee satisfaction with their non-financial job facilities.

Table 1. Estimated Result of Correlations

Variables		Job Satisfaction (JS)	Working Environment Conditions (WEC)	Employee Management Relationship (EMR)
JS	Pearson Correlation	1	0.350**	0.259**
	Sig. (2-tailed)		0.000	0.009
	N	100	100	100
WE	Pearson Correlation	0.350**	1	0.267**
	Sig. (2-tailed)	0.000		0.007
	N	100	100	100
EMR	Pearson Correlation	0.259**	0.267**	1
	Sig. (2-tailed)	0.009	0.007	
	N	100	100	100

Source: Author’s own calculation from field survey, 2020-21. \*\* refers to a 5% level of significance

**COVID-19 and Attitudes of the Respondents Towards Jobs**

Table 2 below shows the respondents' perception of their jobs and the facilities provided during COVID-19. Most respondents agreed that their firms maintained the health care safety (hand wash, mask, and disinfection booth) of the COVID-19, which was ranked first and scored 293. This indicated that the firms are aware of the COVID-19 and ensured the safety issue of their workers during COVID-19. The second importance was given to the maintenance of the protocol due to COVID-19 with points of 288; the third was given to the environmental safety issue for the employees by their firms.

The fourth position was the higher rate of fire from the jobs during COVID-19. This clearly shows the immediate shock of the pandemic situation. Likewise, the lowest score was found for sick leave grants for the employees scoring 140, which was ranked as 17. In contrast, another is 160 notified in incentives and benefits given to the employees during COVID-19. This indicates that most employers were not providing many financial benefits and sick leave to the employees, which should be increased to ensure higher productivity.

Table 2. Attitudes of the respondents towards jobs during COVID-19

Sl. No.	Statement	Agree	Neutral	Disagree	Total	Rank
1.	Employee working environment is Safe	89	02	09	280	3
2.	Provide health care safety (hand wash, mask, and disinfection booth).	93	07	0	293	1
3.	Follows COVID-19 protocol	92	04	04	288	2
4.	Medical facility given	42	20	38	204	13
5.	The organization helps to get the vaccine	73	0	27	246	9
6.	Salary is given on a regular basis	60	20	20	240	11
7.	Sick Leave is given	10	10	80	140	17
8.	Sick leave with pay is given	38	16	46	192	14
9.	Incentives and benefits are given	14	32	54	160	16
10.	Gives training to the employees	82	11	7	275	5
11.	Evaluate employee performance strictly	64	2	14	210	12
12.	Evaluate the Working efficiency of the employees	73	11	16	257	7

13.	Labor laws are followed	79	12	9	270	6
14.	During the COVID-19 pay cut issued	84	7	9	275	5
15.	Employees get fired	89	0	11	278	4
16.	Employee turnover happens frequently	48	32	20	248	8
17.	Job security high	28	19	53	175	15
18.	Employee and manager relation is good	76	14	10	266	6
19.	Management and labor union relation is good	63	19	18	245	10

Source: Authors' own computation from field survey, 2020-2021

## CONCLUSIONS AND RECOMMENDATIONS

In Bangladesh, the concept of human resource management is relatively new. To maintain legal compliances, HRM is now receiving greater attention due to the growth of MNC companies and NGO activities. Due to its substantial sales volume on the international market, the RMG sector in Bangladesh plays a significant role in the economy. However, due to the suspension of the Generalized System of Preferences, this sector is experiencing business difficulties (GSP). Health and safety issues are caused by some RMG industry accidents, such as the Rana Plaza collapse and the Tazreen Fashions firing. Now, COVID-19 has created economic havoc in this sector and the employee well-being management during this pandemic situation. Employee involvement in labor unrest has grown as the working conditions in this industry deteriorate. According to the results of this study, HRM practice is influenced by financial and non-financial elements. The employees will be happier and less likely to participate in labor unrest if the company can offer them appropriate financial and non-financial rewards. Therefore, it can be stated that implementing sound HRM procedures can be a different approach to lowering unrest in Bangladesh's RMG industry. Since there isn't enough data to know how long COVID-19 can survive on diverse surfaces, the virus could likely transcend international borders if COVID-19-infected workers produce the clothing. COVID-19 has an impact on a variety of economic sectors in addition to the RMG industry. Assistance to the RMG industry, the largest contributor to urban poverty reduction, may help other associated sectors in the supply chain and normalize the economy significantly and faster. Most RMG businesses in Bangladesh do not run formal orientation programs or recruitment and selection processes. As a result, when employees begin their jobs, they do not know what the company does or its purpose. Employees are unaware of what is required of them by their bosses at the same time. RMG organizations should follow formal recruitment, selection, and orientation program. Several steps can be adopted based on the existed present problems for betterment given below.

