

Human Resource Management in Ready made garments: employee
motivation, turnover and productivity

Oriental Fashion Ltd

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Submitted in partial fulfillment of the requirements for the Degree
Bachelor of Business Administration



Internship Report Approval Form

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Letter of Transmittal

December, 2025

Parvez Mahmud Rajib,

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Beribadh Road, Mohammadpur, Dhaka-1209

Subject: Submission of Project report on “Human Resource Management in Ready Made Garments: employee motivation, turnover and productivity”

Dear Sir,

With due respect, I would like to inform you that I have completed my Project on Oriental Fashion Ltd. The project report paper titled “Human Resource Management in Ready Made Garments: employee motivation, turnover and productivity” has been prepared for the fulfillment of my Project according to the prerequisites of my undergraduate program Bachelor of Business Administration (BBA) in University of Liberal Arts Bangladesh (ULAB). In this report, I have tried my best to compile the concepts which I have learned in my Bachelor of Business Administration along with some experience gathered from the internet for taking relevant information regarding the Project. I hope that it will find your acknowledgement. I am looking forward to your valuable feedback.

Sincerely,

Md Abir Alam Aurnob

ID: 211011052

Bachelor of Business Administration (BBA)

Concentration: Marketing

ULAB School of Business (USB)

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Part A

Chapter 1: Internship Preparation

1.1 Motivation and what I expect to learn from this internship

As a Marketing student of Bachelors in Business Administration of University of Liberal Arts Bangladesh, I was eager to leverage my academic background and diverse part-time experiences in Business Development, CRM, Research, Content Creation and Copywriting to tangible skills. I was particularly drawn to the prospect of joining an organization, known for its commitment to innovation and excellence in the industry, which would provide me with an invaluable opportunity to further develop my skills, learn from industry experts throughout the internship journey as a professional.

My motivation for pursuing this internship in a garments company comes from my interest in understanding how the clothing industry functions in a competitive global market. The garment sector plays a vital role in Bangladesh's economy, and I want to gain experience of its production processes, quality control systems and management policies. Through this internship, I aim to observe how different departments—such as merchandising, production, marketing, and HR—work together to ensure smooth operations and maintain international standards.

1.2 Internship search process and selection of organization

The process of searching for an internship began with identifying my career goals and determining the type of practical experience I wanted to gain. Since the garments sector plays a vital role in Bangladesh's economy, I was particularly interested in gaining first-hand exposure to this industry. To find a suitable organization, I explored various sources such as online job portals, LinkedIn, university career services and recommendations from my academic mentors and peers. My primary focus was to find a company that would allow me to apply theoretical knowledge from my coursework to real business operations and help me develop essential professional and interpersonal skills.

After shortlisting several organizations, I analyzed them based on their reputation, work culture, training opportunities with my academic background. Among the options, **Oriental Fashion Limited** stood out as the most suitable choice for me. It is a well-established garments company known for its commitment to quality production, and strong presence in international markets. The company's diverse departments—such as production, merchandising and human resource management—provided an excellent platform to learn about the overall process of garment manufacturing and export management.

1.3 Internship interview experience

My internship interview at **Oriental Fashion Limited** was a valuable experience. The interview was conducted by the HR department, and it focused on understanding my academic background, communication skills, and interest in the garments industry. I was asked questions about my university courses related to business and management, as well as my knowledge of the company's operations. The interviewer also assessed my ability to work in a team, handle deadlines and get adjusted to a professional environment.

1.4 About the organization

Oriental Fashion Limited is one of the leading garments manufacturing companies in Bangladesh, known for its commitment to quality, innovation, and sustainability. Established with the goals of delivering world-class quality products, the company specializes in producing a wide range of knit and woven garments for international markets. The organization has built strong partnerships with reputed global brands by maintaining high production standards and ensuring delivery on time.

