

Consideration of workers' opinion in the decision-making process in the RMG Sector: Evidence from Bangladesh

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Article History

Received on 18 January 2022

1st Revision on 22 January 2022

2nd Revision on 24 January 2022

3rd Revision on 29 March 2022

4th Revision on 25 May 2022

5th Revision on 8 June 2022

Accepted on 24 June 2022

Abstract

Purpose: This study investigated the relationship between workers' perspectives on career development programs, remuneration packages, and their involvement in Readymade Garment (RMG) sector policymaking.

Research methodology: Using a well-structured questionnaire, 226 people from a variety of industries were surveyed. Statistical software SPSS was used to examine the data and test the hypotheses that were put forth in the study. Using a conceptual framework, the study examines the relationship between the independent variables, such as the career development program and remuneration package, and the dependent variable, worker perception.

Results: The findings of the study reveal that there is a significant positive relationship between workers' opinions regarding career development programs and participation in the decision-making process. The study also identifies that there is a significant positive relationship between workers' opinions regarding compensation packages as well as participation in the decision-making process of RMG sector in Bangladesh. In addition, workers' participation has a significant impact on the decision-making process of the organization.

Limitations: Two hundred and twenty-six samples from the primary source were used in this investigation. Having additional samples and secondary data would help researchers better understand the clothing industry as a whole.

Contribution: The researchers believe that this study contributes to the current body of knowledge by underlining the importance of workers' opinions in the decision-making process in Bangladesh's RMG sector.

Keywords: Bangladesh, Decision making process, RMG sector, Workers' opinion, Workers' participation

How to cite: Hawlader, M. R., Rana, M. M., Kalam, A., & Polas, M. R. H. (2021). Consideration of workers' opinion in the decision-making process in the RMG Sector: Evidence from Bangladesh. *Journal of Sustainable Tourism and Entrepreneurship*, 2(4), 267-282.

1. Introduction

"Workers' participation" is a prevalent expression in labor relations. In modern industry, this concept of worker participation in management has become the most widely recognized. The practice of involving firm employees in decision-making processes is referred to as worker involvement ([Polas et al., 2021](#); [Afrin et al., 2020](#); [Dionysopoulou, 2020](#)). It is the use of organizational resources to ensure proper utilization of human and other organizational resources by including employees in non-managerial activities. Participating in organizational decision-making helps employees to provide

crucial information about both a positive and negative work environment. Active participation benefits both management and employees. Employees' physical and mental involvement in decision-making is critical today in order to increase the organization's performance and efficiency. Increased employee involvement can enhance both employee productivity and motivation. As a result, it is possible that it will have a major impact on employee satisfaction ([Sonkar & Sarkar, 2020](#)). This method is effective for addressing a wide range of difficulties and conflicts inside companies.

Participation is described as people's mental and emotional involvement in situations that motivate them to collaborate on goals and share responsibility for them ([Bhuiyan, 2010](#)). There are three main points to consider when it comes to worker participation in decision-making. The first element is meaningful involvement in the organization as opposed to just superficial action. That entails developing a mental attachment to the process. Second, worker participation motivates people to contribute to the organization's success. They have the right to ignore their own resources and inventiveness in order to achieve the organization's aims and objectives. It clearly boosts motivation by assisting employees in understanding their career routes toward goals. Finally, worker participation encourages them to take ownership of their group's operations. Participation is an associative process in which people become self-motivated, self-involved, and hopeful that it will function effectively ([Newstrom & Davis, 2004](#); [Polas & Raju, 2021](#)).

The degree of turnover and absenteeism can be decreased if the employees feel that they are part of the organization. Participation activities always motivate employees to increase job satisfaction and enhance the better quality of ultimate productivity as well ([Bhuiyan, 2010](#); [Sawitri et al., 2021](#)). It helps to create self-involvement and self-motivation regarding their assigned job. Organizations can ensure proper utilization of a diverse workforce by participating in them ([Newstrom & Davis, 2004](#); [George, 2021](#)).

As a result, the working condition of the workplace can be improved day by day. Employee involvement in decision-making is a critical component for ensuring that the organization's operations run smoothly ([Monyei et al., 2021](#)). This procedure benefits not just the personnel but also the corporation. It supports management in taking the proper action in the decision-making process on various challenges. Employee participation can ensure that they express their views on industrial relations issues. By allowing employees to set their own work schedules, organizations may ensure workforce diversity. When the organization prioritizes employee input on wage, bonus, overtime, and other payment methods, the organization's output rises. That is why, without a doubt, employees' participation in decision-making has a significant impact on their performance.

