

Research Article

Factors Affecting Workers Rating of Sewing Operators

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Abstract

The aim of this study is to research how different factors affect workers rating of sewing operators. In the study, the effects of age, gender, working experience, working environment, financial incentives, salary, leadership practice, training facilities, machine condition, working methods, education and working hour on workers rating are researched. It is posited that different factors have different effects on performance. Random sampling method was used to select 43 garments factory and research work continued to assemble primary data through a structured questionnaire among selected factories. Correlation is used to test null and alternative hypotheses and we used the data for presenting graphical pictures, tables and explanatory form. From the analysis we found that machine maintenance has highest weak negative relation with workers rating and the independent variable, education has lowest weak positive relation with workers rating.

Keywords: Workers rating, Garments, Performance, Industry

1. Introduction

1.1 Background of the research

The Ready-Made Garments (RMG) industry occupies a distinctive position in the Bangladesh economy. In the field of Industrialization Ready-Made Garments (RMG) industry is a hopeful step. It has given the opportunity of employment, especially innumerable uneducated women of the country. It is the leading exporting industry in Bangladesh, which experienced phenomenal growth during the last 25 years. By taking advantage of an insulated market under the provision of Multi Fiber Agreement (MFA) of GATT, it attained a high profile in terms of foreign exchange earnings, exports, industrialization and contribution to GDP within a short span of time. The industry plays a vital role in employment generation and in the provision of income to the poor. Nearly four million workers are directly and more than twelve million people are indirectly associated with the industry. The sector has also played a significant role in the socio-economic development of the country.

As Bangladesh's RMG sector is labor intensive; the production rate, product quality, on time delivery mostly depends on their performance.

Most of the cases production does not achieve the planned efficiency, and this may impact on the production output. Not only that, the company appointed additional sewing machine operators to

complete shortages of the order quantity when the shipment date is closer to this kind of situations, the company bears an additional time and cost for the production. Many are of the opinion that production lines that consist of machine operators are not performing well, leading to production drop per day and per month. There are various reasons that lead to the drop of production efficiency i.e. the output by the production department.

Therefore, it is necessary to analyze the factors affecting the underperformance of employees of the production department (N. Amarashinghe, 2015).

1.2 Objectives and limitations of the research

This research has three main goals:

- To find out the factors influencing the performance level of employees
- To examine the association between such factors and the presentation level of employees
- To deliver endorsements to the administration in order to lessen probable effect of employee underperformance on target production.

We included employees with fluctuating lengths of service periods in the sample. If the selected respondent does not hold practical experience within the organization, the comment might have been less than precise. On the other hand, we used the primary data collection method in the research and it was an open-ended feedback form. Many questions may

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confuse for the employees which may create contradiction of the accurate result. There are many terms like workers' education, family background, and socio-cultural context, which limit our capacity to create an objective image out of their responses. Additionally, this research was carried out within a short span of time (4 months). This compelled to overlook certain areas pertaining to the study, which might have affected the final result.

2. Literature Review

2.1 Age

According to Rajapaksha, U. G. (2015) age has positive relation with organizational commitment (OC) and job satisfaction. As mature person has more self-assurance and patience on the work place than a younger one (Rajapaksha, U.G.,2015).

According to Wright and Hamilton (1978), with increase in age a person has greater level of self-esteem and confidence. Just like the same age has direct relation with organizational commitment (OC), if a worker is getting older then he supposes to be more committed with the organization (Wright and Hamilton,1978).

2.2 Gender

According to Dr. Saleem, Khan & Imran (2014) there is positive significant impact of gender on their working performance (Dr. M. A. Saleem, et al,2014).

Besseleer & Sandstrom (2015) also found that gender differences have impact on research performance also. Conducting the same study after 10 years they found that productivity of male researchers has grown faster than of female researcher, but the field normalized (relative) citation impact indicators of male and female researchers remain about equal. (Besseleer & Sandstrom, 2015).

2.3 Working Experience

Majumder & Begum (2000) found that garment workers, mostly female garment workers have had no previous work experience and it affects to the performance level of the factory.

They also found that most of the female workers are young, unmarried, with less education of rural origin and from poor families (P. Paul Majumder, A. Begum, 2000).

2.4 Working environment

A well designed physical working environment is very important for productive work. Each organization should be designed their physical working environment to suit the requirements of workers. A well organized place of work minimizes material handling, improves efficiency, reduces worker exhaustion, and improves the workers' attendance, job

satisfaction, motivation, morale and health. Proper layout of the organization reduces accidents and promotes health and safety for the workers. And also better lighting system of the organization increases productivity and reduces difficulties and eye strain for workers. It is very important for any organization to improve the efficiency of works (Hiba, 1988).

