



The Role of Industrial Psychology in Managing Garment Workers' Dispute: A Case Study of Selected Garment Industries in Dhaka

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ABSTRACT

The present study entitled "The Role of Industrial Psychology in Managing Garment Workers' Dispute: A Case Study of Selected Garment Industries in Dhaka" is a study of garment workers' dispute and way of managing the dispute in Bangladesh. We know that all human minds are psychological. To get the best service of the worker, there is no alternative but to control workers' dispute other way to control workers dispute, if they would be very useful to know that what kind of psychological programs may stimulate them to work sincerely. In Bangladesh a number of studies on employee motivation have been done. But to the best of the researcher's knowledge no direct study has so far been under taken on the garment industries workers. The present study is done with some specific objectives. To find out the various causes of garment workers' dispute in the garment industries in Bangladesh. Assess the effect of workers' dispute on production of garment industries in Bangladesh. Analyze the role of industrial psychology in managing the workers' dispute in garment factories in Bangladesh; and to suggest what steps or strategies should be taken to eliminate or alleviate garment workers' dispute in Bangladesh. The Bangladeshi readymade garment industry (RMG) heave forth industry, with its woven and knit sub-components, is a predominantly export-oriented sector, with 95% of the oven and 90% of the knit exports being directed to foreign markets. Between 1978 and 1999 the RMG Sector has earned about US\$26 billion for the country, the value added component is estimated at about US\$7.6 billion. The logic of adopting certain methodological approach depends on the nature and purpose of the study. There are 4,500 garment industries and 500 readymade garment industries (RMG) buying house in Bangladesh¹. 10 industries have been chosen for this study. The study has done by surveying 600 workers (300 men 300 women) from 10 garment industries were brought under this survey. 10 executives and 10 supervisors from selected industries were also brought under investigation. Applying behavioral science to the new scientific management movement, how to find people whose mental qualities best fit them for work they do. Under what psychological conditions the greatest and most satisfactory output can be obtained from the work of every person. How an industry can influence, workers' in such a way as to obtain the best possible results from them. The correlation of workers performance and industrial psychological program have been measured the dispute of garment workers in Bangladesh. At last conclusion, findings and recommendation, this chapter arranges to suggest what steps or strategies should be taken to eliminate or alleviate garment worker's dispute in Bangladesh. If absence of psychological education in garment industry the workers are hesitance to what they expect from their job, become interested to discharge duties with high ability.

Keywords: *Industrial Psychology, Garment Workers, Dispute, Bangladesh*

¹ Source BGMEA 2008.

INTRODUCTION

Bangladesh is having a rapidly increasing rate of population. Every year 2.7 million people are entering into the job market, but only 0.7 million people are able to get a job.² Garment industries have gained importance in recent years for creating job opportunities and earning foreign currencies for Bangladesh. The role of the garment industries, a totally private sector, is changing the social life avoiding thousands of complicated situations along with corruption anarchy is undoubtedly worthy to be praised. This remarkable change is taking place in Bangladesh. The garment industry started its export when the picture of the job opportunity of the government was fading. It was 32 years ago (on 25th July, 1978) 10,000 pieces of shirts were exported to France through TCB.³ The new age introduced by the Riag garments paved the way of building capital in the industrial sector. Unpredictable new working field was created. The helpless, poor and jobless people came out in search of developing their luck.

Industrial psychology is a modern process that helps the industrial management to control their worker dispute issues and helps to take a right decision for workers also. Garment industry is a very highly technical and capital-intensive industry, although the role of workers in this sector has been neglected. Without effort of the workers other factors of production of the garment industry cannot run. So utilization of worker's skill and capability is a must for the success of an organization. Basically performance of workers' depends on their ability and will to work. Without psychological support they will not apply their full ability for achieving the goal of the organization. The history of introducing industrial psychology in various industrial sectors of Bangladesh is not very old. After liberation war all private industries enterprises were nationalized. That time the government used to handle employee movement applying force, though this could not be able to mitigate employee unrest at all. In 1973 then the government formed Industrial Workers Wage Commission (IWWC) this added some facilities to the worker wage as an attempt to motivate them to work sincerely for their organization. At that time some multinational companies and they're after some private companies set a very good instance of worker motivation. They tried to do everything possible for their workers to motivate them. This helped those companies to increase their productivity significantly. It was as such a time that a visionary entrepreneur, Noorul Kader Khan, took the initiative to establish a garment factory. He tapped into previously unutilized resource- female workers. He realized that the country lacked skilled workers as well as professional managers. It was practically impossible to develop the technical knowledge at home without external assistance and he decided to find a foreign partner that had the technical expertise and marketing connections. His newly found company, "Desh garment" entered into an agreement with Daewoo Corporation of South Korea and, in late seventies, sent 129 graduates and engineers for training at Daewoo's facilities in Korea.

OBJECTIVE OF THE STUDY

1. To find out the causes of garment workers' dispute in selected garment industries in Bangladesh;
2. To assess the effect of worker's dispute on production of garment factories in our country;
3. To analyze the role of Industrial psychology in managing the workers' dispute in garment industries in; and
4. To suggest steps or strategies to be taken to eliminate or alleviate garment workers' dispute in Bangladesh.

METHODOLOGY

The research methodology of the study was explanatory in nature and was based on documentary analysis. In this research, both primary and secondary data were collected. Most of the data used in the present study have been collected from a recent survey on the workers' dispute issues of the garment workers'. This survey was conducted in 10 garments industries using a structured questionnaire. A total number of 10 managers and 600 workers' were interviewed out of which 300 were female and the rest totals 300 were male. In some cases data from another survey (BIDS) have been used to compare the workers dispute issues.

Source of Data: The main foundation of the study was based on primary source. Primary information necessary for the study were collected through open-ended written questionnaire and interviews of the selected respondents in the selected areas.

Primary Sources: Primary information was collected by the researcher / investigator himself through field operations. For having a sound conception of the secondary source was very helpful but this research had special attention on the data and information has been collected from primary sources. The most important data and information have been collected directly from the respondent's psychological and non- psychological management of garment industry through the structured questionnaire. In addition to this the observations during the field visit have been incorporated in this research.

² Statistics Bureau-2001.

³ Jatio Unnana Poshak Shilpo, Tahmina Salim, Farm International publishing 2004, Page No17

Secondary Sources: To conduct this research, secondary data were also collected from various sources including authentic writings, books, thesis, articles, documents etc. of eminent authors, journals, statistical reviews, academic papers, government documents, newspapers, magazines, souvenirs, published and unpublished research works, NGO reports, internet homepages etc. relevant to the main theme of the study.

Sample Size and Sampling Technique: The managers and workers of the selected garment industries were the universe of this research out of which, 10 managers, 300 female and 300 male workers were selected. That means total numbers of respondents were 610. Each subject was approached individually to ensure the quality of data. The methods of sampling were purposive incidental. The respondents of the study have been divided in to two groups; Psychological management and non-psychological management. They were expected to have a higher livelihood in entering family, work place, frustration, dispute issue etc. Both purposive and random sampling techniques have been applied among the psychological management and non-psychological management for questionnaire survey.

Survey Method: Survey Method involves a systematic and comprehensive study of a specific community with a view to the analysis of social problem and presentation of recommendations for its solution. In this research, the tools used for the survey were questionnaire survey, interview schedule and observation.

Data Processing and Analysis: After completing the field investigation, all the collected data were edited and some errors were detected and corrected accordingly. Output in the forms of the case study and narrative qualitative analysis were taken. The qualitative analysis has been made through narrative and analytical manner.

RESULT AND DISCUSSION

Industrial psychology and behavior of management

The table 1 shows that 20% workers of non-psychological management are highly satisfied with behavior of management, when 40% workers' highly satisfied in psychological management. 20% of the workers of non-psychological management are satisfied, when 25% workers of psychological management are satisfied. 18% of the workers of non-psychological management are reluctant to clear their satisfaction or dispute they are neutral, but only 20% workers in psychological management are neutral.

Table 1: Industrial psychology and behavior of management

Type of management	Highly dispute	Dispute	Neutral	Satisfied	Highly satisfied	Total
Present Industrial Psychology	5	10	20	25	40	100
Absence Industrial Psychology	5	26	18	20	31	100

Figure 1: Presence of Industrial Psychology

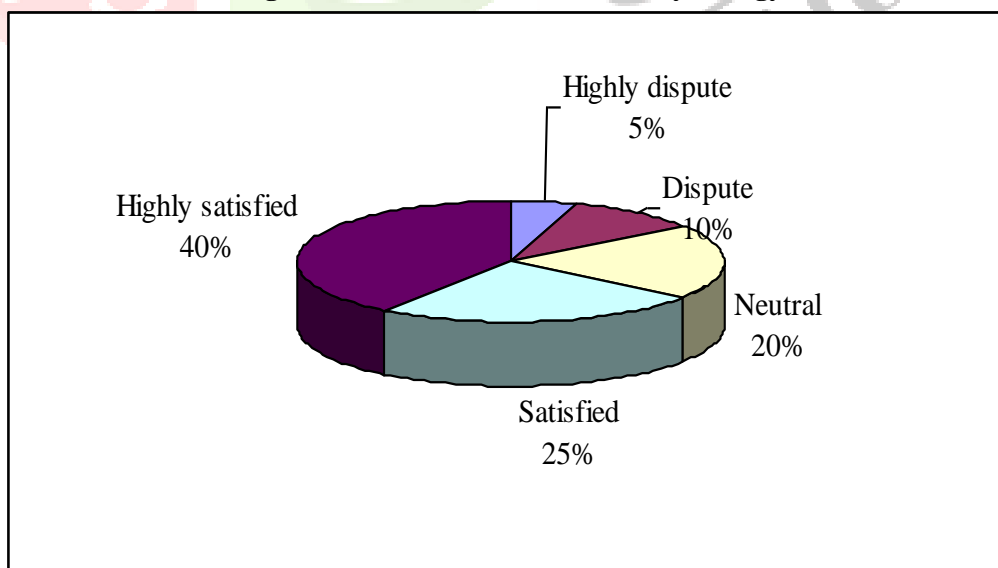
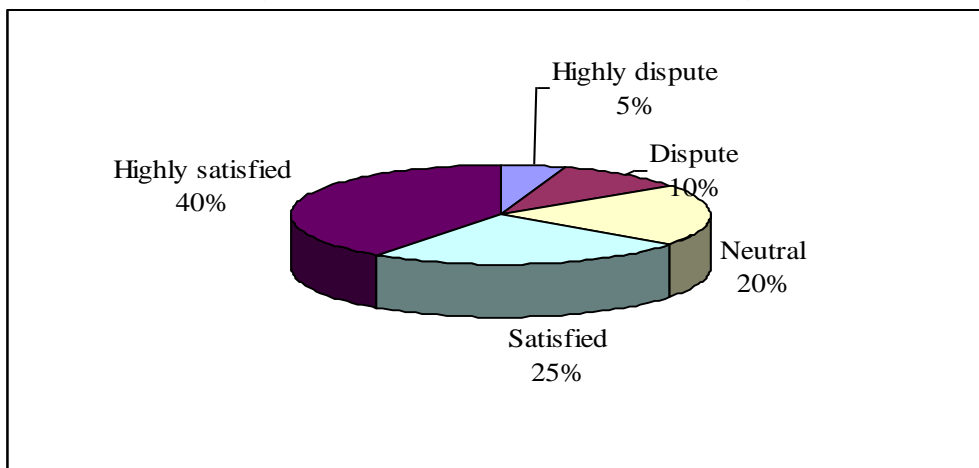


Figure 2: Absence of Industrial Psychology



Industrial psychology and comfortable working condition

The table 2 shows that 37% workers of non-psychological management are highly satisfied with their existing working condition, when the percentage of highly satisfied workers in psychological managements are 55 % of the workers of non-psychological management are satisfied, when 12% workers of psychological management are satisfied.