With modern machinery, a skilled workforce and an efficient management team, Oriental Fashion Limited emphasizes continuous improvement and customer satisfaction. The company follows ethical manufacturing practices and environmental standards. Its mission is to provide superior-quality apparel while maintaining a safe, productive, and eco-friendly work environment.

Mission:

The mission of **Oriental Fashion Limited** is to deliver high-quality garments that meet international standards while ensuring customer satisfaction through innovation, efficiency, and ethical business practices. The company tries to create value for its clients by maintaining excellence in product design, production, and timely delivery. Oriental Fashion Limited is committed to maintain a safe, inclusive, and sustainable workplace, contributing to the growth of Bangladesh's garment industry and promoting environmentally responsible manufacturing processes.

Vision:

The company aspires to lead Bangladesh's garment sector by adopting advanced technologies, maintaining strong ethical values and continuously improving its products and processes. Oriental Fashion Limited envisions a future where its name symbolizes excellence, reliability, and social responsibility in the global fashion industry.

Chapter 2: About The Internship

2.1 Work environment

Oriental Fashion Limited is a leading garments manufacturing company in Bangladesh, recognized for its quality, innovation and sustainability in the apparel industry. Established with a vision to provide world-class garments to global markets, the company specializes in producing a wide range of knit and woven attire for men, women and children.

The company places strong significance on maintaining ethical business practices, employee welfare and environmental responsibility. It bonds to international standards for quality control and compliance, making it a trustable partner for many renowned international fashion brands. By continuously improving its design, production and delivery processes, Oriental Fashion Limited tries to meet the developing needs of the global market. Through commitment, teamwork and innovation, the company aims to strengthen its position as a dependable name in Bangladesh's garment industry.

2.2 Duties and responsibilities as an intern

During my internship at **Oriental Fashion Limited**, I worked in both **HR** and **Accounts** departments. In the HR section, I assisted the employee records, updated the attendance sheets, prepared salary statements and organized recruitment files. I also learned about consent practices and employee management procedures. In the Accounts department, I helped in recording the

financial transactions, verify bills and vouchers and prepare basic financial summaries. This experience helped me understand how HR and Accounts together support the smooth operations of the garments company.

2.3 Application of educational learning with internship

During my internship, I was able to apply the theoretical knowledge gained from my academic studies to the real workplace situations. Concepts from courses such as management, accounting and communication were particularly useful in understanding organizational operations and performing daily tasks successfully. The internship allowed me to identify the gap between classroom learning and practical experience, improving my problem-solving, teamwork, and decision-making skills. This practical exposure helped me understand how academic principles work in real business environments and increased my professional capability.

Chapter 3: Self-Reflection

3.1 Feedback on Internship

The internship at **Oriental Fashion Limited** was a highly rewarding and insightful experience that significantly contributed to my academic development. It provided me with an excellent opportunity to identify the gap between theoretical knowledge gained in the classroom and its practical application in a real organizational platform. During the internship, I was able to observe the daily operations of the company closely, particularly within the HR and Accounts departments, which helped me to understand how different sections work together to guarantee smooth organizational performance.

The supervisors and team members were extremely supportive and cooperative throughout the internship period. They guided me with patience and encouraged me to take part in various tasks that increased my confidence and sense of responsibility. I appreciated the professional work environment, where everyone was committed to maintaining discipline, teamwork and efficiency. The management also valued the contribution of interns, which made me feel included and motivated to perform my daily duties sincerely.

Through this internship, I developed essential soft skills such as communication, problem-solving, adaptability and time management. I also gained hands-on experience in handling office documents, assisting in HR activities and learning about financial procedures related to the garments industry. Overall, the experience not only broadened my practical understanding of the corporate world but also inspired me to improve continuously and prepare for my future career with greater confidence.

3.2 How could I do better in the Organization

Improve Skills & Knowledge: Identify areas where I can train myself—technical skills, software, or domain knowledge relevant to my tasks.