Parimalam (2006) investigated on the environmental factors of Garment Industry and its effects. They concluded that congested work area, improper ventilation, dust, excessive noise, high temperature and humidity inside the apparel plant are the major problems. They also found that all these problems affect for the concentration and skill of the operator to work (Parimalam as cited by Mandal, 2008).

Furthermore, due to occupational hazards and workplace stress most of the female workers do not like to continue their work in the Garment Industry for a long time period and it will affect for the efficiency in the work place (Majumder & Begum, 2000).

According to Nanzushi(2014), the work environment which encompasses several factors impacts on the way the employees perform their work. A comfortable and all inclusive workplace environment will boost the employees' performance hence boosting the organizational performance.

2.5 Financial Incentives

Among different incentives monetary incentives are the most researched. Several studies have researched how monetary incentives affect performance and motivation. Many of the researchers have found positive correlation between monetary incentives and performance. Stajkovic and Luthans (2001, p. 585–587) conducted an empirical study in two facilities which conducted the same tasks and located several miles apart from each other. According to study monetary incentives improved performance over 30 per cent compared with those who did not get incentives. Also other researchers have conducted similar empirical studies and found that performance increase in groups with monetary bonus systems whereas in control groups performance usually stays at the same level (Petty, Singleton & Connell 1992, p. 430; Hanlon & Taylor 1994, p. 97; Condly, Clark & Stalovitch 2003, p. 51).

Monetary incentives frequently are suggested as a method for motivating and improving the performance of persons who use and are affected by accounting information (e.g. Atkinson, Banker, Kaplan, Young, 2001; Horngren, Foster, & Datar, 2000; Zimmerman, 2000), and their use in organizations is increasing(Wall Street Journal, 1999).

2.6 Salary

One of the purposes of someone being the employee or a labor of a company is to earn an income in the form of wages or compensation. Wages are earned can fulfill

basic necessities such as food, clothing and housing. Every company in setting the amount of the wage paid to an employee must be viable, so that the lowest wage given to meet the needs of their life (Kanzunnudin,2007). The calculation of wage increases not only the necessities of worth living but also inflation, economic growth, and productivity (Iqbal,2013).

Employee productivity measurement using the net value added shows wages and employee performance has a positive correlation, but the rate of growth of net value added per worker is faster than the rate of growth of wages per worker. Means that there are factors other than wages in improving employee performance that is non-monetary factors (Nayak and Patra, 2013).

2.7 Leadership Practice

Leadership practices relate to employee performance is very important for our research. Leadership is the very big toll or the weapon of the association to achieve its objectives and without it, it is unviable for the organization to reach its main goal. On the other hand, without the leadership the application of tasks and their accomplishments are impossible. (Quinn Mills, 2005).

Apparel industry is the most demanding and the busiest workplace where people never get enough time to accomplish job because of over load & hurry hour. So enthusiasm is very important to preserve people energetic in every working day. Only a merchandiser can lead effectively to improve efficiency (M. N. Alam,2016). The figure 1 shows why a merchandiser need to be a good leader.



Figure 1

Three characters every successful leader has

To be successful at encouraging and leading others, leadership skills are the tools, performances & capabilities that person needs. There are three traits mentioned in figure 2 that every leader must have. If there is fail to reach these three tools, at least one of

below four things will eventually happen (P. Paul Majumder, A. Begum, 2000).

- 1) The person will be so depressed that he will be burned out.
- 2) Team will fail finishing their tasks.
 1. Team members will leave.
 2. Team will lose admiration for the leader.



Figure 2: Success Pyramid & three traits that every successful leader possess

2.8 Training Facilities

The Centre of Excellence for Bangladesh Apparel Industry (CEBAI) has acknowledged authorization as a registered training association from the Bangladesh Technical Education Board, the body that guarantees quality and offers certification for technical and vocational education. For the improvement of the quality of work and efficiency in garment factories and qualifying workers to have their skills formally recognized, CEBAI will play a big role. It will also deliver training and certification for instructors, evaluators and managers. The majority of the recipients will be women and 5 percent people with disabilities.

CEBAI Training Centre has established in Ashuliya (Dhaka) and a variety of courses for basic sewing machine operators, guiding with administration skills are being taught in that area. Training approaches and prospectuses that meet the demands of industry have been introduced. New proficiency standards and curricula developed as part of the National Technical and Vocational Qualification Framework (NTVQF) offer basic operator skills in knitwear, denim, lingerie and woven products.