Rationale of the study

There have been a variety of studies looking at the effects of involving workers in the decision-making process, but there is a void in the literature when it comes to knowing how to take their opinions into account in participation programs. Bangladeshi Readymade Garment (RMG) workers' opinions on career advancement, salary, and participation in the decision-making process are the focus of this study.

Research question

Two indicators, such as a career development program and a pay package, are used in this study to try to determine the relationship between the consideration of workers' opinions and the decision-making process in the RMG industry in Bangladesh. In order to fully grasp this idea, the paper conducts an in-depth analysis of the subject to uncover the underlying occurrences.

Research objectives

Consideration has been given to these objectives as a reminder of the importance of worker participation.

- i. To identify the relationship between workers' opinions regarding career development programs and participation in the decision-making process;
- ii. To assess the relationship between employees' opinions regarding compensation packages and participation in the decision-making process;

- iii. To know the impact of workers' participation in the decision-making process of the organization.

2. Literature review and development of hypotheses

Being actively involved in a group's aims and assuming responsibility for those goals is a key component of the term "participant." It is crucial to remember that participation in decision-making involves involvement, contribution, and accountability ([Bhattacharjee et al., 2019](#)). Furthermore, meaningful involvement rather than mere muscle action is what we understand by "participation." In addition, involvement encourages people to contribute to the community. They have the freedom and authority to use their own resources and imagination to further the goals of the company. A key benefit of participation is that it enables employees to see how they might get to their goals. The third benefit of active involvement is that it teaches members to take ownership of the group's operations. Participation refers to the social mechanisms by which individuals become invested in an organization and want it to succeed ([Newstrom & Davis, 2004](#)). Psychological ownership among members of the organization can sometimes be achieved by employee participation in the processing of information, making decisions, and addressing problems".

[Emran \(2001\)](#) reported that in the industry particularly the public sector, the latitude of employee involvement in decision-making activities is limited till now. This study presents the required action that should be taken for enhancing the participation of employees in the decision-making process of public industries, especially in the Khulna Newsprint Mills Ltd.

According to [Bhuiyan et al. \(2003\)](#), in Bangladesh's insurance business, job design, structure, and employee motivation and performance are closely linked. According to the findings of this study, which examined the motivations of insurance executives at various levels within private and public companies, executives must take into account factors such as accountability, task variety, clearly defined authority, and responsibility, job security, and internal coordination in order to become motivated.

When it comes to their attitude about the work they do, workers who are involved in the decision-making process may have a favorable influence, but it may have minimal impact on their performance. Research shows that implementing participatory management systems yields less value than the cost of implementing it. There are several professional examples, however, showing that employees who are involved in workplace decision-making are happier and more productive at work. Participation in the decision-making process is becoming increasingly important due to technological improvement, an increased desire to be involved, and a shift in the nature of the work and organizational contexts.

Effects of career development program on workers' participation in decision making

One of the much influential factors of workers' participation in the workplace is the career development program. Organizations can take place the suggestions of the employee before conducting the training session. The company may consider the opinions of employees regarding different development programs. And employees can bargain with the management of the organization for their career development pathway. Career development program on workers' participation in decision-making has a significant influence on the total organization ([Razon & Levin, 2021](#)). Career development programs have much effect on R&D personnel. Such kind of programs ensures higher levels of job satisfaction, development of professional life, performance, and quality of working life as well ([Chen et al., 2006](#)). There has been no significant relationship between the suggestions of the employees regarding career development programs and the participation in the decision-making process but a strong desire of the employees to involve in defining and controlling their everyday work ([Katuwal, 2011](#)).

Organizational commitment and career development initiatives have a favorable impact on employee happiness to some extent ([Kaya et al., 2014](#)). Employee participation in a career development program has a significant influence ([Vijayashree & Chandran, 2008](#)). The extent of employee participation in a career development program in the decision-making process is very low ([Brooks, 1993](#)). Career development programs, employee competencies, and educational training all have an effect on employee performance ([Mardiyah, & Purba, 2019](#)). According to our theory,

H1. Suggestion of employee regarding training session has a positive effect on participation in career development.

H2. Suggestion of employee regarding training session has a positive effect on participation in decision-making.

H3. Consideration of employees' opinions regarding different development programs has a positive effect on participation in career development.

H4. Consideration of employees' opinions regarding different development programs has a positive effect on participation in decision-making.