Example: “I could improve my data analysis skills to provide more insightful reports.”

Time & Task Management: Need to be more enterprising in managing tasks and meeting deadlines.

Communication & Initiative: Speak up more with ideas, feedback or suggestions. Take responsibility for small projects.

Adaptability & Learning: Be quicker in understanding new processes, tools or workflows.

Assign Challenging Tasks: Give me tasks that push me beyond my routine work so that I can contribute more meaningfully.

Mentorship & Guidance: Provide feedback and guidance regularly to help me grow faster.

Leverage Strengths: Need to use my strengths (e.g., creativity, research, technical skills) in areas that directly impact the organization

Chapter 4: Personal Development plan

4.1 Technical skills

During my internship at Oriental Fashion Limited, I developed and built up various technical skills related to business, HR and accounting functions. I became skilled in using Microsoft Office tools such as Excel, Word and PowerPoint for data entry, reporting and presentation purposes. I also gained practical knowledge of Tally ERP and payroll management systems for handling financial and employee records. Additionally, I learned about HR Information Systems (HRIS), recruitment processes and document management. My understanding of garment

production flow, costing further strengthened my ability to contribute effectively in the garments industry.

4.2 Interpersonal Skills

Throughout my internship, I consistently showed strong interpersonal skills that simplified effective communication and participation within the organization. I maintained professional relationships with my fellow supervisors, colleagues and members of other departments by showing respect, discipline and an enterprising attitude towards learning. My ability to communicate clearly and respond properly in different workplace situations contributed to smooth communications and improved overall work efficiency.

Teamwork was one of the key features of my internship experience. I actively engaged in group activities, shared responsibilities and cooperated with team members to achieve organizational goals. This experience qualified me to develop adaptability and tolerance toward various working styles and opinions, which further strengthened my ability to work effectively in a team-oriented environment. My supportive and dependable approach was appreciated by my peers and supervisors.

Furthermore, I increased my skills in empathy, listening actively and conflict resolution by engaging with colleagues and handling workplace challenges supportively. I learned to remain calm under pressure, respond carefully to feedback and maintain professionalism in all interactions. These experiences have significantly clarified my interpersonal competence, which I believe will serve as a strong foundation for my future professional journey.

Part-B

1.1 Executive summary

This internship report provides an overview of the practical experience gained during a 2.5-month internship at **Oriental Fashion Limited**, a renowned garments company in Bangladesh. The internship was conducted in both the **Human Resource (HR)** and **Accounts** departments, offering valuable revelation to administrative and financial operations within the organization.

During the internship, responsibilities included assisting in managing financial records, maintaining accounts and supporting HR activities such as handling the employee calls and related communications. These tasks strengthen understanding of workplace management and coordination between departments. Through this experience, significant insights were gained regarding **employee motivation, turnover, and productivity**, which are essential factors in maintaining a systematic workforce. Overall, the internship provided a strong foundation in professional behavior, teamwork and the integration of understanding theoretical knowledge with practical business operations.

1.2 Background of the study

The readymade garments (RMG) industry is the largest export-oriented sector in Bangladesh and one of the key contributors to the country's economic development. It provides employment opportunities to millions of workers, the majority of them are women, and it plays a vital role in poverty reduction and social progress. Despite its remarkable contribution to the national economy, the garments industry faces various challenges in managing its human resources effectively. Among these, employee motivation, turnover and productivity have appeared as critical issues that directly impact organizational performance and sustainability.

In today's competitive business environment, organizations are increasingly recognizing that their success largely depends on the motivation and efficiency of their employees. Motivated

employees tend to be more engaged, dedicated and productive in their work, contributing positively to the overall growth and profitability of the company. On the other hand, lack of motivation can lead to job dissatisfaction and high turnover rates — all of which can negatively affect productivity and increase operational costs. Therefore, understanding what drives employees to perform better and remain committed to their jobs is essential for every organization, especially in labor-intensive sectors like the garments industry.