Industry necessities are being encountered though directing of Enterprise Based Training (EBT) facilities in ten leading RMG groups which have seen over 4,100 workers skilled. For the higher wage and productivity, EBT center helps companies to eradicate helpers and improve the ability of existing workers/employees. Collaboration with Muslim Aid, UCEP and the Bangladesh-Korea Technical Training Centre has seen 480 disadvantaged people in Dhaka and Chittagong gain access to training and RMG jobs.

2.9 Machine Condition

Rapid computerization of production, closure of some uncooperative factories and the arrival of some other

high-potential sectors has shriveled the total number of workers employed by the garment sector by 0.80 million over the last five years. In 2013, the total number of garment workers in Bangladesh stood at 4.4 million, which fell to 3.6 million now, said Syed Sultan Uddin Ahmed, executive director of the Bangladesh Institute of Labour Studies. One machine can make at least 10 workers in a factory jobless, according to Ahmed. Apart from mechanization, the closure of nearly 400 small and medium factories is also responsible for the decrease of garment workers.

Increasing attention to value-added garment items such as blazers, suits, lingerie and sportswear is another reason for the decrease of the number of workers, according to industry insiders. On the other hand, for high-end garment items, a certain level of fulfillment is needed that cannot be accomplished by way of manual labor.

2.10 Working Condition

For the collapse of Tazreen Fashions fire and Rana Plaza, ILO has given considerable importance on enhancing safety and working conditions in the ready-made garment sector. Major initiative steps are being taken to examine RMG factories for structural and fire safety. The measurement of the Labour Inspectorate, the Fire Service and Civil Defense Department is being significantly improved. Employers and workers are taking an active role in training mid-level managers, supervisors and trade union leaders on occupational health issues.

Through training of female labor assessors and the establishment of a comprehensive inspection checklist that protects the rights of both women and men in the workplace, ILO has maintained the creation of a gender inclusive labor inspectorate in Bangladesh. The work is approved by ILO's Enlightening Working Conditions in the Ready-Made garment Sector programmed supported by Canada, the Netherlands and the United Kingdom.

2.11 Education

The garments workers are less educated in garments factory in Bangladesh. Most of the workers can only write their names & address as most of them left the school after primary education. Few of them have gone to class eight (M.Z.A Bhuiyan, 2012). The following reason can be outlined the causes of less education amongst the garments worker:

- a) Poverty: Most of the guardians of the garments workers are poor and that is why they prefer to think job is better than education.
- b) Ignorance: Most of the guardians are also illiterate. They think female education is not helpful to generate income of their family so they send their female member to work in the garments factory without making them more educated.

- c) Easy accessibility of job: Anybody may have a job overnight if he/she tries which makes the young people to get involved in the garment factory.
- d) Dowry system: It is the system of the society that, most of the guardians demanded huge amount of money in the marriage of their female children as dowry who are working in the garments factories. They are making money for themselves as they are keeping the money in the bank for their future.

2.12 Working Hour

Average work hours in apparel factories currently stand at 66-70 hours per week. Working hours can increase to 80-90 hours weekly during peak production periods when buyers increase their purchase according to seasonal demands in their countries.

Furthermore, study after study appearances that after ten hours of work a day, productivity from a worker begins to significantly shrink. Working excessive hours is also a violation of the Bangladesh Labor Act's hours work standards, and violates the spirit of the International Labor Organization's hours of work conventions.

2.13 Conceptual framework

There are many factors affecting the performance of employees such as financial benefits, skills, attitudes, leadership practices, experience, working hour, education, salary, satisfaction and work life balancing etc.