H5. Bargaining with the authority for career development pathway has a positive effect on participation in career development.

H6. Bargaining with the authority for career development pathway has a positive effect on participation in decision making.

Effects of compensation package on workers' participation in decision making

Another important factor that contributes to employee participation is the compensation package. Effects of employees' participation in decision-making regarding compensation packages vary from organization to organization ([Cotton et al., 1988](#)). A fair pay structure is essential for employee engagement. Organizations can take opinions from workers in the fixation of salary structure. A company can consider opinions from employees regarding bonuses, incentives, and other financial benefits. The multiple measures of individual and organizational performance are positively influenced by more compressed pay dispersions ([Bloom, 1999](#)). The involvement of employees in the decision-making process regarding compensation packages can create job satisfaction and increase the level of productivity as well ([Miller & Monge, 1986](#)). There is a strong correlation between pay-for-performance expectations and pay rise satisfaction, as well as pay-level contentment ([Heneman et al., 1988](#)). Organizations can increase profit and reduce expenses by enhancing workers' participation in the decision-making process regarding compensation packages ([Mouko Nemwel, 2017](#)). The employee's participation in the management decision-making process is encouraged by an adequate and fair compensation structure ([Vijayashree & Chandran, 2008](#)). As a result, the following possibilities are offered:

H7. Workers' opinion on fixation of salary structure has a positive effect on participation in the compensation package.

H8. Workers' opinion on fixation of salary structure has a positive effect on participation in decision making.

H9. Views of employees regarding bonuses and other incentives have a positive effect on participation in the compensation packages.

H10. Views of employees regarding bonuses and other incentives have a positive effect on participation in the decision-making.

H11. Consideration of workers' opinions regarding other financial benefits has a positive effect on participation in the compensation packages.

H12. Consideration of workers' opinions regarding other financial benefits has a positive effect on participation in the decision-making.

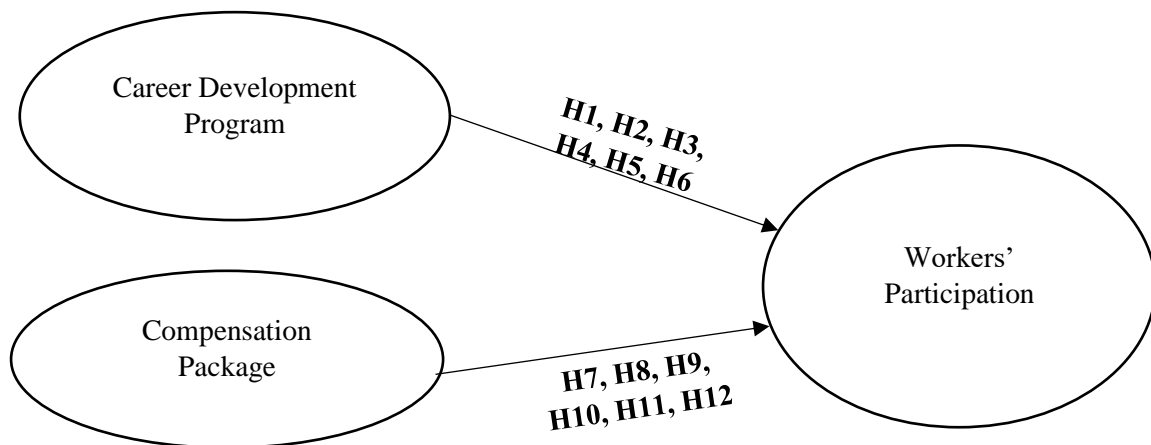


Figure 1. Framework of the study
Source: Authors'

3. Methodology

The data were collected using a survey method, conducted among 226 employees of different organizations (RMG) in Bangladesh. One major city in Bangladesh (Dhaka City) was chosen for the research. The questionnaire consisted of 11 questions which are based on self-administered and previous studies as well. The research was conducted from September 2021 to October 2021. The characteristics of the respondent are age, gender, educational qualification, year of experience, level of skill, etc. Stratified random sampling is used for data collection. Chi-square test was used to analyze the data in IBM SPSS and other statistical tools were used to analyze the data. The Chi square test is a statistical test that is used to measure the relationship between two categorical variables ([Ugoni & Walker, 1995](#)).

The first five questions (Part: A, 1-5) were socio-demographic-related: gender, age, educational qualification, year of experience, and level of skill. The remaining questions (Part: B) were used to determine the independent variables, namely career development program, compensation package as a mediator, and perception of workers as the dependent variable. The 5-point Likert scale was used as a measurement range of responses, from 1 = strongly disagree to 5 = strongly agree.