Oriental Fashion Limited is a well-established garments manufacturing company in Bangladesh that focuses on producing high-quality apparel for international markets. The company has earned a reputation for maintaining high standards in product quality, timely delivery and customer satisfaction. However, as with many other organizations in the industry, managing a large and diverse workforce presents challenges related to maintaining motivation levels, reducing employee turnover and improving productivity. Employees in the garment sector often experience long working hours, unexciting tasks and limited opportunities for career advancement, which can contribute to decreased motivation and increased turnover.

To remain competitive and guarantee sustainable growth, Oriental Fashion Limited must focus on strategies that increase employee motivation and retention. Human resource practices such as fair compensation, recognition, career development and a positive working environment plays a vital role in improving employee satisfaction. By understanding the factors that influence motivation and turnover, the company can take effective measures to create a supportive organizational culture that values employees and promotes higher productivity.

This study aims to explore the relationship between employee motivation, turnover, and productivity within Oriental Fashion Limited. It seeks to identify the major motivational factors that influence employees' performance, identifies the reasons behind employee turnover and assess how these aspects affect overall productivity. The findings of this study will help to provide valuable insights into how Oriental Fashion Limited and similar organizations in the garments industry can strengthen their human resource management practices to build a more motivated, loyal and productive workforce.

1.3 Research objectives

The primary objective of this research is to identify the employee motivation, turnover and productivity. This will be mainly done through identifying the key facts which influence employee motivation. Need to examine the relationship between employee motivation and turnover rate. The analysis of the employee motivation and how it will affect the overall productivity. Have an evaluation of the effectiveness of the remaining HR policies on maintaining the satisfaction of employees. There should be strategies to improve motivation and reduce turnover.

Specific Objectives:

To identify the key factors that influence employee motivation within Oriental Fashion Limited.

To assess the impact of employee motivation on job satisfaction and performance.

To examine the relationship between employee motivation and turnover rate.

To evaluate how motivation levels affect employee productivity in different departments.

To analyze the effectiveness of the organization's HR policies in maintaining motivation

To suggest practical recommendations for enhancing employee motivation and improving.

1.4 Scope of the research

The scope of this research is limited to examining employee motivation, turnover and productivity within Oriental Fashion Limited, specifically focusing on the HR and Accounts departments where the internship was supervised. The study investigates the key factors that influence employee motivation and analyzes how these factors relate to turnover rates and overall productivity. It also assesses the effectiveness of existing HR practices, workplace environment and employee insights based on observations and available organizational data. The research is limited to the internal context of Oriental Fashion Limited and does not include comparisons with other garment companies, with all findings based on insights gathered during the 2.5 month internship period.

Chapter 2: Literature Review

2.1 Introduction

Human Resource Management (HRM) in the Ready-Made Garments (RMG) sector is guided by several foundational theories of motivation, employee behavior and organizational performance. In the surroundings of garment factories, where work tends to be labor-concentrated and routine-based, the need for safety, fair wages, identification and job security becomes even more remarkable. Organizational behavior theories further point up that employees are more productive when their physiological and psychological needs are met frequently.

From an HRM perspective, models such as the **Ability–Motivation–Opportunity**

(AMO) Framework spotlight that employee performance improves when workers have sufficient skills, strong motivation and supportive workplace conditions. In the RMG sector, HRM involves managing recruitment, compensation, employee relations, performance evaluation and workplace safety, all of which collectively influence motivation and procurement. Due to the sector's strong dependence on manual labor, effective HR practices play a central role in shaping workforce stability and guarantee consistent production outcomes.

2.2 Employee motivation in RMG sector

In garment settings, motivation is primarily influenced by **external factors** including wages, attendance bonuses, overtime payments, with legal standards and job security. Studies in Bangladesh reveal that timely salary payment, fair compensation and faithfulness to labor laws are among the strongest motivators for factory workers, particularly because many belong to economically sensitive groups.