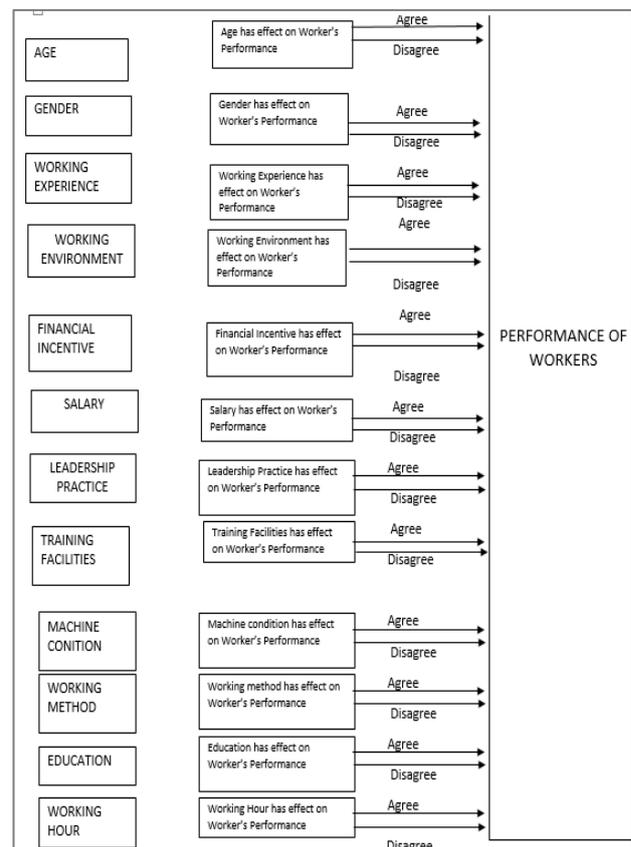


Table 2.1 Dependent and independent variables

Independent Variables	Dependent Variable
X1-Age	Y- Performance
X2-Gender	
X3-Working Experience	
X4-Working Environment	
X5-Financial Incentive	
X6-Salary	
X7-Leadership Practice	
X8-Training Facilities	
X9-Machine Condition	
X10-Working Method	
X11-Education	
X12-Working hour	

This can be further explained in a formula as follow.
 $Y = f(X1, X2, X3, X4, X5, X6, X7, X8, X9, X10, X11, X12)$

2.14 Hypothesis tested

Following null hypothesis H_0 and alternative hypothesis H_1 were formulated to be tested.

H_0

- a. Age does not relate to the performance of workers.
- b. Gender does not relate to the performance of workers
- c. Working Experience does not relate to the performance of workers.
- d. Working Environment does not relate to the performance of workers.
- e. Financial Incentive does not relate to the performance of workers.
- f. Salary does not relate to the performance of workers.
- g. Leadership does not relate to the performance of workers.
- h. Training Facilities do not relate to the performance of workers.
- i. Machine Condition does not relate to the performance of workers.
- j. Working method does not relate to the performance of workers
- k. Education does not relate to the performance of workers
- l. Working Hour does not relate to the performance of workers

H_1

- a. Age relates to the performance of workers.
- b. Gender relates to the performance of workers
- c. Working Experience relates to the performance of workers.
- d. Working Environment relates to the performance of workers.
- e. Financial Incentive relates to the performance of workers.
- f. Salary relates to the performance of workers.
- g. Leadership relates to the performance of workers.
- h. Training Facilities relate to the performance of workers.
- i. Machine Condition relates to the performance of workers.

- j. Working method relates to the performance of workers
- k. Education relates to the performance of workers
- l. Working Hour relates to the performance of workers

3 Methods of data collection

Two sources were referred for figures in this research specifically primary data and secondary data.

Primary data

Primary data is more significant to the research and this was collected through a questionnaire to test the hypothesis which was developed based upon the variable. We used the Likert scale with five different choices namely strongly disagree, disagree, neither agree nor disagree, agree and strongly agree.

Secondary data

Secondary data was collected through sources available in the production department and other departments such as Industrial Engineering Department, HR department. Related articles, internet, books etc. were also consulted in the search for secondary data.

4. Data analysis and presentation

We used SPSS and MS Excel to analyze the data. On the other hand Bar charts, pie charts and scatter diagrams were used in order to support the interpretations of each variable .Pearson correlation was used to show the relationship between the independent variables and the dependent variable and narrations were provided to explain them in detail.

4.1 Introduction to Data Analysis

For the research, a sample on classified source was selected and this sample characterized the total group of the target workforce which was vital to have an understanding of the sample selected. For understanding the backgrounds of the respondents, the following analyses were done.

4.2 Analysis of the Respondents

4.2.1 Analysis of Age

In the research, 43 sewing associates were taken based on stratified random sampling. The sample consists of five age categories: 15-20, 21-25, 26-30, 31-35 and 36-40.