Table 2: Industrial psychology and comfortable working condition

Type of management.	Highly dispute	Dispute	Neutral	Satisfied	Highly satisfied	Total
Present Industrial Psychology	10	15	8	12	55	100
Absence Industrial Psychology	8	9	21	25	37	100

Figure 3: Presence of Industrial Psychology

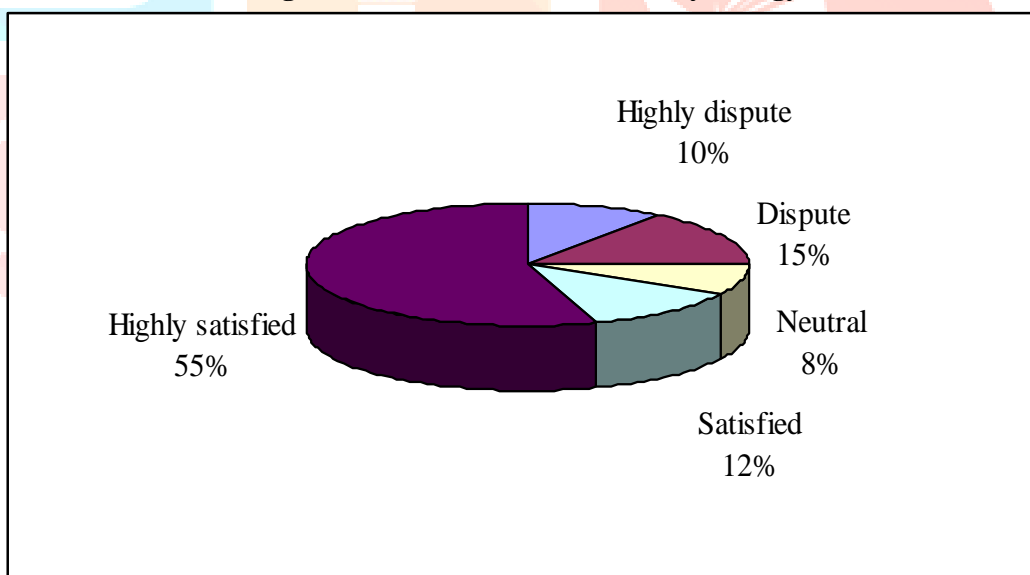
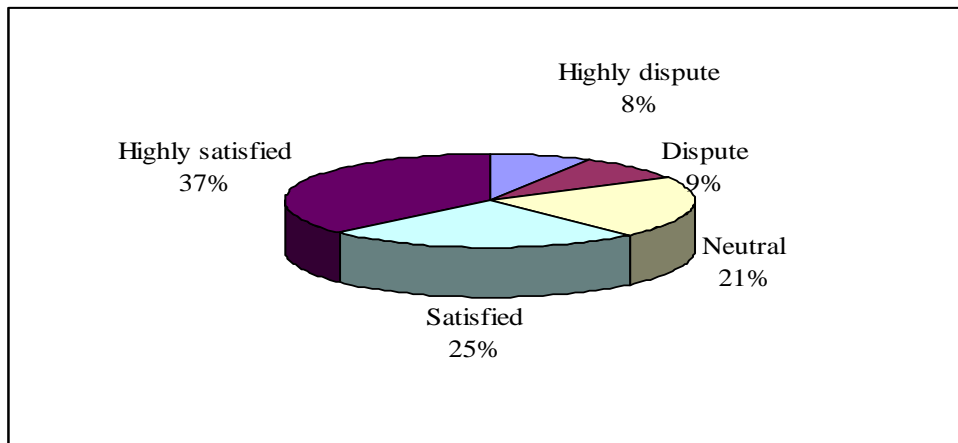


Figure 4: Absence of Industrial Psychology



Industrial psychology and appreciation for good work

The table 3 shows that 28% workers of non-psychological management are highly satisfied with present appreciation for good work, when the percentage of highly satisfied workers in psychological managements are 55% of the workers of non-psychological management are satisfied, when 19% workers of psychological management are satisfied. 13% of the workers of non-psychological management are reluctant to clear their satisfaction or dispute they are neutral, but only 13% workers in psychological management are neutral.

Table 3: Industrial psychology and appreciation for good work

Type of Management	Highly dispute	Dispute	Neutral	Satisfied	Highly satisfied	Total
Present Industrial Psychology	7	6	13	19	55	100
Absence Industrial Psychology	29	19	4	20	28	100

Figure 5: Presence of Industrial Psychology

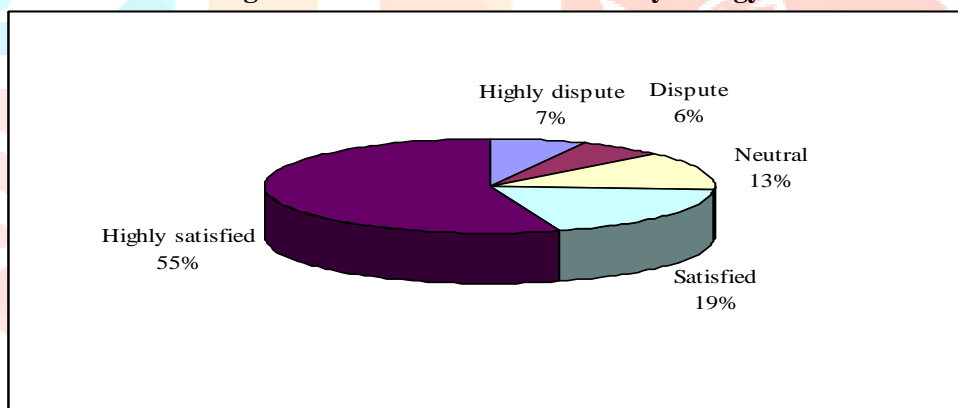
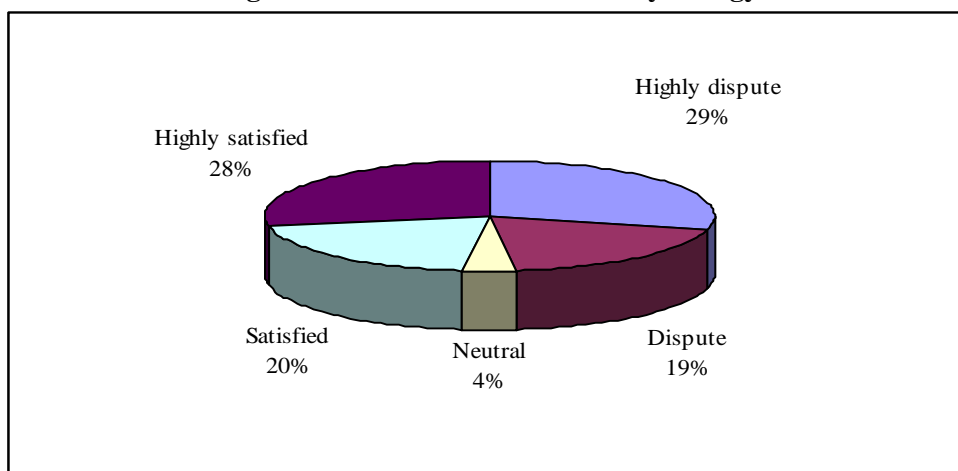


Figure 6: Absence of Industrial Psychology



Industrial psychology and sympathetic supervision

The table 4 shows that 33% workers of non-psychological management are highly satisfied with their Sympathetic supervision, when the percentages of highly satisfied workers in psychological managements are 74%. Forty percent of the workers of non-psychological mgt. are satisfied, when 13% workers of psychological management are satisfied. 12% of the workers of non-psychological management are reluctant to clear their satisfaction or dispute they are neutral 5% of the workers of psychological management are neutral.

Table 4: Industrial psychology and sympathetic supervision

Type of management	Highly dispute	Dispute	Neutral	Satisfied	Highly satisfied	Total
Present Industrial Psychology	5	3	5	13	74	100
Absence Industrial Psychology	6	9	12	40	33	100

Figure 7: Presence of Industrial Psychology

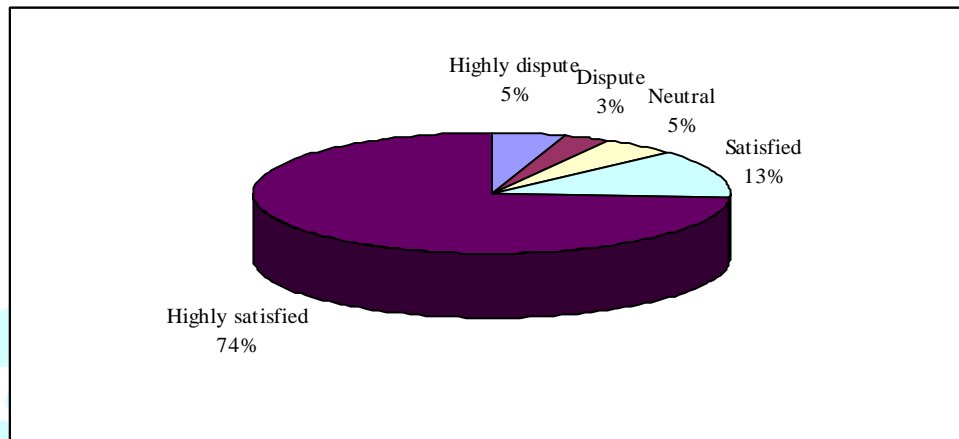
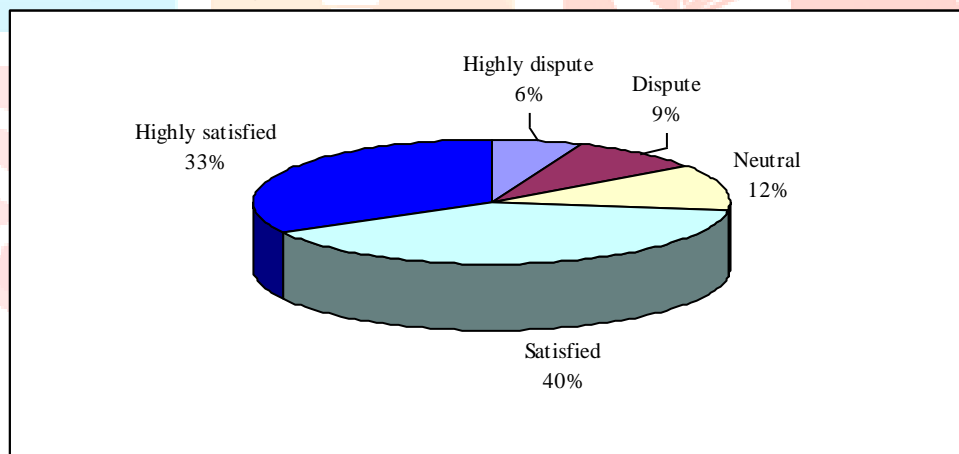


Figure 8: Absence of Industrial Psychology



Industrial psychology and job security

The table 5 shows that 50% workers of non-psychological management are highly satisfied with their job security, when the percentage of highly satisfied workers in psychological management is 75%. Thirty seven percent of the workers of non-psychological management are satisfied, when 37% workers of psychological management are satisfied. 2% of the workers of non-psychological management are reluctant to clear their satisfaction or dispute they are neutral, 3% workers in psychological management are neutral. Two percent workers of non-psychological management and 4% workers of psychological management are disputed.