However, **internal motivation**—although less highlighted in early RMG literature—has gained attention as factories become more consent-oriented. Workers respond positively to recognition, supportive supervision, controllable workloads, opportunities for skill development and positive interpersonal relationships. Research further shows that participative communication, respectful treatment and transparent HR policies inspire confidence and job commitment.

In the context of Oriental Fashion Limited, HR initiatives such as supervising clear communication channels, recognizing good performance, offering supportive supervision and creating safe working conditions can meaningfully increase worker motivation. Even small non-financial incentives (e.g. appreciation notes, worker-friendly policies, basic training) significantly improve engagement in labour-intensive environments.

2.3 The Turnover in RMG: Impact, Causes and HRM Link ups

Turnover is a determined challenge in the RMG industry, with factories often experiencing much higher exit rates, especially among the new or unskilled workers. Literature identifies several factors driving turnover, including insufficient wages, long working hours, lack of career rise, occupational stress, poor supervisory behaviour, less qualityful welfare facilities and better job opportunities in competing factories.

High turnover confuses production continuity and increases recruitment and training costs. It also reduces the average skill level on production lines, which negatively affects both output and standard. When experienced workers leave, line balance is disturbed, making it much harder to meet shipment deadlines.

HRM plays a critical role in controlling turnover through disciplined recruitment, onboarding, fair performance evaluation, distress handling and creating supportive supervisory behaviour. For Oriental Fashion Limited, implementing fair wage policies, providing transparent communication, confirming safety, offering training and listening to worker grievances can significantly reduce voluntary turnover.

2.4 Productivity in garments factories and connection to HRM

Productivity in the RMG sector is influenced by worker skill level, motivation, team cooperation, machine preservation and the management style followed by the HR and production departments. Studies consistently show that motivated workers produce better output with fewer errors and stable workforces donate to smoother production lines with minimal disruptions. Training and skill development appear as strong productivity enhancers in garments manufacturing. Factories that invest in machine handling training, line balancing and quality-control workshops report higher line efficiency and reduced fault rates. Additionally,

comfort design improvements—better seating, lighting, ventilation—reduce tiredness and increase sustained productivity. Motivation and turnover are directly attached to productivity. Motivated workers put in higher effort and display greater accuracy, while high turnover leads to more inexperienced workers, lower coordination and more imperfection. Therefore, HRM practices aimed at increasing job satisfaction, reducing turnover and building a skilled workforce provide directly to productivity gains.

For Oriental Fashion Limited, productivity can be built up through continuous training programs, making a positive work climate, improving supervisory communication and reducing absenteeism and turnover through supportive HR policies.

2.5 Best Marketing Strategies and Recommendations

The Ready-Made Garment (RMG) sector is a key driver of Bangladesh's export earnings and global competitiveness. To prolong growth in an increasingly competitive global market, firms must try to concentrate on modern and new marketing approaches. The following strategies and recommendations highlight how the RMG sector can enhance its market presence and brand value.

Best Marketing Strategies:

- a) Global branding and placement:** Developing a strong “Made in Bangladesh” brand image that highlights quality, ethical sourcing and competitiveness can help create a positive insight among international buyers. Highlighting national strengths such as skilled labor and sustainable manufacturing improves global brand placement.
- b) Digital and E-commerce marketing:** Increasing presence on global e-commerce platforms and leveraging digital marketing tools — including social media campaigns, influencer collaboration and data-driven advertisement — allows RMG firms to directly reach customers worldwide and increase brand visibility.

- c) **Strong B2B Relationship Marketing:** Maintaining long-term partnerships with global brands requires dependable delivery, improved communication and extensibility for smaller categories of orders. Trust-based relationships guarantee repeat business and strengthen buyer confidence.