Measurement

Career Development Program

Three items adopted from [Vijayashree and Chandran \(2008\)](#) were used to measure the respondent's opinion of career development programs: Before conducting a training session, I can take place my suggestion; My organization always considers my opinion regarding different development programs for employees; I can bargain with the authority for my career development pathway.

Compensation Package

Three items adopted from [Heneman et al. \(1988\)](#) were used to measure the respondent's opinion of compensation package: My organization takes opinions from workers in fixation of salary structure; I can show my viewpoint regarding bonus and other incentives; My Company always considers opinions from workers regarding other financial benefits.

4. Data analysis and findings

Descriptive statistics

To describe the fundamental characteristics of the data in a study, descriptive statistics are basically used. Descriptive statistics are used to express the quantitative descriptions in a manageable form. In a rational way, descriptive statistics help to facilitate a large amount of data.

Demographic analysis

A population's age, race, and gender are all considered in demographic analysis. Gender, age, education, occupation, and income are all examples of socioeconomic data that can be expressed statistically as "demographic data. Here, we cover the following data for demographic analysis: gender, age, educational qualification, year of experience, and level of skill.

Table 1. Respondents' demographic profile

SL No.	Variable	Range	Frequency	Percentage
1	Gender	Male	177	78.3
		Female	49	21.7
2	Age	Less than 20 years	11	4.9
		20-29 years	181	80.1
		30-39 years	30	13.3
		40-49 years	2	.9
		50-59 years	1	.4
		Above 60 years	1	.4
3	Educational Qualification	Under SSC	3	1.3
		HSC	70	31.0
		Graduate and above	153	67.7
4	Year of Experience	Less than 1 year	97	42.9
		1-5 years	86	38.1
		6-10 years	25	11.1
		11-15 years	6	2.7
		16-20 years	5	2.2
		21 years and more	7	3.1
5	Level of Skill	Unskilled	33	14.6
		Semi-skilled	104	46.0
		Skilled	89	39.4

Source: SPSS output conducted by the researchers

The above Table 1 represents the demographic scenario of the respondents. Here, out of 226 respondents, the majority of the respondents (78.3%) are male, whereas 21.7% are female. It is seen that most of the respondents are male. About 4.9% of the respondents are in less than 20 years of age, 80.1% of the respondents are in 20-29 years, 13.3% of respondents are in 30-39 years, 0.9% of the respondents are 40-49 years, 0.4% of the respondents are in 50-59 years and 0.4% of the respondents are above 60 years of age. It is noticed that the majority of the respondents are 20-29 years age group. It reveals that 1.3% of respondents are Under SSC level of education, 31% of respondents are in HSC level and 67.7% of respondents are Graduate and above level. Most of the respondents are graduates and above level. Based on a year of experience, 42.9% of the respondents are less than 1 year experience, 38.1% of respondents are 1-5 years experience, 11.1% of respondents are 6-10 years experience, 2.7% of respondents are 11-15 years experience, 2.2% respondents are 16-20 years experience and 3.1% of respondents are 21 years and more level of experience. It is shown that the maximum number of respondents is less than 1 year experience. According to the level of skill, the highest number of respondents (46%) is semi-skilled, 39.4% of respondents are skilled and 14.6% of respondents are unskilled.

Hypothesis testing

Hypothesis 1 & 2

Training is very important for workers especially newly appointed workers. It can help to increase the individual performance of a worker in the workplace. That's why the opinions of workers regarding training sessions on participation programs in career development activities is a crucial issue. Hence,

hypothesis 1 & 2 shows that suggestions of employees regarding training session has a positive effect on participation in career development.

Table 2. Crosstab analysis

			CDPI					Total
			Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
PAR2	Strongly agree	Count	33	7	1	2	0	43
		Expected Count	11.2	22.5	6.1	2.9	.4	43.0
	Agree	Count	15	59	10	4	0	88
		Expected Count	23.0	45.9	12.5	5.8	.8	88.0
	Neither agree nor disagree	Count	6	26	9	1	0	42
		Expected Count	11.0	21.9	5.9	2.8	.4	42.0
	Disagree	Count	4	23	11	5	1	44
		Expected Count	11.5	23.0	6.2	2.9	.4	44.0
	Strongly disagree	Count	1	3	1	3	1	9
		Expected Count	2.3	4.7	1.3	.6	.1	9.0
	Total	Count	59	118	32	15	2	226
		Expected Count	59.0	118.0	32.0	15.0	2.0	226.0