- Fair job appraisal practices and exit interviews are essential for every organization if it wants to keep talented employees and identify the causes of employee turnover.
- This study also found that only a small number of RMG employers provide adequate medical and healthcare services. Employers must pay attention to this to give the workers access to health care facilities.
- Employers must provide friends and family perks (such as daycare facilities, subsidized meals at the staff cafeteria, transit facilities, etc.) to help employees balance work and family life.
- The employer should be sensitive to the needs of the employees' families and provide a comprehensive range of job-related benefits, such as paid sick days, a separate sanitary facility, flexible work hours, and workplace safety and security.
- Based on the findings of this study, it is concluded that improving job satisfaction requires financial and non-financial facilities. Therefore, non-financial HRM activities should receive special attention.
- To prevent legal issues in the event of discrimination, RMG enterprises should adhere to equity and Equal Employment Opportunity compliance.

After ensuring all of the above mentions strictly enforced and maintained, we can hope to have a better environment in our RMG sectors which will also draw the young talented, skilled job seekers to build their future in this sector which also enhances the contribution of this sector in the economy as a whole.

**Author Contributions:** Conceptualization, M.A.S. and M.R.M.; Data Curation, M.R.M. and M.A.R.; Methodology, M.A.S.; Validation, M.A.S. and M.A.R.; Visualization, M.A.S. and M.R.M.; Formal Analysis, M.A.S. and M.R.M.; Investigation, M.A.S. and M.A.R.; Resources, M.A.S., M.R.M. and M.A.R.; Writing – Original Draft, M.A.S. and M.R.M.; Writing – Review & Editing, M.A.S. and M.A.R.; Supervision, M.A.S., Software, M.A.S.; Project Administration, M.A.S.; Funding Acquisition, M.A.S. and M.A.R. Authors have read and agreed to the published version of the manuscript.

**Institutional Review Board Statement:** Ethical review and approval were waived for this study, due to that the research does not deal with vulnerable groups or sensitive issues.

**Funding:** The authors received no direct funding for this research.

**Informed Consent Statement:** Informed consent was obtained from all subjects involved in the study.

**Data Availability Statement:** The data presented in this study are available on request from the corresponding author. The data are not publicly available due to restrictions.

**Conflicts of Interest:** The authors declare no conflict of interest.

## REFERENCES

- Abdou, A. H., Khalil, A. A. F., Mahmoud, H. M. E., Elsaied, M. A., & Elsaed, A. A. (2022). The Impact of Hospitality Work Environment on Employees' Turnover Intentions During COVID-19 Pandemic: The Mediating Role of Work-Family Conflict. *Frontiers in Psychology*, 2283.
- Absar, N. (2014). Interview with Mussharraf Hossain, president, Bangladesh society for human resources management. *South Asian Journal of Human Resources Management*, 1(1), 113–117. <https://doi.org/10.1177%2F2322093714526667>
- Absar, M. M. N., Nimalathasan, B., & Jilani, M. M. A. K. (2010). Impact of HR practices on organizational