- d) **Development of Local Brands:** Encouraging own-brand manufacturing and supporting domestic fashion brands can increase value addition. Collaborations with local designers, retail expansion, and storytelling-based brand identities help build consumer loyalty.

Recommendations for Further Improvement:

- a) **National Branding Initiative:** Industry associations and government agencies should together promote Bangladesh as a sustainable and premium garment sourcing focus through international trade fairs and global campaigns.

- b) **Design and Innovation Capacity Building:** Strengthening design education, arranging skill training and encouraging collaboration between designers and manufacturers will help to shift from OEM to OBM business models.

- c) **Workforce Development:** Continuous training in marketing, digital skills, customer communication and compliance standards will improve service quality and settlement strength. Need to have proper manufacturing, proper quality and maintenance.

- d) Joint Marketing and Trade Intelligence:** Firms can collaborate together for sharing the showroom spaces abroad, gather competitive marketing data and improve market entry strategies. They can identify new market opportunities, relieve supply chain risks and ultimately improve the sector's competitive edge and value proposition.

Chapter 03: Research Methodology

3.1 Research objective

The primary objective of this research is to manage an in-depth examination of the various factors that prestige employee motivation within the Ready-Made Garments (RMG) industry and understand how these factors emphasize overall job satisfaction, engagement and performance. The study further aims to connect and analyze the underlying causes of employee turnover, research both organizational and external factors that contribute to high turnover rates in garment factories, as well as assess how turnover affects operational efficiency and long-term organizational stability.

Additionally, the research looks up to examine the relationship between motivation and productivity, highlighting how effective motivational practices can magnify efficiency, work quality and employee commitment. It also aims to assess the current HR policies and practices related to motivation, retention and performance management in the selected garment company, identifying the existing gaps and areas for better improvement. Ultimately, this research aims to

offer practical, evidence-based recommendations that can help the organizations build up employee motivation, minimize turnover and upgrade overall productivity in the highly competitive RMG sector.

A systematic approach to them is necessary to achieve these goals. This chapter describes the methodical strategy used to look into the research topics. It includes the research design, sample building strategies, data gathering methods and data analysis processes. This study also guarantees transparency and provides an exact structure by aiming on the methodological framework. This study will ensure future researchers to expand on the findings that have been shown here.

3.2 Research design

The research design will be acting as a guide for carrying out the investigation by detailing the methods for gathering, evaluating and analyzing data in order to meet the study's goals. It is formed to systematically survey the human resource management practices within the organization, particularly focusing on employee motivation, turnover and productivity. It serves as a blueprint that guides the collection, measurement and analysis of data, assuring that the research objectives are met efficiently. The design adopts a descriptive and analytical approach, allowing the study to understand existing HR processes, identify challenges and provide actionable recommendations to improve organizational performance.

The research marks employees and management personnel of Oriental Fashion Limited as the main population. A stratified random sampling technique is employed to confirm representation from different departments and hierarchical levels, providing a balanced outlook of the workforce. Data is collected over a two-month period using both online and offline methods, confirming accuracy and responsibility. Secondary data, including company records, HR reports, and previous studies, is also analyzed to support the findings and provide specific background for the study. This study aims to investigate how successful marketing can affect the promotion and the perception of the skill development institutes by acknowledging the important relationship between marketing techniques and student enrollment.

3.3 Sampling methods

The participants selected in this study are mainly because of the goal to gain deep insights which was the main aim of statistical analysis. This approach ensures that the data gathered in the survey is applicable and instructive by choosing people carefully and having direct experience with the institution's services.

Students and employees who had previously worked in **Oriental Fashion Ltd** and among them whose details are saved in their recordings have made up the sampling frame. A group of a number of members have gotten an email from me giving an invitation to take part in the study. Among them 32 of them have answered and finished the survey, offering a variety of viewpoints on the human resource management of the institution.

It's very important to recognize that the size of the sample and the selection method may be up to a certain level, which may be responses will be a little biased or there might be a lack of representatives as well. So, the insights from the selected participants may provide valuable understanding of the factors related with the employee motivation, turnover and productivity.