Source: SPSS output conducted by the researchers

Table 3. Symmetric measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.681	.000
	Cramer's V	.341	.000
N of Valid Cases		226	

Source: SPSS output conducted by the researchers

Interpretation: The results in table 3 show that Phi value is 0.681 and Cramer's value is 0.341 and the appropriate significance (p-value) is $0.000 < 0.05$. That means the result is significant. It outlines the significant and positive relationship between dependent and independent variables. It indicates that the suggestions of employees regarding training sessions and participation in career development are associated with each other. This recommends that **Hypothesis 1 & 2** is supported. In the context of RMG sector, career development programs, employee competencies, and educational training all have an effect on employee performance ([Mardiyah & Purba, 2019](#))

Hypothesis 3 & 4

Different development programs regarding the career of employees are very necessary for the development of individual employees and organizations as well. If the management of the organizations consider the opinions of employees regarding different development programs, then these programs would be more effective. So, hypothesis 3 & 4 represents consideration of employees' opinion regarding different development programs has a positive effect on participation in career development.

Table 4. Crosstab

			CDP2					Total	
			Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree		
PAR2	Strongly agree	Count	33	7	0	3	0	43	
		Expected Count	11.0	21.5	6.5	3.2	.8	43.0	
	Agree	Count	16	61	9	1	1	88	
		Expected Count	22.6	44.0	13.2	6.6	1.6	88.0	
	Neither agree nor disagree	Count	5	21	12	4	0	42	
		Expected Count	10.8	21.0	6.3	3.2	.7	42.0	
	Disagree	Count	3	20	12	6	3	44	
		Expected Count	11.3	22.0	6.6	3.3	.8	44.0	
	Strongly disagree	Count	1	4	1	3	0	9	
		Expected Count	2.3	4.5	1.4	.7	.2	9.0	
	Total		Count	58	113	34	17	4	226
			Expected Count	58.0	113.0	34.0	17.0	4.0	226.0

Source: SPSS output conducted by the researchers

Table 5. Symmetric measures

		Value	Approximate Significance
Nominal by Nominal	Phi	0.707	0.000
	Cramer's V	0.353	0.000
N of Valid Cases		226	

Source: SPSS output conducted by the researchers

Interpretation: The results in the table represent that Phi value is 0.707 and Cramer’s value is 0.353 and the appropriate significance (p-value) is 0.000<0.05. It means that the result is significant. It indicates the relationship between the dependent and independent variables is significant and positive. It reveals that the consideration of employees’ opinions regarding different development programs and participation in career development are associated with each other. This recommends that **Hypothesis 3 & 4** is successfully supported. Career development programs have much effect on R&D personnel. Such kind of programs ensures higher levels of job satisfaction, development of professional life, performance, and quality of working life as well in RMG industry ([Chen et al., 2006](#)).

Hypothesis 5 & 6

Another significant issue is the career development pathway. It can increase the skills, knowledge, and abilities of employees which are provided by the management of the organization. It acts as an ongoing mechanism. Therefore, hypothesis 5 & 6 shows that bargaining with the authority for the career development pathway has a positive effect on participation in career development.

Table 6. Crosstab

			CDP3					Total
			Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
PAR 2	Strongly agree	Count	27	10	2	4	0	43
		Expected Count	8.6	18.6	7.4	6.8	1.5	43.0
	Agree	Count	10	56	13	9	0	88

		Expected Count	17.5	38.2	15.2	14.0	3.1	88.0
	Neither agree nor disagree	Count	1	15	17	6	3	42
		Expected Count	8.4	18.2	7.2	6.7	1.5	42.0
	Disagree	Count	6	17	5	13	3	44
		Expected Count	8.8	19.1	7.6	7.0	1.6	44.0
	Strongly disagree	Count	1	0	2	4	2	9
		Expected Count	1.8	3.9	1.6	1.4	.3	9.0
	Total	Count	45	98	39	36	8	226
		Expected Count	45.0	98.0	39.0	36.0	8.0	226.0

Source: SPSS output conducted by the researchers

Table 7. Symmetric measures

		Value	Approximate Significance
Nominal by Nominal	Phi	0.714	0.000
	Cramer's V	0.357	0.000
N of Valid Cases		226	

Source: SPSS output conducted by the researchers

Interpretation: The results in the table show that Phi value is 0.714 and Cramer's value is 0.357 and the appropriate significance (p-value) is $0.000 < 0.05$. It expresses that bargaining with the authority for a career development pathway is significantly and positively related to participation in career development. This confers that **Hypothesis 5 & 6** are supported. Organizational commitment and career development initiatives have a favorable impact on employee happiness to some extent ([Kaya et al. 2014](#)). Employee participation in a career development program has a significant influence ([Vijayashree & Chandran, 2008](#)).