Table 5: Industrial psychology and job security

Type of management	Highly dispute	Dispute	Neutral	Satisfied	Highly satisfied	Total
Present Industrial Psychology	3	4	2	16	75	100
Absence Industrial Psychology	8	2	3	37	50	100

Figure 9: Presence of Industrial Psychology

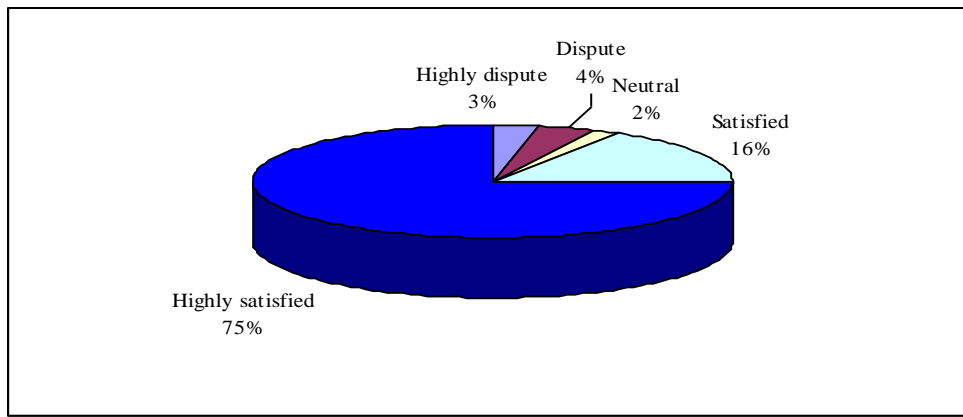
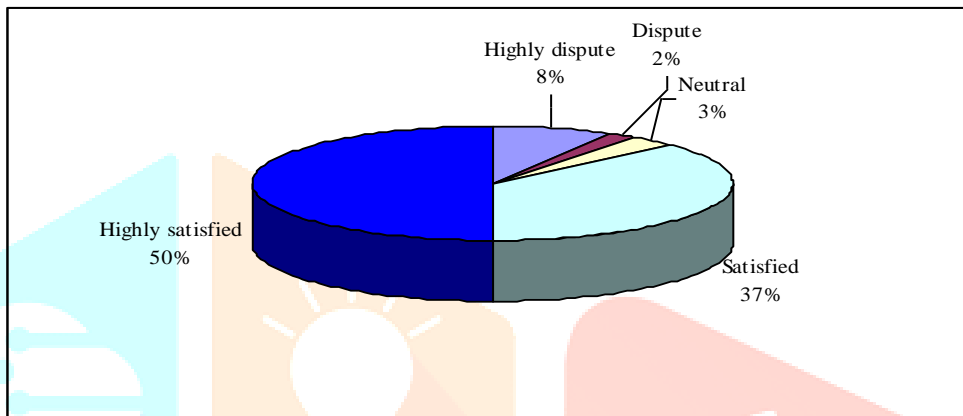


Figure 10: Absence of Industrial Psychology



Industrial psychology and sympathetic

The table-6 shows that 14% workers of non-psychological industry are highly satisfied with their sympathetic and help on personal matters, when the percentages of highly satisfied workers in psychological management are 35%. Fifteen percent of the workers of non-psychological management are satisfied, when 28% workers of psychological management are satisfied. 25% of the workers of non-psychological management are reluctant to clear their satisfaction or dispute they are neutral. 10% of the workers of psychological management are disputed, 12% of workers of psychological management are disputed. 21% of workers of non-psychological management and 7% workers of psychological management are highly disputed.

Table 6: Industrial psychology and sympathetic

Type of management	Highly dispute	Dispute	Neutral	Satisfied	Highly satisfied	Total
Present Industrial Psychology	7	10	33	15	35	100
Absence Industrial Psychology	21	12	25	28	14	100

Figure 11: Presence of Industrial Psychology

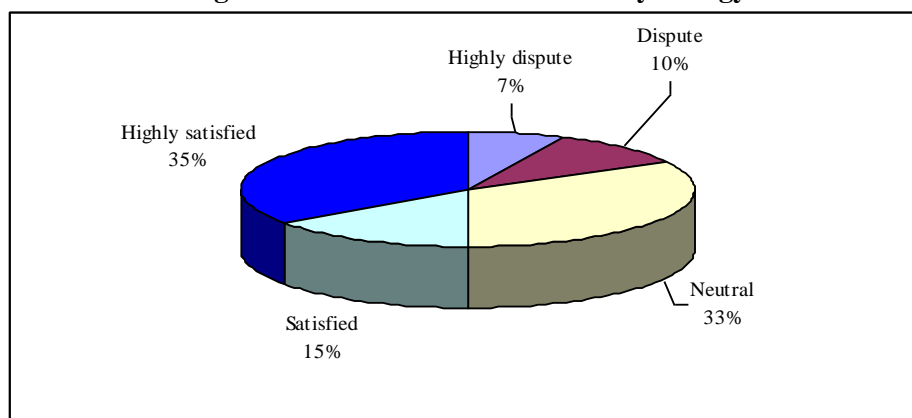
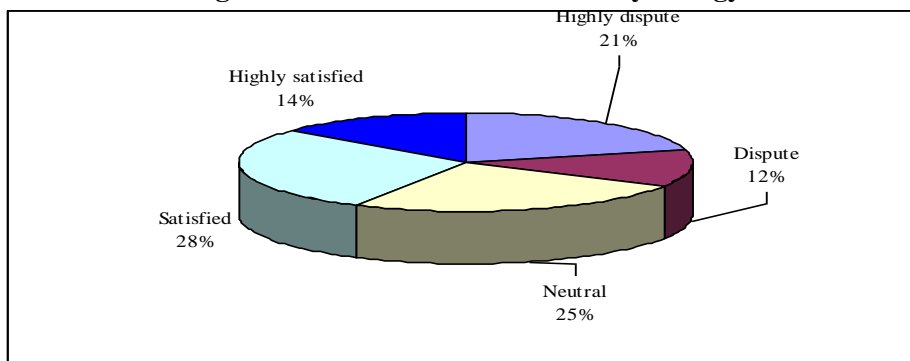


Figure 12: Absence of Industrial Psychology



Industrial psychology and creative thinking

The table-7 shows that 13% workers of non-psychological management are highly satisfied with their existing opportunity for creative thinking and expression, 52% worker's of psychological management are highly satisfied. 25% of the workers of non-psychological management are satisfied, when 30% workers of psychological management are satisfied. 10% of the workers of non-psychological management are reluctant to clear their satisfaction or dissatisfaction they are neutral, 13% of the workers of psychological management are neutral. 3% of workers of psychological management are disputed. 30% workers of non-psychological management and 2% workers of psychological management are highly disputed.

Table 7: Industrial psychology and creative thinking

Type of management	Highly dispute	Dispute	Neutral	Satisfied	Highly satisfied	Total
Present Industrial Psychology	2	3	13	30	52	100
Absence Industrial Psychology	30	22	10	25	13	100

Figure 13: Presence of Industrial Psychology

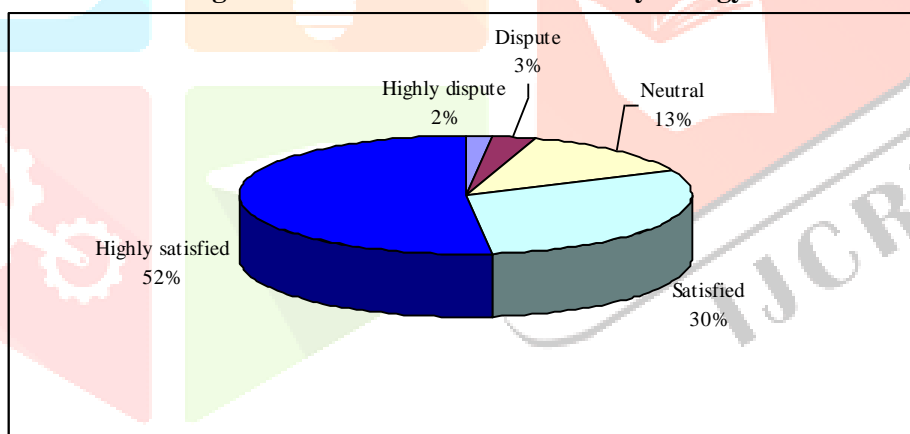
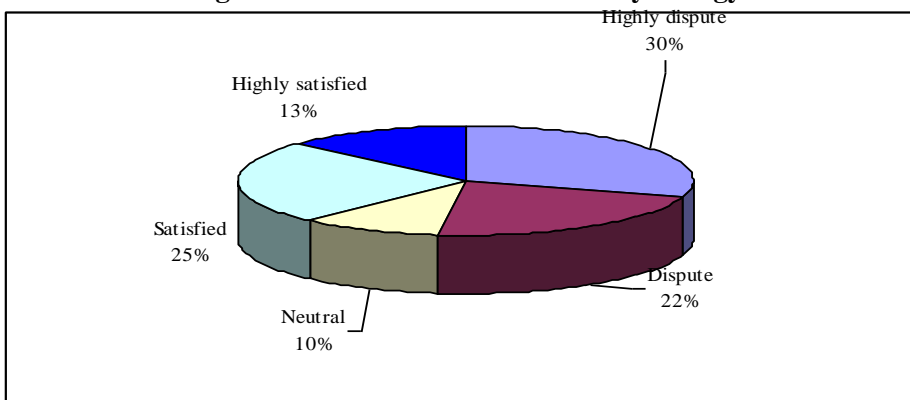


Figure 14: Absence of Industrial Psychology



Industrial psychology and right man in the right work

The table-8 shows that 34% workers of non-psychological management are highly satisfied to be posted right man in the right work, when the percentages of highly satisfied workers in psychological management are 45%. Thirty percent of the workers of non-psychological management is satisfied, when 23% workers of psychological management are satisfied. 9 % of the workers of non-psychological management are reluctant to clear their satisfaction or dispute they are neutral, 23% of the workers of psychological management are neutral. 12% workers of non-psychological management are disputed.

Table 8: Industrial psychology and right man in the right work

Type of management	Highly dispute	Dispute	Neutral	Satisfied	Highly satisfied	Total
Present Industrial Psychology	5	4	23	23	45	100
Absence Industrial Psychology	15	12	9	30	34	100

Figure 15: Presence of Industrial Psychology

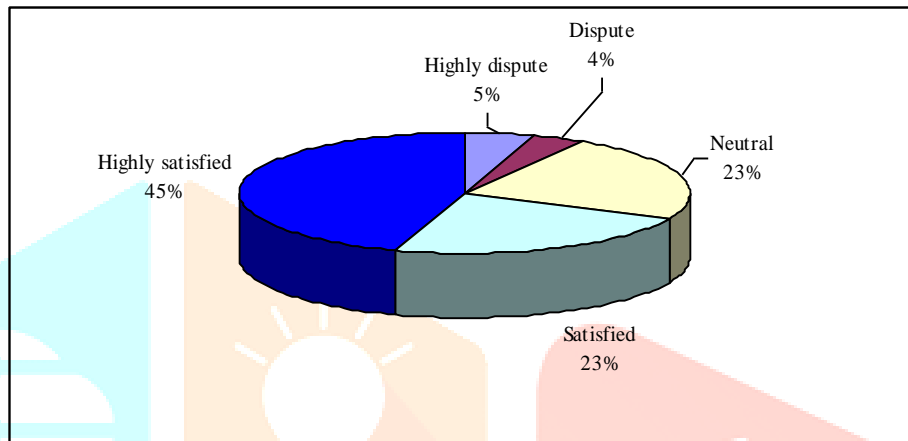
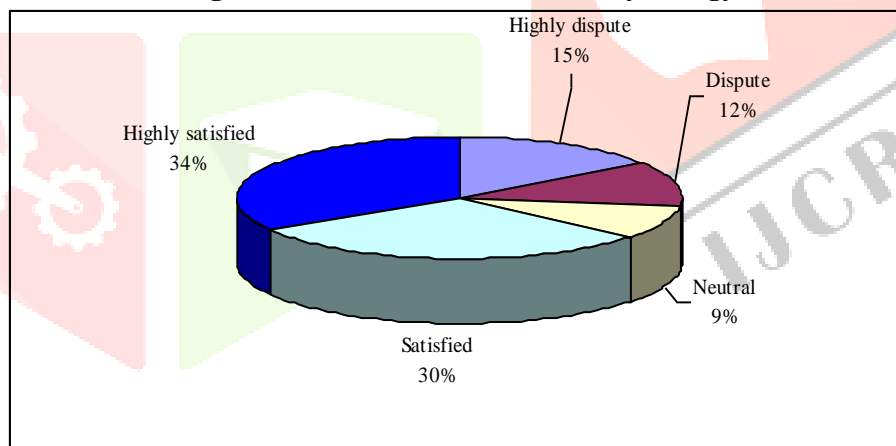


Figure 16: Absence of Industrial Psychology



Industrial psychology and goodwill of the industry

The table 9 shows that 28% workers of non-psychological management are highly satisfied with goodwill of the industry, when the percentage of highly satisfied workers in psychological management is 63%. On the other hand 25% of the workers of non-psychological management are satisfied, when 16% workers of psychological management are satisfied. 5% percent of the workers of non-psychological management are reluctant to clear their satisfaction or dispute they are neutral.