- performance in Bangladesh. *International Journal of Business Insights and Transformation*, 3(2), 15-19.
- Akpa, V. O., Mowaiye, B., Akinlabi, B. H., & Magaji, N. (2022). Effect of Green Human Resource Management Practices and Green Work-Life Balance on Employee Retention in Selected Hospitality Firms in Lagos and Ogun States, Nigeria. *European Journal of Human Resource Management Studies*, 5(4), 129-143.
- Ali, M., Rahman, S. M., & Frederico, G. F. (2021). Capability components of supply chain resilience for ready-made garments (RMG) sector in Bangladesh during COVID-19. *Modern Supply Chain Research and Applications*, 3(2), 127-144. <https://doi.org/10.1108/MS CRA-06-2020-0015>
- Asuero, A. G., Sayago, A., & González, A. G. (2006). The correlation coefficient: An overview. *Critical reviews in analytical chemistry*, 36(1), 41-59. <https://doi.org/10.1080/10408340500526766>
- Banu, B., Hossain, M. M., Haque, M. S., & Ahmad, B. (2021). Effect of microfinance adoption on rural household income in selected Upazila of Kushtia District of Bangladesh. *Bangladesh Journal of Multidisciplinary Scientific Research*, 3(1), 24-32. <https://doi.org/10.46281/bjmsr.v3i1.954>
- Burns, A., & Burns, R. (2008). *Basic Marketing Research* (2nd ed.). New Jersey: Pearson Education. p. 245. ISBN 978-0-13-205958-9.
- Clifford, J. M., (1985). The Relative Importance of Intrinsic and Extrinsic Rewards as Determinants of Work Satisfaction. *The Sociological Quarterly*, 26(3), 365-385. <https://doi.org/10.1111/j.1533-8525.1985.tb00233.x>
- Dessler, G. (2000). *Human resource management*. Pearson Educación.
- Hoque, A. R., Angona, A. N. H., & Ahmad, B. (2021). An Assessment of Flood Shocking Tears Down: A Case Study in Bogura District. *Research in Agriculture Livestock and Fisheries*, 8(1), 65-73. <https://doi.org/10.3329/ralf.v8i1.53269>
- Hossain, H. (2007). Compliance The Garment Crisis: Who Done It?. *Bangladesh Garments Industry*.
- Huselid, M.A. (1995). The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance. *Academy of Management Journal*, 38, 635-672. <http://dx.doi.org/10.2307/256741>.
- Khan, S. A. (2010). Convergence, divergence or middle of the path: HRM model for Oman. *Journal of Management policy and practice*, 12(1), 76-87.
- Kabir, H., Maple, M., & Usher, K. (2021). The impact of COVID-19 on Bangladeshi ready-made garment (RMG) workers. *Journal of Public Health*, 43(1), 47-52. <https://doi.org/10.1093/pubmed/fdaa126>
- Khanam, S. (2021). Impact of minimum wages-2019 on the job satisfaction of Bangladesh RMG employee. <http://hdl.handle.net/10361/15239>
- Kulsum, U., Rahman, M., & Hasan, M. (2019). Participation of Rural Women in Homestead Agricultural Activities and Its Impact on Family Income: Evidence from Sadar Upazilla of Rangpur District in Bangladesh. *Journal of Science and Technology*, 17, 45-58.
- Kumar, A. (2006). Bangladesh: Industrial Chaos Worsens Political Instability, *South Asia Analysis Group, Paper No.1852*.
- Lee, S. H. (2000). A Managerial Perspective of the Objectives of HRM Practices in Singapore: An Exploratory Study. *Singapore Management Review*, 22(1), 65-82.
- Marchington, M., & Wilkinson, A. (2008). *Human Resource Management at Work: People Management and Development*. Harlow.
- Rabbani, G., & Ahmad, B. (2021). Production and profitability of small-scale broiler farming in selected areas of Dinajpur district, Bangladesh. *International Journal of Agricultural Research, Innovation and Technology*, 11(1), 69-73. <https://doi.org/10.3329/ijarit.v11i1.54468>
- Syed, R. F. (2020). Job satisfaction of shrimp industry workers in Bangladesh: an empirical analysis. *International Journal of Law and Management*, 62(3), 231-241. <https://doi.org/10.1108/IJLMA-05-2018-0104>
- Sarker, A. R. (2014). Increasing employee job satisfaction as well as organizational performance through effective HRM practices in private commercial banking sector of Bangladesh. *Journal of Economics and Sustainable development*, 5(10), 157-165.
- Schuler, R. S. (1990). Repositioning the human resource function: transformation or demise?. *Academy of Management Perspectives*, 4(3), 49-60. <https://doi.org/10.5465/ame.1990.4274667>
- Taylor, R. (1990). Interpretation of the correlation coefficient: a basic review. *Journal of diagnostic medical sonography*, 6(1), 35-39. <https://doi.org/10.1177%2F875647939000600106>
- Worldometer. (2020). Coronavirus Update. Retrieved from <https://www.worldometers.info/coronavirus>

**Publisher's Note:** CRIBFB stays neutral with regard to jurisdictional claims in published maps and institutional affiliations.



© 2022 by the authors. Licensee CRIBFB, USA. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

*Bangladesh Journal of Multidisciplinary Scientific Research* (P-ISSN 2687-850X E-ISSN 2687-8518) by CRIBFB is licensed under a Creative Commons Attribution 4.0 International License.