Hypothesis 7 & 8

A system that is developed and used by the management of the organization to determine the remuneration of individual employees is called salary structure. One of the prime concerns of the compensation package is salary structure. If organizations allow sharing of the opinions of workers regarding salary structure, it will be very effective in the participation program. Consequently, hypothesis4 presents that workers' opinion in the fixation on salary structure has a positive effect on participation in the compensation package.

Table 8. Crosstab

			CPI					Total
			Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
PAR 1	Strongly agree	Count	30	3	3	0	2	38
		Expected Count	7.9	15.3	4.9	6.7	3.2	38.0
	Agree	Count	12	61	8	9	2	92
		Expected Count	19.1	37.0	11.8	16.3	7.7	92.0
		Count	2	12	12	10	4	40

Neither agree nor disagree	Expected Count	8.3	16.1	5.1	7.1	3.4	40.0
	Count	3	12	6	20	4	45
Disagree	Expected Count	9.4	18.1	5.8	8.0	3.8	45.0
	Count	0	3	0	1	7	11
Strongly disagree	Expected Count	2.3	4.4	1.4	1.9	.9	11.0
	Count	47	91	29	40	19	226
Total	Expected Count	47.0	91.0	29.0	40.0	19.0	226.0

Source: SPSS output conducted by the researchers

Table 9. Symmetric measures

		Value	Approximate Significance
Nominal by Nominal	Phi	0.922	0.000
	Cramer's V	0.461	0.000
N of Valid Cases		226	

Source: SPSS output conducted by the researchers

Interpretation: The above table discloses that Phi value is 0.922 and Cramer's value is 0.461 and the appropriate significance (p-value) is $0.000 < 0.05$. It indicates the relationship between the dependent and independent variables is significantly positive. It reveals that the workers' opinions in the fixation on salary structure and participation in compensation packages are associated with each other. This recommends that **Hypothesis 7 & 8** is successfully supported. In the RGM industry, the multiple measures of individual and organizational performance are positively influenced by more compressed pay dispersions ([Bloom, 1999](#)).

Hypothesis 9 & 10

Financial benefits that are above and beyond the normal compensation provided by the organization to the employees is known as bonus and incentives. Organizations should allow employees to share their opinions about bonuses and incentives for enhancing their performance. Hence, hypothesis 9 & 10 indicates that the views of employees regarding bonus and other incentives have a positive effect on participation in the compensation package.

Table 10. Crosstab

			CP2					Total
			Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
PAR 1	Strongly agree	Count	26	7	2	2	1	38
		Expected Count	8.7	17.5	4.4	5.9	1.5	38.0
	Agree	Count	13	65	8	6	0	92
		Expected Count	21.2	42.3	10.6	14.2	3.7	92.0
	Neither agree nor disagree	Count	6	13	10	8	3	40
		Expected Count	9.2	18.4	4.6	6.2	1.6	40.0
	Disagree	Count	6	16	5	15	3	45
		Expected Count	10.4	20.7	5.2	7.0	1.8	45.0

	Strongly disagree	Count	1	3	1	4	2	11
		Expected Count	2.5	5.1	1.3	1.7	.4	11.0
Total		Count	52	104	26	35	9	226
		Expected Count	52.0	104.0	26.0	35.0	9.0	226.0

Source: SPSS output conducted by the researchers

Table 11. Symmetric measures

		Value	Approximate Significance
Nominal by Nominal	Phi	0.675	0.000
	Cramer's V	0.338	0.000
N of Valid Cases		226	

Source: SPSS output conducted by the researchers

Interpretation: The results in the table show that Phi value is 0.675 and Cramer's value is 0.338 and the appropriate significance (p-value) is 0.000 which is lower than 0.05. That means that the result is significant. It expresses that views of employees regarding bonuses and other incentives are significantly and positively related to participation in the compensation package. This confers that **Hypothesis 9 & 10** is supported. There is a strong correlation between pay-for-performance expectations and pay rise satisfaction, as well as pay-level contentment, especially in the RMG sector ([Heneman et al., 1988](#)).