Table 9: Industrial psychology and goodwill of the industry

Type of management	Highly dispute	Dispute	Neutral	Satisfied	Highly satisfied	Total
Present Industrial Psychology	6	4	11	16	63	100
Absence Industrial Psychology	28	14	5	25	28	100

Figure 17: Presence of Industrial Psychology

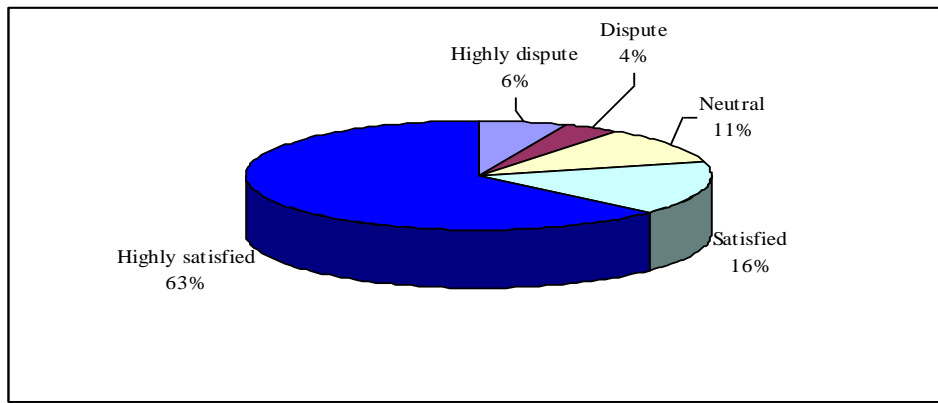
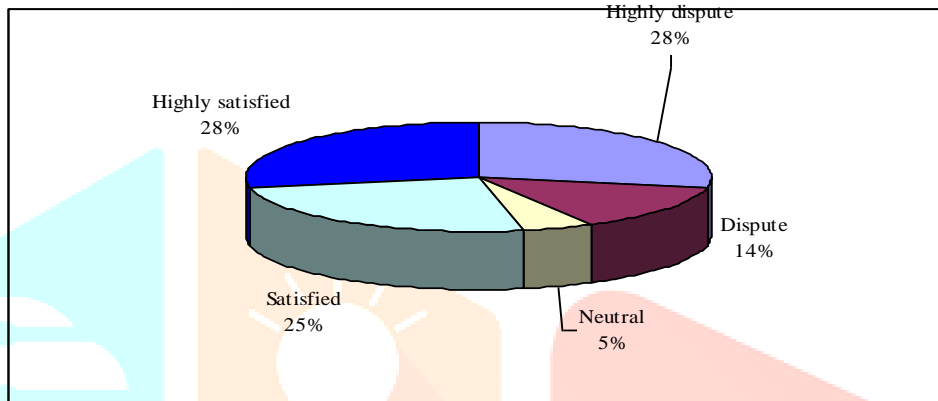


Figure 18: Absence of Industrial Psychology



Industrial psychology and wages

Wages is a highly important factor of financial elements of psychological education. It enables the workers to meet their basic needs. The table 10 shows that about 22% workers of non-psychological management are highly satisfied. When the percentage of highly satisfied workers in psychological management is 35%. Ten percent of the workers of non-psychological management are satisfied when workers of psychological management are 15%. About 23% of the workers of non-psychological management are reluctant to clear their satisfaction or dispute they are neutral. 30% workers of non-psychological management are highly disputed. 4% workers of psychological management are highly dispute with wage.

Table 10: Industrial psychology and wages

Type of management	Highly disputed	Disputed	Neutral	Satisfied	Highly satisfied	Total
Present Industrial Psychology	4	6	40	15	35	100
Absence Industrial Psychology	30	15	23	10	22	100

Figure 19: Presence of Industrial Psychology

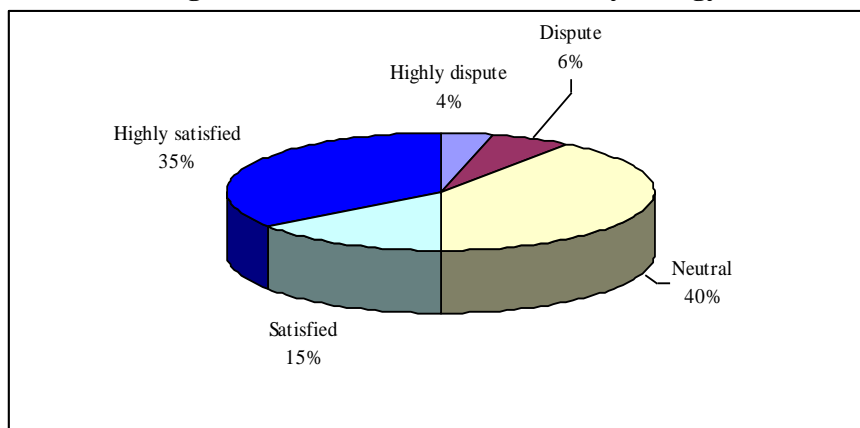
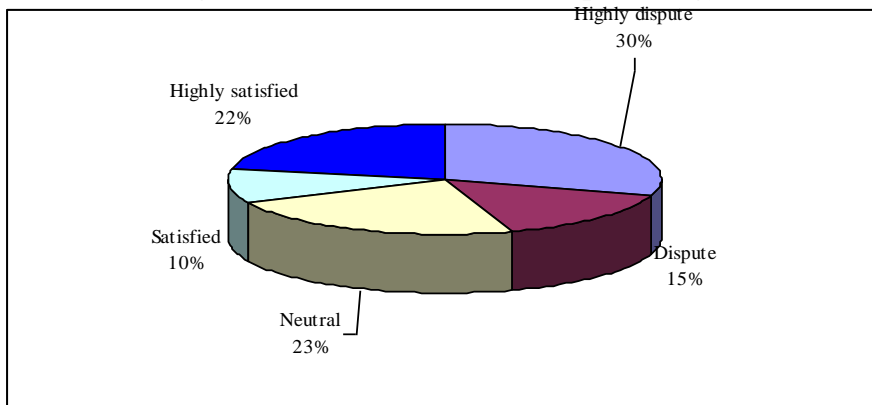


Figure 20: Absence of Industrial psychology



Industrial psychology and house rent

The following table 11 shows that, 21 percent workers of non-psychological mgt. are satisfied with their present house rent, when the percentage of satisfied worker’s of psychological management is 18%. About 51% workers of psychological management are highly satisfied, when 26% of non-psychological management are found highly satisfied. About 5% of the workers of non-psychological management are reluctant to clear their satisfaction or dispute they are neutral when percentage of neutral workers in psychological management is 24%.

Table 11: Industrial psychology and house rent

Type of management	Highly dispute	Dispute	Neutral	Satisfied	Highly satisfied	Total
Present Industrial Psychology	3	4	24	18	51	100
Absence Industrial Psychology	38	10	5	21	26	100

Figure 21: Presence of Industrial Psychology

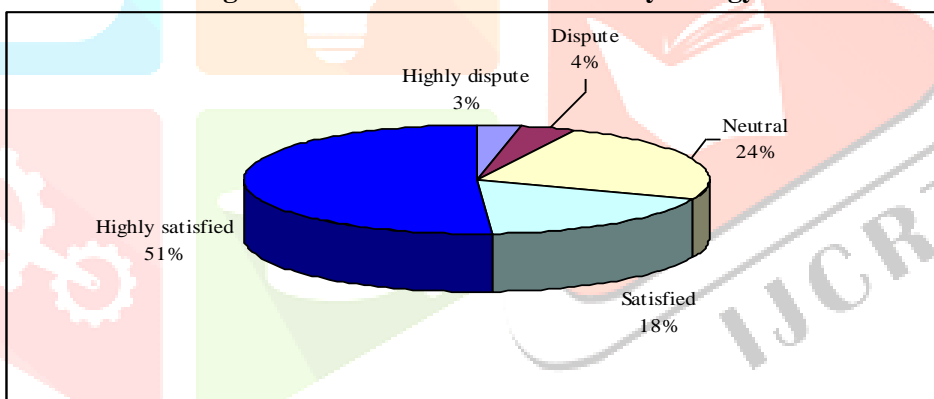
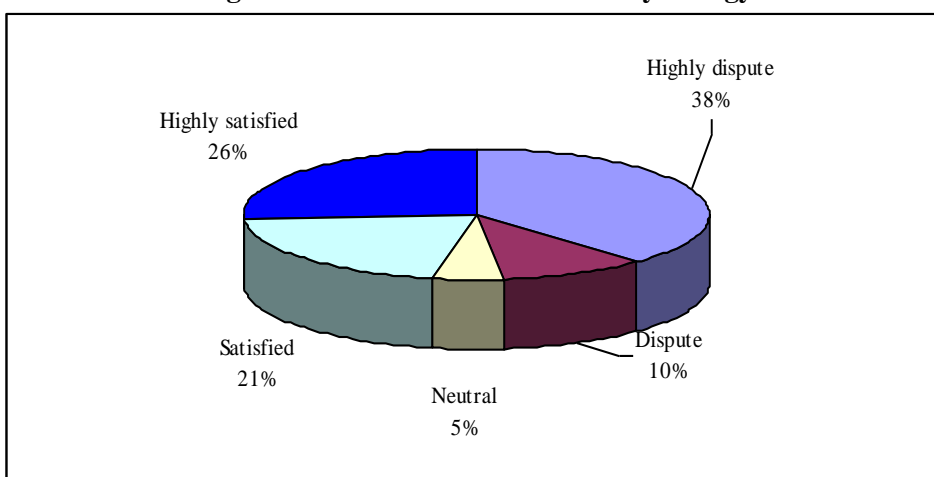


Figure 22: Absence of Industrial Psychology



Industrial psychology and medical allowance

The table 12 shows that 18% workers of non-psychological mgt. are satisfied with their existing medical allowance, when the percentage of satisfied workers in case of psychological management is 16%. Six percent of the workers of non-psychological management are disputed. 37% workers of non-psychological mgt. are found highly disputed, 6%

of psychological management are disputed. About 20% of the workers of non-psychological management are reluctant to clear their satisfaction or dispute they are neutral. 40% of psychological management and 12% of non-psychological management are found highly satisfied.