Chapter 04: Data Analysis

4.1 Overview of the data collected:

This questionnaire has been done by an online survey so that it can gather insights of the organization. This survey targeted the individuals who had previously engaged in any way and their leads have been collected into the database. It includes current students, alumni and

corporate clients.

A total of **32 people** responded to the survey. The breakdown of the respondents is as follows:

Students: 21 respondents

Interns: 8 respondents

Corporate Professionals: 3 respondents

This survey has been made by a combination of various types of questions which is designed to point out quantitative data facts. These mainly focused on identifying the channels through which the participants first learned about these situations in the organization. The questions mainly allowed all the participants to enlarge their opinions and provide suggestions for further improvement.

Performance motivation: The majority of the participants supported the training and career growth which is 41.9%. Followed by job security which is 9.7% and appreciation and praise which is 12.9%. Also a moderate part of them supported the salary and financial facilities which is 35.5%.

Training and skills development: The findings suggest that training programs are generally noticed as effective in improving employee performance and skills. For performance improvement, a majority of respondents either strongly agreed 40.9% or agreed 46.9%, showing a positive tendency towards training outcomes, while only one respondent expressed strong disagreement. Similarly, most workers believe that factory-provided training helps improve skills, with 87.8% of respondents agreeing or strongly agreeing. However, the presence of a

small neutral group claims that training effectiveness may vary across departments or job roles, indicating room for improvement in training modification and delivery.

Management Communication:

Employee satisfaction with management communication appears moderately positive. Most respondents expressed agreement of 65.6% or strong agreement of 18.8%, suggesting that communication channels are generally operating well. However, the presence of neutral responses 15.6% suggests that communication may not always be clear, consistent or inclusive, particularly for shop-floor workers, which may limit engagement and trust.

Employee Voice and Management Responsiveness:

Responses regarding whether management listens to employee problems reveals a mixed conception. While some respondents reported that management always listens 15.6% times or often 21.9%, the majority indicated that sometimes which is 46.9%, with a smaller portion 15.6% stating rarely or never. This suggests that employee voice mechanisms exist but are not consistently effective, which may affect morale and long-term commitment.

Equal Opportunities:

Perceptions of equal opportunity within the factory are relatively weak. Half of the respondents, which is 50%, disagreed that equal opportunities are provided, while a significant number remained neutral. This indicates doubt or dissatisfaction regarding fairness in promotions, task assignment or benefits, which could contribute to demotivation and higher turnover if not addressed.

Productivity Challenges:

Excess workload comes out as the most significant factor affecting productivity, identified by 59.4% of the respondents. Other factors such as poor machinery, health problems and lack of breaks were also mentioned, though to a lesser scale. This highlights the pressure-intensive nature of RMG work and suggests that workload management and sufficient rest periods are critical to sustaining productivity.

Tools and Resources:

A strong majority of 46.9% of respondents agreed that proper tools and resources are necessary for efficient work, with no respondents expressing disputeness. This reflects a clear expectation among workers that productivity is closely linked to adequate operational support, including machinery, safety equipment and materials.

Health and Productivity:

Although detailed numerical data for health impact is incomplete, earlier responses suggest that health issues are a significant contributor to reduced productivity. This aligns with existing literature on the RMG sector, where long working hours, stress and limited healthcare access directly affect worker performance.

Overall Interpretation:

Overall, the results suggest that while training and communication systems in the factory are recognized positively, challenges related to workload, health, equal opportunity and management responsiveness persist. Addressing these issues through improved HRM practices, participatory management, fair policies and better working conditions could significantly improve employee productivity and satisfaction in the RMG sector.

4.2 Discussion of the findings

The findings show that most employees believe the training provided helps to improve their performance. A large portion of respondents agreed or strongly agreed, indicating that training programs are generally effective and contribute positively to skill development and work efficiency.