Hypothesis 11 & 12

Organizations should consider the views of workers about other financial benefits. Because it has a positive impact on the participation program. So, hypothesis 11 & 12 suggests that consideration of workers' opinion regarding other financial benefits has a positive effect on participation in the compensation package.

Table 12. Crosstab

			CP3					Total	
			Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree		
PAR 1	Strongly agree	Count	24	11	1	2	0	38	
		Expected Count	6.4	17.0	5.7	6.7	2.2	38.0	
	Agree	Count	7	66	11	7	1	92	
		Expected Count	15.5	41.1	13.8	16.3	5.3	92.0	
	Neither agree nor disagree	Count	3	12	15	7	3	40	
		Expected Count	6.7	17.9	6.0	7.1	2.3	40.0	
	Disagree	Count	4	11	5	21	4	45	
		Expected Count	7.6	20.1	6.8	8.0	2.6	45.0	
	Strongly disagree	Count	0	1	2	3	5	11	
		Expected Count	1.8	4.9	1.7	1.9	.6	11.0	
	Total		Count	38	101	34	40	13	226
			Expected Count	38.0	101.0	34.0	40.0	13.0	226.0

Source: SPSS output conducted by the researchers

Table 13. Symmetric measures

		Value	Approximate Significance
Nominal by Nominal	Phi	0.869	0
	Cramer's V	0.435	0
N of Valid Cases		226	

Source: SPSS output conducted by the researchers

Interpretation: The above table discloses that Phi value is 0.869 and Cramer's value is 0.435 and the appropriate significance (p-value) is $0.000 < 0.05$. It indicates the relationship between the dependent and independent variables is significantly positive. It shows that the consideration of workers' opinions regarding other financial benefits and participation in compensation packages are associated with each other. This recommends that **Hypothesis 11 & 12** is successfully supported. The employee's participation in the management decision-making process in the RMG sector is encouraged by an adequate and fair compensation structure ([Vijayashree & Chandran, 2008](#)).

Table 14. Result of hypotheses

Hypothesis	Relationship	p-value	Decision
H1&2	Suggestions of employees regarding training sessions → participation in career development	.000	Supported
H3&4	Consideration of employees' opinion regarding different development programs → participation in career development	.000	Supported
H5&6	Bargaining with the authority for career development pathway → participation in career development	.000	Supported
H7&8	Workers' opinion on fixation of salary structure → participation in the compensation package	.000	Supported
H9&10	Views of employees regarding bonus and other incentives → participation in the compensation package	.000	Supported
H11&12	Consideration of workers' opinion regarding other financial benefits → participation in the compensation package	.000	Supported

Source: SPSS output conducted by the researchers

Employees' opinions on career development programs and payment programs, as well as their involvement in company decision-making processes, were examined in the current study. In order to accomplish this, six hypotheses were established. Positive and substantial results were obtained for all six hypotheses. Consequently, it was proposed that employee views on career development programs and compensation packages might have a direct impact on participation in the decision-making process. It adds to the body of knowledge by emphasizing the importance of taking into account workers' perspectives during the decision-making process. Its use in Bangladesh's RMG industry. As a result, management should take the views of employees into account when making decisions about the organization's career development program and remuneration package in order to improve both performance and productivity.

In order for RMG to thrive, it's critical to keep the industrial area safe and orderly. While workers went on strike, it was discovered that outsiders invaded the production premises and engaged in violence on their behalf. If the situation gets out of hand, the police may use force to disperse protesting workers. However, this can lead to a worsening of the problem. Employees in the garment industry claim that law enforcement officials are biased in favor of garment owners and against the interests of garment workers. It is imperative that the opposing factions work together to maintain law and order.

Workers aren't involved in the decision-making because managers don't want to do it with them. Many managers find it difficult to manage their employees as useful decision-making partners. Centralized decision-making is generally preferred by Bangladeshi managers. Decentralized decision-making structures can pose serious risks to a corporation, they fear. Employees are unable to engage in decision-making at RMG because of the organization's centralized structure. As a result, the majority of government-owned banks have centralized administration structures. Employees are unable to engage in decision-making because of a lack of knowledge about problem-solving and decision-making processes. One of the reasons for non-participative decision-making at government banks is the lack of a political grouping within the business, according to employees. It's not just this that prevents employees from being involved in the decision-making process. Getting employees involved in decision-making and problem-solving is something employers are wary of.