Table 12: Industrial psychology and medical allowance

Type of management	Highly dispute	Dispute	Neutral	Satisfied	Highly satisfied	Total
Present Industrial Psychology	1	6	37	16	40	100
Absence Industrial Psychology	37	13	20	18	12	100

Figure 23: Presence of Industrial Psychology

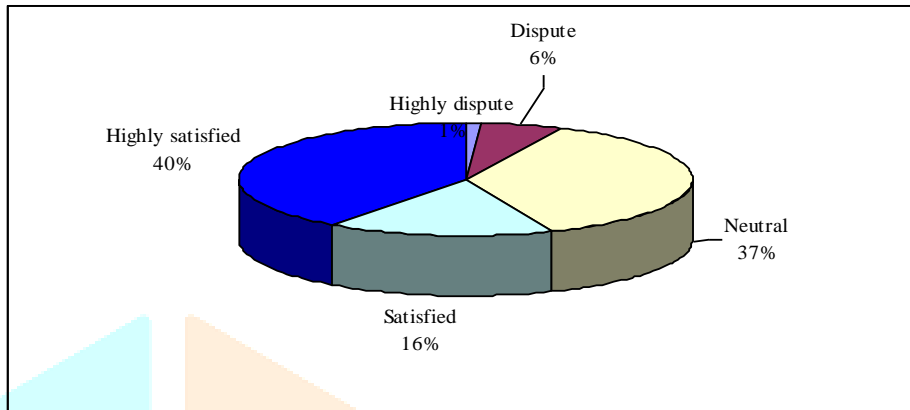
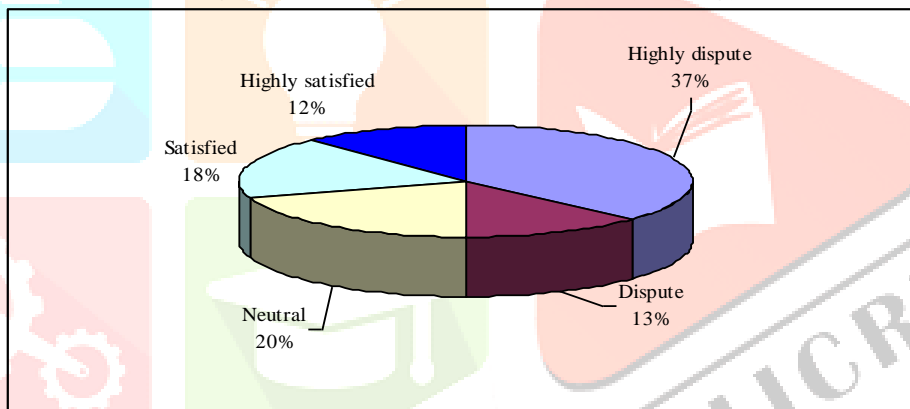


Figure 24: Absence of Industrial Psychology



Industrial psychology and gratuity

The table 13 shows that 35 percent worker of non-psychological management is highly satisfied within the existing gratuity when the percentage of highly satisfied worker in case of psychological management are 18%. Fifteen percent of the workers of non-psychological management are satisfied. About 20 percent of the workers of non-psychological management are reluctant to clear their satisfaction or dispute they are neutral, when percentage of neutral workers in psychological management is 15%. 35% of psychological and 18% of non-psychological management is highly satisfied with their gratuity.

Table 13: Industrial psychology and gratuity

Type of management	Highly dispute	Dispute	Neutral	Satisfied	Highly satisfied	Total
Present Industrial Psychology	10	19	15	21	35	100
Absence Industrial Psychology	43	4	20	15	18	100

Figure 25: Presence of Industrial Psychology

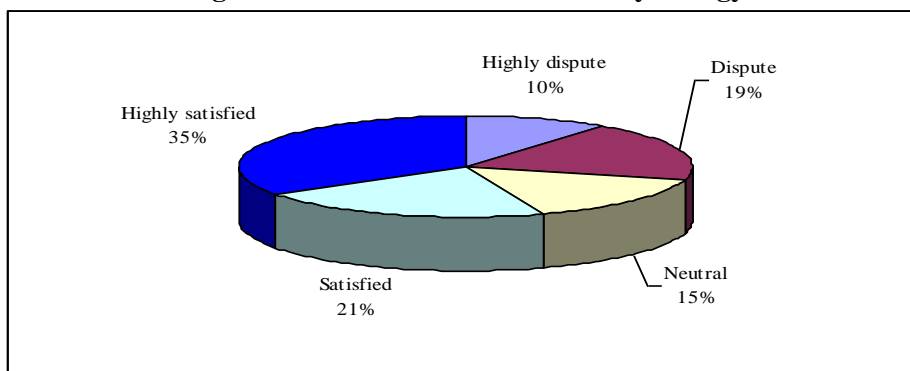
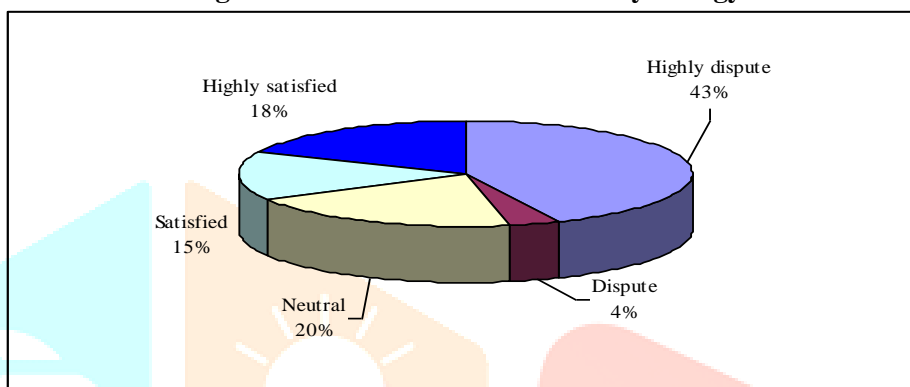


Figure 26: Absence of Industrial Psychology



Industrial psychology and group insurance

The table 14 shows that 24% of the workers of non-psychological management are satisfied, when 13% workers of psychological management are satisfied with their group insurance. About 17 % of the worker's of non-psychological management are reluctant to clear their satisfaction or dispute they are neutral, when percentage of neutral workers in psychological management were in 28%. About 9% workers of non-psychological management are found disputed. 33% of workers of non-psychological management are highly disputed when 9% worker's of psychological management are highly disputed.

Table 14: Industrial psychology and group insurance

Type of management	Highly dispute	Dispute	Neutral	Satisfied	Highly satisfied	Total
Present Industrial Psychology	9	19	28	13	31	100
Absence Industrial Psychology	33	9	17	24	17	100

Figure 27: Presence of Industrial Psychology

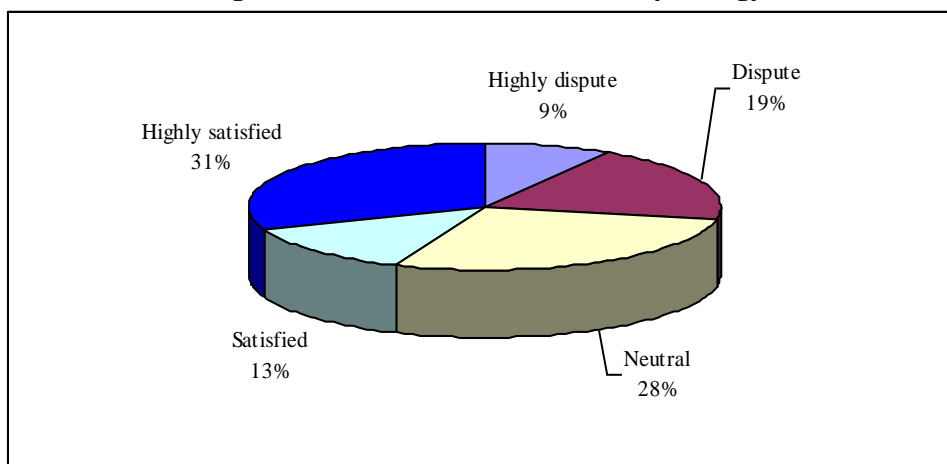
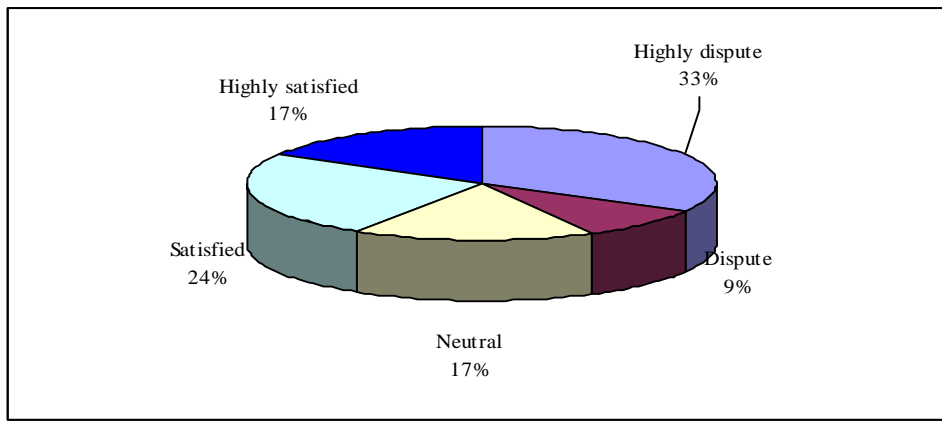


Figure 28: Absence of Industrial Psychology



Industrial psychology and share of profit

The table-15 shows that 32% worker's of non-psychological management are highly satisfied with their existing share of profit, when the percentage of highly satisfied in case of psychological management are 56%. Fourteen percent of the of non-psychological worker's are satisfied; when 14% of psychological management are satisfied. About 8% of the worker's of non-psychological management are reluctant to clear their satisfaction or dispute they are neutral, when percentage of neutral worker's in psychological management is 15%. 29% workers of non-psychological management are found highly disputed.

Table 15: Industrial psychology and share of profit

Type of management	Highly dispute	Dispute	Neutral	Satisfied	Highly satisfied	Total
Present Industrial Psychology	3	12	15	14	56	100
Absence Industrial Psychology	29	17	8	14	32	100

Figure 29: Presence of Industrial Psychology

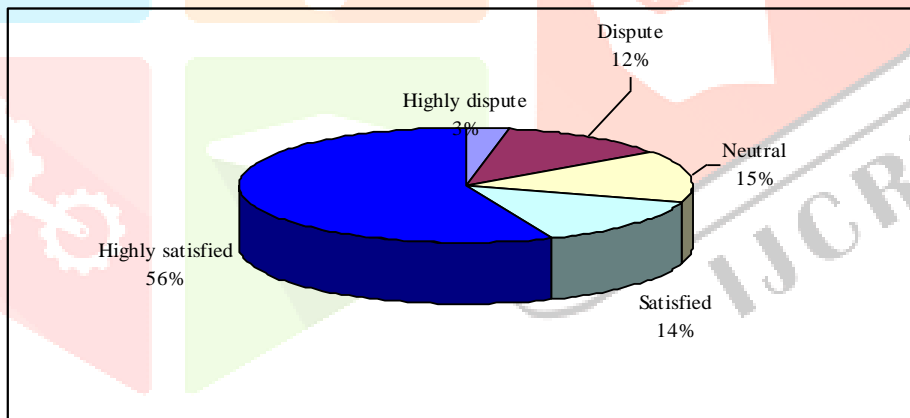
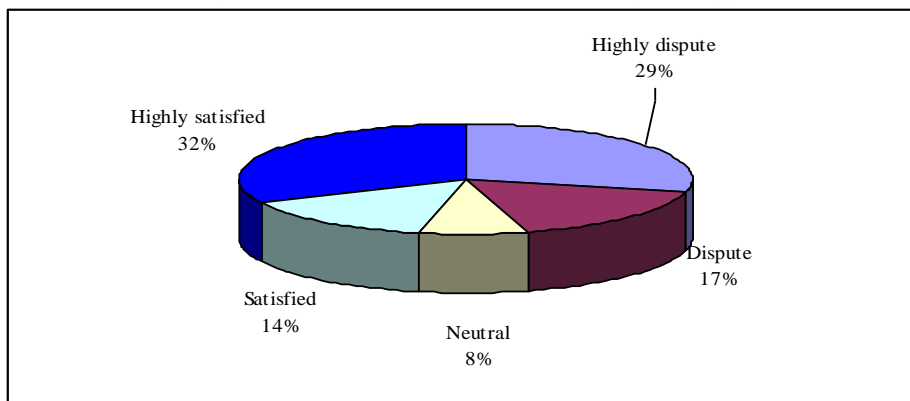


Figure 30: Absence of Industrial Psychology



Industrial psychology and bonus

The table 16 shows that 26% workers of non-psychological management are highly satisfied with their existing bonus, when the percentage of highly satisfied workers in case of psychological management is 46%. Fourteen percent of the workers of non-psychological managements are satisfied; when 14% workers of psychological management are

satisfied. About 15% of the workers of non-psychological management are reluctant to clear their satisfaction or dispute they are neutral, when percentage of neutral workers in psychological management is 11%. 33% workers of non-psychological management are found highly disputed.