Despite the positive response, a great number of employees selected a neutral option. This suggests that some employees may feel the training is not fully appropriate to their specific tasks or lacks sufficient practical application. This indicates room for improvement in training design and delivery.

Employee responses regarding communication from management reflect moderate satisfaction. While many employees appear comfortable with current communication practices, some uncertainty remains, suggesting that communication may not always be clear, consistent, or interactive.

Chapter 05: Recommendations and Conclusion

Recommendations:

Based on the findings of the study, several important recommendations can be proposed to improve employee performance and overall organizational effectiveness. First, training and development programs should be built up strongly and made more structured, practical and continuous. Although a majority of respondents agreed that training helps improve performance, a noticeable portion remained neutral or dissatisfied. This suggests that existing training programs may not fully meet the employee needs. Management should hold regular training needs assessments, ensure that training content is aligned with job requirements, and incorporate hands-on learning methods. Continuous skill development opportunities can help employees adjust to changing work demands and improve productivity.

Second, communication between management and employees requires significant improvement. While some employees expressed satisfaction with management communication, the presence of neutral and negative responses indicates gaps in clarity, consistency and transparency. Management should establish regular communication channels such as staff meetings, feedback sessions and clear reporting systems. Encouraging two-way communication can help employees feel heard and valued, which in turn increases trust and engagement. Clear communication of organizational goals, expectations and performance feedback is essential for minimizing misunderstandings and enhancing coordination.

Third, employee motivation and satisfaction should be prioritized. The findings suggest that not all of the employees feel fully motivated or satisfied in their roles, which can negatively impact performance and retention. Management should introduce motivational strategies such as performance-based rewards, recognition programs and opportunities for career advancement. Fair compensation, job security and a supportive work environment are also crucial factors in maintaining employee morale. Providing equal growth opportunities and acknowledging employee contributions can foster a sense of belonging and commitment to the organization.

Furthermore, management should focus on creating a positive organizational culture that supports teamwork, respect and employee well-being. Involving employees in decision-making processes and encouraging collaboration can enhance ownership and accountability. A healthy work environment can not only improve job satisfaction but also reduces employee turnover and absenteeism.

Conclusion

In conclusion, this study clearly demonstrates that human resource management practices—particularly training and development, management communication, and employee motivation—play a vital role in shaping employee performance and overall organizational effectiveness. The findings reveal that a significant number of employees perceive training as beneficial for improving their job performance, indicating that skill development initiatives are an important strength of the organization. However, the presence of neutral and negative responses suggests that existing training programs may not be equally effective for all employees and require further refinement to better align with job-specific needs and employee expectations.

The study also highlights the importance of effective communication between management and employees. While some respondents expressed satisfaction with management communication, others remained neutral or dissatisfied, pointing to gaps in clarity, feedback, and transparency. Ineffective communication can lead to misunderstandings, reduced trust, and lower employee engagement, ultimately affecting productivity. Therefore, consistent and open communication is essential for ensuring that employees clearly understand organizational goals, performance expectations, and their roles within the organization.

Additionally, employee motivation and satisfaction emerged as crucial factors influencing

performance. Employees who feel valued, recognized, and supported are more likely to be committed to their work and contribute positively to organizational outcomes. The findings suggest that motivational practices such as recognition, fair rewards, career development opportunities, and a supportive work environment are necessary to enhance employee attitude and reduce turnover. Without adequate motivation, even skilled employees may fail to perform at their full potential.

Overall, the study concludes that while the organization has made progress in certain human resource practices, there is still considerable scope for improvement. Addressing weaknesses in training effectiveness, communication strategies and motivational systems can lead to improved employee performance, higher job satisfaction and stronger organizational commitment. By adopting a proactive and employee-centered approach to human resource management, organizations can achieve sustainable growth, improved productivity and long-term success in an increasingly competitive business environment.

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