Employees' commitment to the organization will rise if they are involved in making decisions. Employee involvement in decision-making improves overall productivity in the RMG industry. Employee participation in decision-making will boost banking's overall performance. Participation in decision-making and problem-solving by employees boosted morale and improved job satisfaction. To ensure the long-term success of the business, management and employees will be better able to communicate through participative decision-making. Workers in the RMG sector will be less likely to leave their jobs if they are involved in making decisions and fixing problems. When employees are more actively involved in decision-making and problem-solving, they are less likely to file grievances (better communication and a better union-management relationship can help lower the frequency of grievances); their abilities will also be improved (problem-solving, as well as technical skills, are developed) Employee morale will improve if they are included in the decision-making process.

Employee input into decision-making and problem-solving should be a priority for all Bangladeshi RMGs. A lack of employee participation is common at RMGs in our nation, where decision-making is heavily politicized and centralized. Such activities, on the other hand, should not be carried out by these men. Our country is home to a number of multinational banks, many of which believe in employee participation and actively implement it. Every day, our private RMG management changes their minds and motivate their workers to take action. Management must share decision-making power with subordinates to ensure that all employees, regardless of rank, have a say in decisions that are made in the workplace. In order to strengthen RMG management in Bangladesh, government-oriented RMG must understand the importance of employee participation in decision-making. Employees should be able to participate completely in the decision-making process in all RMGs based on legislation or regulation.

5. Conclusion

Exporting goods from Bangladesh's RMG sector is a common way for the country to generate foreign currency. This sector's contribution to the country's recovery has been truly outstanding. In sum, this industry accounts for over 83% of all export revenue. To keep and maintain a strong working relationship across organizations, workers should be involved in the decision-making process. In light of these considerations, the researchers concluded that the current study is a time-consuming endeavor to examine the influence of RMG workers' engagement in the decision-making process in Bangladesh. RMG personnel's ability to make decisions can be improved by involving them in decision-making processes inside their organizations. The implementation of worker engagement across multiple businesses necessitates a methodical and integrated approach.

Taking the essential actions and increasing employee participation in decision-making will benefit RMG management in Bangladesh. The study's goals were to evaluate the degree of employee engagement in Bangladesh's RMG sector and if employees wish to participate in decision-making, as well as the value of employee participation in banking sector decision-making and issue solving. Employee participation has a significant impact on organizational performance, according to the findings of this study. As a result, employee involvement is vital since it develops a sense of ownership and belonging within the organization for those who are involved. Participation provides employees

with the opportunity to see how they can achieve their goals. As a result, it encourages members to bear responsibility for the group's activities.

Implications of the study

Increasing the degree of employee participation in decision-making can often improve productivity, but remains uncommon in the US ([Levine, 1992](#)). Bangladesh's RMG sector is a major source of foreign currency for our economy. The actual level of participation in management decision-making demonstrated by the workers was found to be relatively low in Nigeria ([Noah, 2008](#)). Workers' opinions on career development programs and remuneration packages should be taken into account in the decision-making process of Bangladesh's RMG industry. Direct involvement of employees has a minor contribution to organizational performance in Pakistani settings but one could not achieve the desired results by ignoring this key variable ([Ojokuku & Sajuyigbe, 2014](#)). Participation in decision-making in the RMG industry results in the satisfaction of employees and an increase in productivity and profit as well ([Bhuiyan, 2010](#)). Reminders for Bangladesh's RMG policymakers, decision-makers, and government regulators are provided in this report. RMG sector policymakers, decision-makers, and managers will be guided by the findings to undertake all activities and develop correct policies based on the views of workers in light of the findings. It adds to the body of knowledge by emphasizing the importance of taking into account workers' perspectives during the decision-making process. It's used in Bangladesh's RMG industry.

Limitations and future studies

There are certain limitations to the existing studies. First and foremost, this study focuses solely on Bangladesh's RMG industry. Our country is divided into a plethora of industries. However, the focus of this study is the RMG industry. There are also a plethora of factors that influence the degree to which employees are involved in decision-making. Only two variables like career development program and remuneration package are included in this study by the researchers. The other variables (communication, productivity, and recognition) need to be studied in more depth with a larger sample size and across a broader range of industries. Another drawback is that the employees' attitudes can shift from one day to the next. As a result, the data collected during this time period may not be useful in the long term. In addition, only one major city in Bangladesh (Dhaka City) was chosen for the research, however, a slew of RMG industries was discovered around the country. There may be a need for larger populations and samples in Bangladesh in the future for further research. This study relies solely on original research data. However, the study's findings can provide light on the issue if researchers look at secondary data as well. Future researchers can employ both primary and secondary data to generate a wide range of results.

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