Table 16: Industrial psychology and bonus

Type of management	Highly dispute	Dispute	Neutral	Satisfied	Highly satisfied	Total
Present Industrial Psychology	13	16	11	14	46	100
Absence Industrial Psychology	33	12	15	14	26	100

Figure 31: Presence of Industrial Psychology

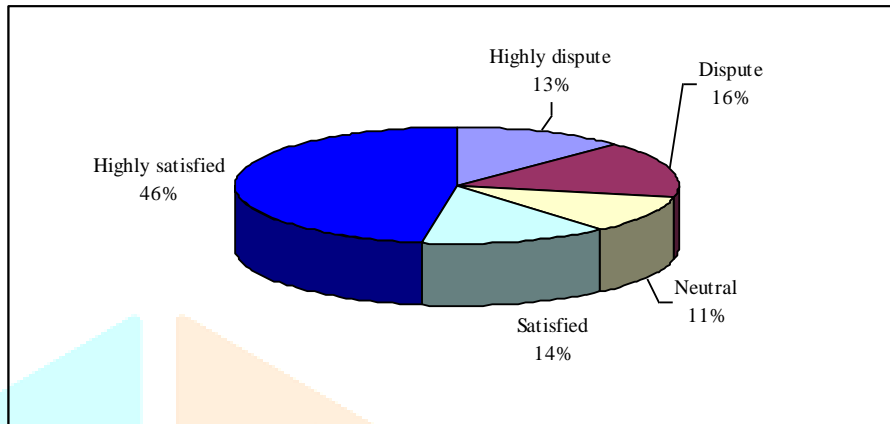
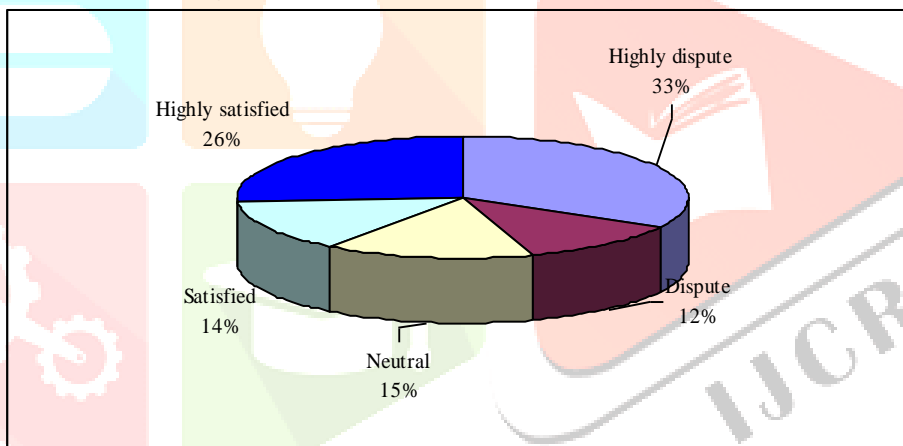


Figure 32: Absence of Industrial Psychology



Industrial psychology and promotion

The table-17 shows that 30% workers of non-psychological management are satisfied with their existing promotion facilities, when 39% workers of psychological management are satisfied. About 10% of the workers of non-psychological management are reluctant to clear their satisfaction or dispute they are neutral, when percentage of neutral workers in psychological management is 30%. 10% of the workers of non-psychological management are disputed, when 6% workers of psychological management are disputed. 28% workers of non-psychological management are found highly disputed, but 5% workers' of psychological management is disputed.

Table 17: Industrial psychology and promotion

Type of management	Highly dispute	Dispute	Neutral	Satisfied	Highly satisfied	Total
Present Industrial Psychology	5	6	8	39	42	100
Absence Industrial Psychology	28	10	12	30	20	100

Figure 33: Presence of Industrial Psychology

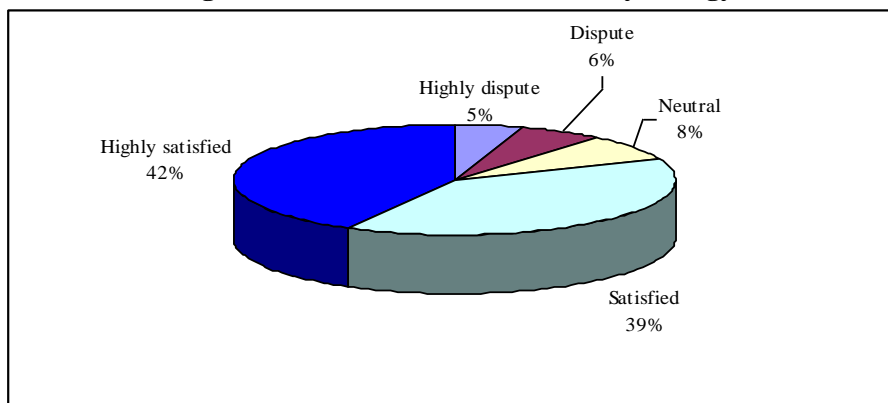
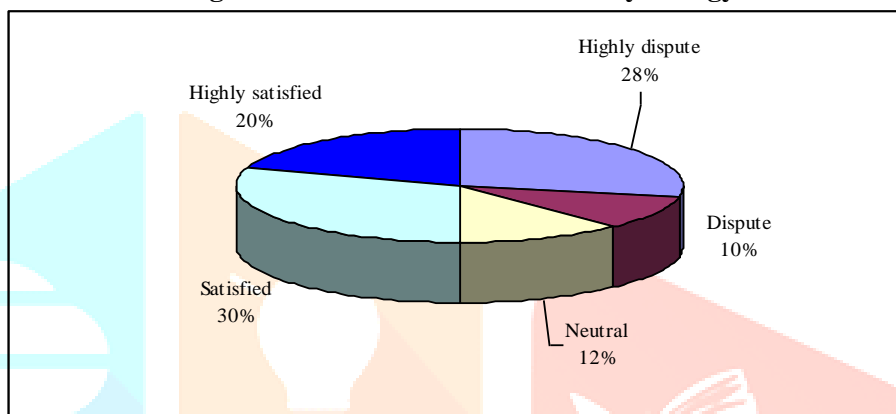


Figure 34: Absence of Industrial Psychology



Industrial psychology and transportation allowance

The table shows that 17% worker's have non-psychological management is highly disputed workers of psychological management is 11%. 22%of the workers of non-psychological management are disputed, when 18% workers of psychological management are disputed. About 9% of the workers of non-psychological management are reluctant to clear their satisfaction or dispute they are neutral, when percentage of neutral workers in psychological management is 4%.

Table 18: Industrial psychology and transportation allowance

Type of management	Highly dispute	Dispute	Neutral	Satisfied	Highly satisfied	Total
Present Industrial Psychology	11	18	4	32	35	100
Absence Industrial Psychology	17	22	9	30	22	100

Figure 35: Presence of Industrial Psychology

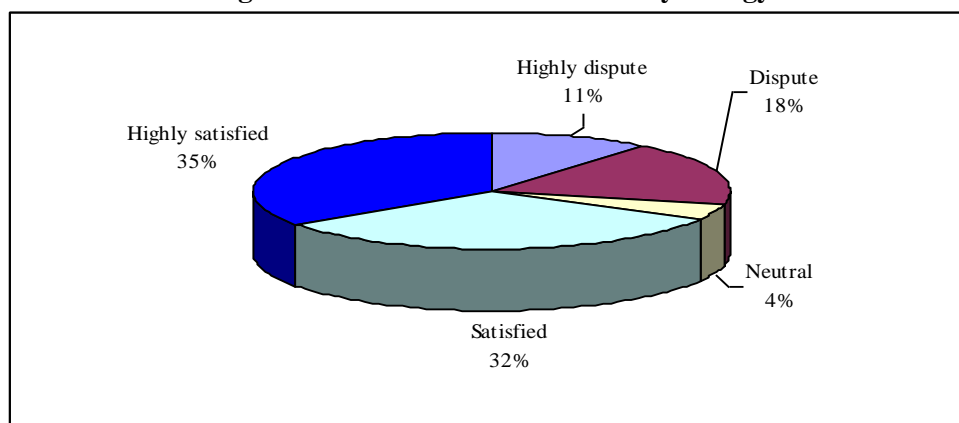
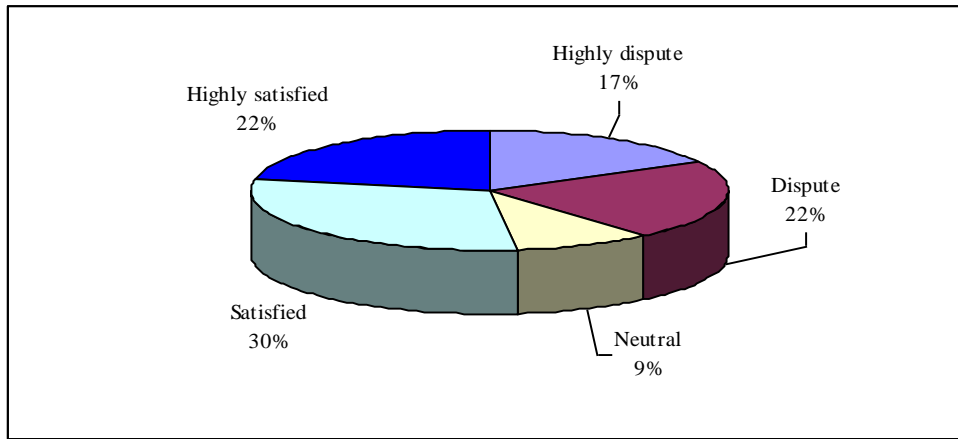


Figure 36: Absence of Industrial Psychology



Industrial psychology and canteen subsidy

The table-19 shows that 19% workers of non-psychological management are satisfied with their existing canteen subsidy when the percentage of satisfied workers of psychological management is 14%. Twenty two percent of the workers of non-psychological management are disputed, when 10% workers of psychological management are disputed. 11% workers of psychological management are found highly disputed, but 32% of non-psychological management is found highly disputed.

Table 19: Industrial psychology and canteen subsidy

Type of management	Highly dispute	Dispute	Neutral	Satisfied	Highly satisfied	Total
Present Industrial Psychology	11	10	13	14	52	100
Absence Industrial Psychology	32	22	15	19	12	40

Figure 37: Presence of Industrial Psychology

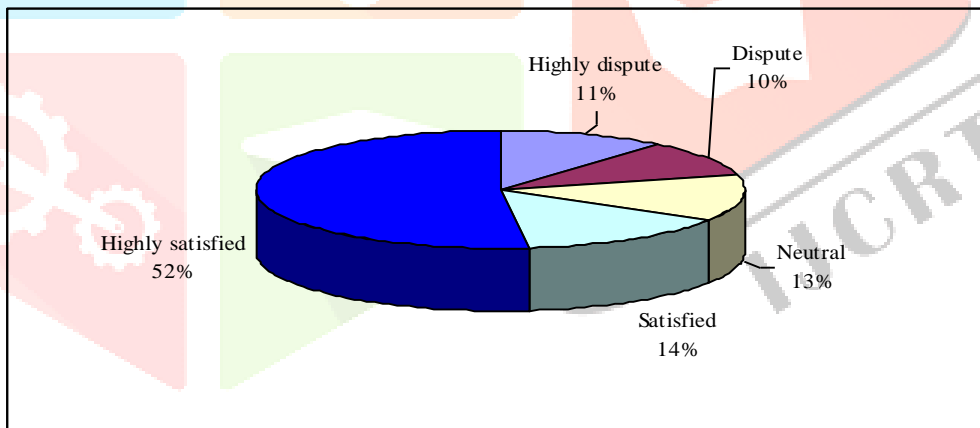
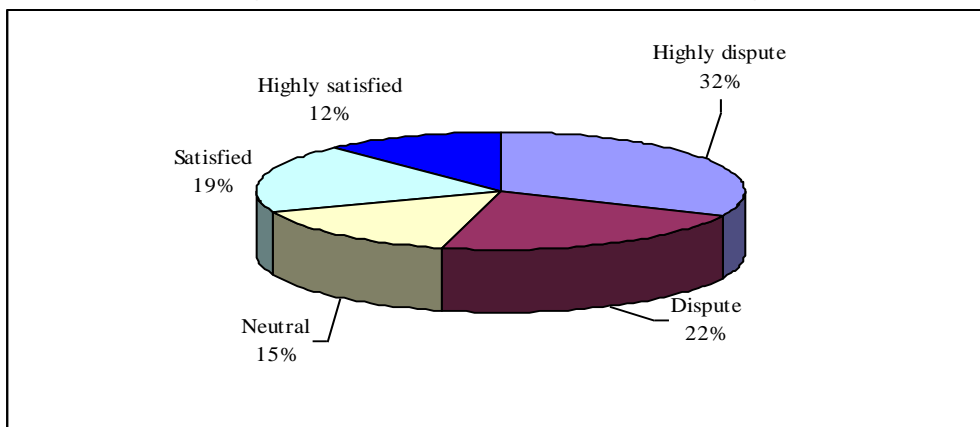


Figure 38: Absence of Industrial Psychology



Industrial psychology and leave with pay

The table 20 shows that 13 % workers of non-psychological management are satisfied with their existing leave with pay, when the percentage of satisfied workers of psychological management is 17%. 30% of the workers of non-psychological management are disputed, when 8% workers of psychological management are disputed. About 15% of the workers of non-psychological management are reluctant to clear their satisfaction or dispute they are neutral.

Table-20: Industrial psychology and leave with pay

Type of management	Highly dispute	Dispute	Neutral	Satisfied	Highly satisfied	Total
Present Industrial Psychology	5	8	6	17	64	100
Absence Industrial Psychology	40	30	15	13	2	100

Figure 39: Presence of Industrial Psychology

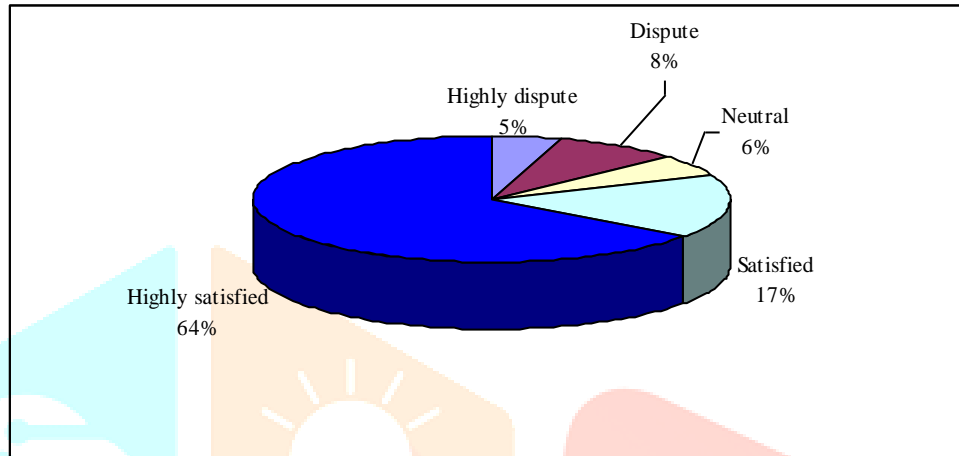
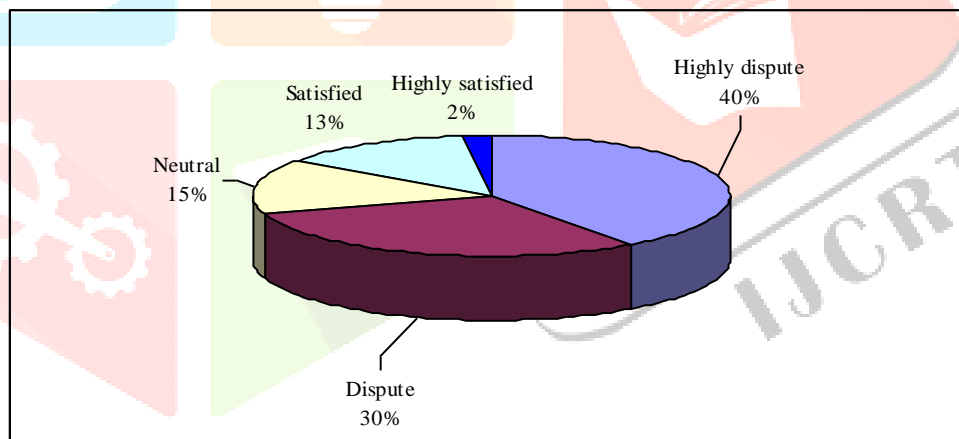


Figure 40: Absence of Industrial Psychology



CONCLUSION

Bangladesh is a tropical country in South Asia that is situated in the delta of two major rivers that flow down from the Himalayas (the Ganges and the Jamuna). The country's land surface is therefore largely composed of alluvial silt, rendering the soil highly fertile. Historically, this has made Bangladesh an agricultural nation; although agriculture contributes only about a fifth of the national GDP, it employs three-fifths of the labor force⁴. Bangladesh has an estimated population of 140 million (*circa* 2005), living in an area of about 55,000 square miles. It thus has the unwanted distinction of being the world's most densely populated country, and this over population is at the root of many of Bangladesh's socioeconomic problems. However, the population is largely homogeneous in terms of ethnicity, language, and religion, and this provides a valuable element of national cohesion. In spite of numerous constraints, the economy has been on a steady growth path for the last 15 years, mainly due to private sector dynamism. The constraints include pervasive political instability and violence, endemic corruption and disregard for the law, frequent natural disasters, inefficient state-owned enterprises that are hotbeds of trade unionism, lack of political will to carry through necessary economic reform, inadequate infrastructure at all levels (power generation, roads and highways, port facilities), etc. Nevertheless, the economy has proved to be resilient. Since 1990, it has grown at an average rate of 5% per year. The Asian Development Bank projects that real GDP growth will increase to

⁴ ADB, 2005

6% in 2006 and 2007 (ADB, 2005). Bangladesh's total GDP stood at \$275 billion in 2004, and per capita GDP was \$2,000 (adjusted for purchasing power). Sectorally, services constitute the largest portion of GDP with 51.7%. Industry accounts for 27.1% and agriculture 21.2%. However, the distribution of the labor force is reversed, with most people still working in agriculture 61%, and followed by services 27% and finally industry 12%. This imbalance between output and employment is indicative of a large amount of "disguised" unemployment and underemployment. Unemployment is estimated to be about 40%. The poverty rate, as of 2004, is about 45%. Bangladeshi Garment Industry is the largest industrial sector of the country. Though the history of readymade garment industry is not older one but Bangladeshi clothing business has a golden history. The region of Bengal is known to have been a trading centre with active trade routes and shipping ports for over 2000 years. It produced high quality raw cotton, cloth and clothing for hundreds of years; from the 16th century on, the European aristocracy came to prize Dhaka *muslin* as the finest textile in the world. With the decline of the *Mughal* Empire British imperialism beat off its rivals and the East India Company established its rule in the 1750s. Policies were imposed that favored the emerging British textile industry; by a protectionist system of tariffs Bengal was forced to only supply cheap raw materials and leave finished articles to be produced in the "dark satanic mills" of early British capitalism. This economic restructuring, being imposed upon communities of relatively prosperous artisan producers, brought impoverishment and forced relocation from agriculturally desirable areas to previously uninhabited flood-prone areas.

The RMG industry achievement is noteworthy, particularly for a country plagued with poor resource endowments and adverse conditions for industrialization. Exports increased from approximately 32 million US dollars in 1983/84 to 1.4 billion dollars in 1992/93. In 1987/88, the RMG export share surpassed that of raw jute and allied products. The figure further rose to 5.7 billion dollars in 2003/04, representing a contribution of about 75 percent of the country's total export earnings in that year. With the industrial revolution of readymade garment RMG sector, Bangladesh has given its women an image of high boost in the whole of South Asia as well as to the rest of the world. The readymade garment RMG sector individually contributes around 78 percent to the total exports of Bangladesh by FY 2009-2010. It had global reputation as well as demandable market around the globe especially in the European market. After industrial revolution in the west they were busy with technological advancement & started outsourcing of readymade garments to meet up their daily demands. Many large domestic companies took that chance & started readymade garment export at that markets. As a large domestic industries Bangladesh took this chance enjoyed quota & other facilities of them. Amazingly, the total earnings from clothing exports were US \$ 12.6 billion in the FY 2009-2010 which was just US \$9.35 billion back in 2007. Moreover, RMG export sector also contributes around 13 percent to the GDP and the total export was 17 % and access more than 600,000 just like it! percent to the GDP as per FY 2009-2010, which was only around 4 percent in 1991-92 of GDP and total export was 6 percent of GDP.⁵ Currently, being a 100 percent an export-oriented industry, it exports 35 types of garment products to about 31 countries around the globe. ⁶(The USA is the largest importer of Bangladeshi RMG products, followed by Germany, the UK, France and other E.U countries. In the last decade of the twentieth century, this RMG sector of Bangladesh maintained its position as the 6th largest exporter of apparel to the United States between 1994-97.⁷ Bangladesh also ranks as the 1st export of T-shirt to the Europe.⁸ In order to control the level of imported RMG products from developing countries into developed countries, Multi Fiber Agreement (MFA) which is also known as the Agreement on Textile and Clothing (ATC) was made in 1974. At the General Agreement on Tariffs and Trade (GATT). In the generally stagnant economy of Bangladesh, the readymade garment sector is the only significant economic force. This sector is entirely export oriented and is composed of over 5000 units - most working for international buyers, some owned by international companies. Most of the garment units are clustered in industrial areas and EPZs in and around Dhaka - Ghazipur, Savar, Ashulia, Mirpur, Tejgaon, Mohakhali, Uttara, Wari and Tongi etc. This is the modern face of 'Globalisation'. Capital goes where there is surplus labour to be had cheapest, installs its plant machinery and begins to extract profits. Equally, local capital sees an opportunity to utilize cheap local labor for the global market. In 1978 the Bangladesh government set up Export Processing Zones (EPZs) to attract foreign capital and earn export dollars. (100% foreign ownership, 65%; joint venture, 13%; 100% local venture, 22%)

⁵ Bangladesh Bank, January 2011

⁶ Nuruzzaman 1999:2

⁷ Quddus and Rashid 2000

⁸ BGMEA, 1997-1998

RECOMMENDATION

1. **Industrial psychology and Human resource management:** Human resource executive in a garment industry is compulsory. Actually we have started HR department in our industry very recently. We are achieving very low production output. Our workers are very slow in their work and they want OT every time. Kindly suggest me how to motivate my employees to achieve production target and what the different sources of motivation are. How is the Human Resource Function in the Industry?
2. **Industrial psychology and joint management counseling:** The second experiment in participative management councils. These came in to existence as a result of our acceptance of the socialistic pattern of society as the goal (1954); Labor Conference recommendation to encourage participation of workers in industry (1955); the industrial policy resolutions statement that in a socialist democracy 'labor is a partner in the common task of development and should participate in it with enthusiasm'(1956); and the second Five-year plan's observation that for the successful implementation of the plan "increased association of labor with management is necessary'. The immediate causes were the report of a tripartite study group which went to Europe and recommended a scheme for participate management (1957) and a model agreement regarding establishment of such councils 1958. It was decided that joint management councils should consist of an equal number of representatives of the management and employees, not exceeding 12. The employees' representatives should be nominated by the recognized trade unions. Further the councils should set up at the plant level on a voluntary basis in selected industrial units. The criteria laid down for the selection of industrial units were: (a) the undertaking should employ at least 500 workers (b) it should have a well-established, strong and representative workers' union affiliated to some central organization and (3) the undertaking must be one with a good record of industrial relations. These councils are required to work at the policy level without encroaching upon the field to work committees.
3. **Industrial psychology and recruitment:** Recruitment procedure in the garment industry is largely informal although it belongs to formal sector. It is mainly because of the fact that manufacturing in the garment industry is highly flexible since international demand for garments is seasonal. In each and every season volume, type, fashion and quality of garments varies according to variation in demand of the world market. For each fashion and type of garment, number of worker and skill required is different. These characteristics demand a labour market with high flexibility so that labour can be easily found out when it is needed and can easily be disposed off when they are not required. For this nature of labour demand of the garment industry the employers like to recruit workers through informal process so that according to labour laws they are not required to pay retrenchment benefit to the workers. Generally, higher category workers like cutting master, supervisor etc. were recruited through this mode whereas helper and operator category workers, who lie at the bottom of the occupational ladder, were recruited through friends/relative/neighbor. Generally garment workers are not given appointment letter since they are recruited when needed and disposed off when not wanted.
4. **Industrial psychology and bonus:** Unlike non-garment workers' the garment workers' get some bonus, which raise their take-home monthly earnings to a large extent. The most widely reported benefit is Eid (religious festival) bonuses. Almost all workers' working for one year or more, in the same factory received Eid bonus. Usually half of monthly salary was paid as Eid bonus. Previously wide gender gap in Eid bonus was observed. The amount of bonus will be different for male and female workers' since their wages rate are significantly different. But gender gap was observed even after wages rate were controlled.
5. **Industrial psychology and regular wage payment:** Wage payment in time will contribute greatly to relieve workers stress. According to Factory Act 1947, wage in a factory employing less than one thousand persons is to be paid within seven days after the expiration of the wage period. To relieve the workers from stress, provisions of this act should be implemented on an urgent basis. Workers sense of security will increase further if there is a system of regular wage increment depending on efficiency.
6. **Industrial psychology and job security:** Mental stress arising from job insecurity can be reduced if workers are given a formal appointment letter. It is mainly because of the fact that manufacturing in the garment industry is highly flexible since international demand for garments is seasonal. In each and every season volume, type, fashion and quality of garments varies according to variation in demand of the world market. For each fashion and type of garment, number of worker and skill required is different. These characteristics demand a labour market with high flexibility so that labour can be easily found a labour market with high flexibility so that labour can be easily found out when it is needed and can easily be disposed off when they are not required.
7. **Industrial psychology and insurance facilities:** All workers employed in the garment industry have the right to have group insurance facilities. But some of the total workers have group insurance, and these workers were found to belong to the top ranking jobs of supervisor, cutting master or quality controller. None of the garment worker was found to have health insurance. No health insurance facility was provided to them. Not a single

employer was found willing to introduce health insurance for the workers. Thus employers' attitude toward introducing the health insurance scheme for the workers improved significantly.

8. **Ensure practice of Industrial psychology:** Psychologically poor health of the garment workers is also reflected in the findings of the survey that about 50% of the garment workers work in the factory in a tensed mood. Comparatively, more female workers suffer from tension than male workers. 61% of the female garment workers as opposed to only 20% of the male workers reported that while working at the industry, they were always occupied with various worries, such as how to reach home at night safely, how to protect themselves from supervisor's anger, how to save their job, etc. According to Blaster (1985), a worker's psychological well-being often depends on his/her physical fitness. She/he will undergo increased psychological stress.
9. **Industrial psychology and rationing facilities:** Rationing facilities is an important issue of motivates the garment workers. Their Salary or wages are little equipment for the present market. So every worker feels, if all industry starts rationing facilities that is very helpful for their family maintenance. Already much psychological management starts rationing facilities and that is help-full to remove worker's dispute.¹
10. **Industrial psychology and three-shift working system:** Shortening of working hours is a fundamental requisite for reducing occupational hazards arising from garment work, and it is possible only through the introduction of a three shift working system, since overtime work is unavoidable in the garment industry due to various reasons. Five out of 39 surveyed garment employers expressed their willingness to introduce a three-shift working system in near future. Most surveyed employers reported that the introduction of a three-shift working system is not possible, since there is an acute shortage of skilled labor and skilled management personnel.
11. **Industrial psychology and implementation of labor law:** Most of the occupational hazards were found to arise from widespread violation or non-observance of labour laws. Therefore, public policy should be formulated facilitating the implementation of existing labour laws, particularly the laws regarding weekly holiday and medical leave, working hours, appointment of a doctor, provision of canteen and lunch room facilities, ensuring proper ventilation, etc. Laws regarding firefighting equipment and fire exits should be strictly followed. There should be drills for evacuating the workers from the factory. The workers should also be taught how to use fire-fighting equipment. Measures should also be undertaken to formulate policy regarding proper electrical wiring and providing masks, aprons and safe drinking water to the workers.
12. **Industrial psychology and health insurance programmed:** Implementation of a health insurance programmed may solve the health problems of the garment workers to a large extent. Findings of the survey of 1997 show that the workless are willing to pay 3 per cent of their pay as premium to have health insurance. Positive responses were also received from half of the surveyed employers. The government can play a role here. The government could offer incentives in terms of tax rebate to introduce health insurance. Besides, the government may share the cost of insurance with employers and employees and may also introduce a compulsory health insurance. NGOs working in the country should be encouraged to participate in financing and organizing the health insurance schemes among the garment workers.
13. **Industrial psychology and providing health facilities:** The Government of Bangladesh may take an initiative to establish health centers at those locations where the garment factories are clustered. Garment factories were found to be clustered in a few police stations. The surveyed factories were found willing to share the expenditure for the medical programmed. NGOs can be helpful in this area.
14. **Industrial psychology and supply medicine:** Distribution of iron and vitamin tablets at the factory cost among the female workers in particular, may be an effective measure to combat physical weakness. Distribution of anti-worm tablets (needs to be done only once) intended to treat parasitic infections may contribute to the nutritional status of the workers. The NGOs can intervene by supplying vitamin and iron tablets free of cost.
15. **Industrial psychology and supply of staff amenities:** Supply of safe drinking water at the factory campus would be an effective remedy to water-borne diseases. The NGOs must undertake the programmed of raising the workers consciousness regarding the danger of drinking unsafe water. The NGOs can also cooperate with employers to supply filtered water at the work place. The NGOs can also intervene by motivating the employers to supply filtered water at the work place. The NGOs can also intervene by motivating the employers to supply soap in the toilets. The NGOs can even supply soap free of cost in each factory to encourage the habit of using soap for washing hands. Moreover, the NGOs can launch an advocacy programmed on cleanliness in general.
16. **Industrial psychology and rising of awareness:** No measures and programmed can substantially improve the health status of the garment workers, until and unless the garment workers themselves become adequately aware of the occupational health hazards. A high positive correlation between health education and the use of self-protection was observed from the findings of a recent study. Thus health education could be a powerful weapon to

⁹Commercial Officer Hamza Group, Dhaka.

fight against health hazards. Most surveyed employers recommended that NGOs could be involved in providing health education and training, particularly on cleanliness, values of good food, occupational hazards and sexual health.

17. **Industrial psychology and rest and recreational facilities:** Work stress of the garment workers can be reduced to a great extent if the workers have time to relax during work. Factory Rules 1979 that provides for recreation rooms for the workers should be implemented. Lunch break should be for one hour. Factory Act 1965, which provides that no workers are to be compelled to work for 6 hours at a stretch without a one-hour break or two half hour breaks, should be strictly followed in every factory to relieve the workers stress. For the purpose of implementing this Act, two tea breaks of half-an-hour each could be introduced. Factory Rules 1979 also provides that there must be crèches in every factory where female workers are employed; this provision should be implemented to relieve the mother workers from stress.
18. **Industrial psychology and congenial social atmosphere:** Congenial social atmosphere in the workplace will reduce some stress; especially stress arising out of the supervisor's constant pressure to increase production and management's bad behavior. The management and supervisors should be friendly with the workers.
19. **Industrial psychology and transport facilities:** Stress arising from insecure commuting can be eliminated if the factory provides transport facilities. It was found from a survey that for safe and secure transport the female garment workers were ready to pay more than what they were currently spending on transport. Thus the employers can easily provide transport facilities without incurring much cost. In addition to reducing mental stress, transport facilities can help decrease physical stress by reducing strenuous commuting and by increasing free time available to workers.
20. **Industrial psychology and housing facilities:** Non-work-related stress arising from insecure and unhygienic housing can be reduced if initiatives are undertaken to provide safe and secure housing. The government and the NGOs can be helpful here. Some initiatives have already been undertaken by the NGO groups in this area, such as that by *Nari Uddog Kendra* (NUK) since 1993. There now exist four hostels accommodation 600 female garment workers. The female workers can be relieved of the stress arising from insecure housing if such innovative initiatives are replicated by the government, garment employers and NGOs. In addition to this service, there are some other services, which will greatly help eliminating female workers stress. Among these financial services for savings and credit and legal services will meet the specific needs of women and thus relieve them from stress.
21. **Industrial psychology and flexible work hours:** To accommodate the family lives and personal preferences of employees, 56% U.S. Organizations provide flextime, a work schedule in which employees have some flexibility in the hours they work¹⁰. In the United Kingdom, employees with children under 6 or a disabled child under the age of 18 have the legal right to request flexible work hours and the organization must seriously consider the request. With flextime, workers are given greater control over the hours they work. It is believed that this increase in control and flexibility has many advantages for workers.
22. **Industrial psychology and peak-time- pay:** With peak time pay, certain employees are encouraged to work only part time but are paid at a higher hourly rate for those hours than employees who work full time. Thus, an employee will make more per hour than her full time counterpart, although she will make less money per day. The concept of peak-time pay came from the banking and fast food industries, both of which face unique problems¹¹.
23. **Industrial psychology and job sharing:** Job sharing is offered by 19% of organizations and involves two employees who share their work hours.¹² Rather than one person working 40 hours each week, two employees combine their hours so that they total 40. At first glance, job sharing may seem to be little more than part time work. There are however, big psychological, if not administrative, differences.
24. **Industrial psychology and work at home:** Some workers set their own work schedules by working at home rather than at the work place. Although working at home has recently received increased attention, it is certainly not a new concept. For more than a century, women have sewn garments at home and then sold them to factories for piece-rate prices.
25. **Industrial psychology and shift work:** Even the most people work from 8a.m or 9p.m approximately 25 % of all employees work evening or late night shifts due to economic and safety factors. Many of the psychological and social effects of work are caused by the incompatibility of an employee's schedule with the schedules of other people. That is a person who works nights and sleeps mornings may be ready to socialize in the afternoon. Unfortunately, fewer people are around .And when the family is active, the employee is sleeping, and thus requires quiet.

¹⁰ Burke,2005a

¹¹ Mahlin Et Charles, 1984.

¹² Burke,2005a

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