Table 4.2.1 Age Analysis of Respondents

Age Group	No. of Workers	Percentage of Age
15-20	4	9.30%
21-25	18	41.86%
26-30	11	25.58%
31-35	7	16.28%
36-40	3	6.98%
Grand Total	43	100%

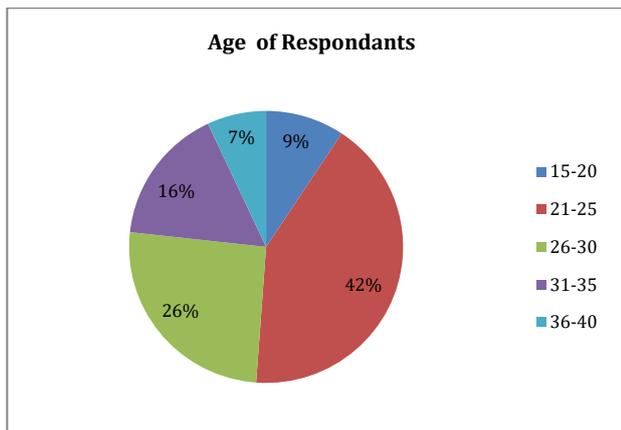


Figure 4.2.1: Pie chart of Age analysis

4.2.2 Analysis of Experience

The industry should shift on that place where skill plays a major part in gaining a modest edge. The company must get more skills to have more benefits. Experience usually plays a vital role by providing knowledge about handling different situations and it can directly impact on employee performance. The following table shows the amount of experience (in terms of years of service) the respondents possessed.

Table 4.2.2 Experience of the respondents

Experience	No. of Respondents	Percentage
Above Five Years	19	44.19%
Below One Year	4	9.30%
Below Three Years	11	25.58%
Below Five Years	10	23.55%
Total	43	100%

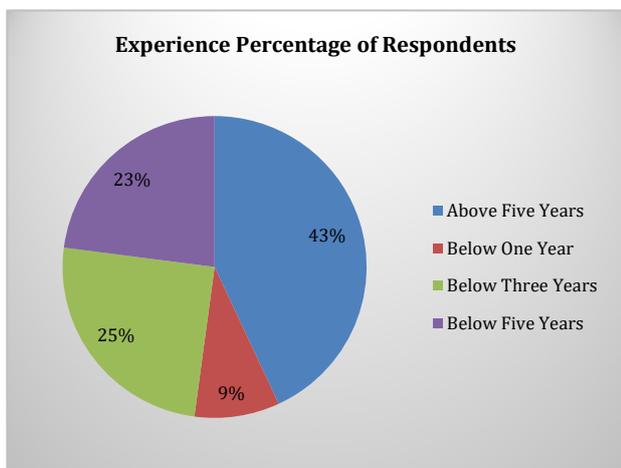


Figure 4.2.2 Experience of the respondents

4.2.3 Gender analysis

The research accommodates male employees in the shop floor more than female employees. The random selection revealed that more than 74% of the respondents were male whereas below 26% were female.

Table 4.2.3 Gender analysis

Gender	No. of Respondents	Percentage
Female	11	25.58%
Male	32	74.42%
Total	43	100.00%

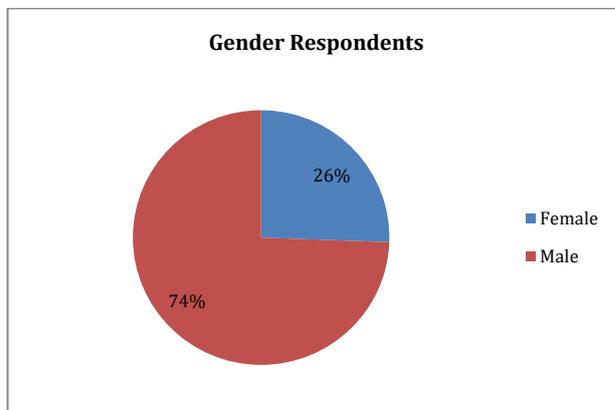


Figure 4.2.3 Gender of the respondents

4.2.4 Analysis of Educational Qualifications

The following table and pie chart demonstrate the formal educational qualifications of the respondents.

Table 4.2.4 Educational qualifications

Educational Qualification	No. of Respondents	Percentage
Class 3 to class 10	19	44.19 %
SSC	6	13.95%
HSC	12	27.91%
Diploma	6	13.95%
Total	43	100.00%

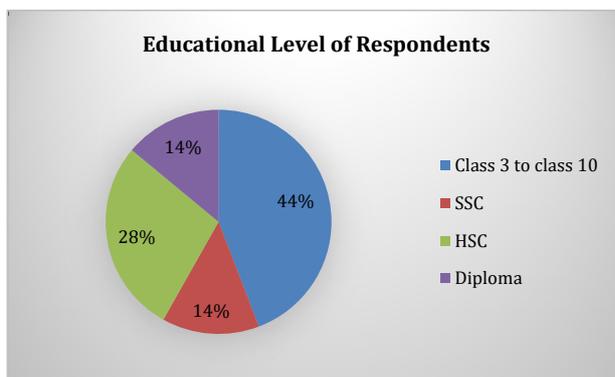
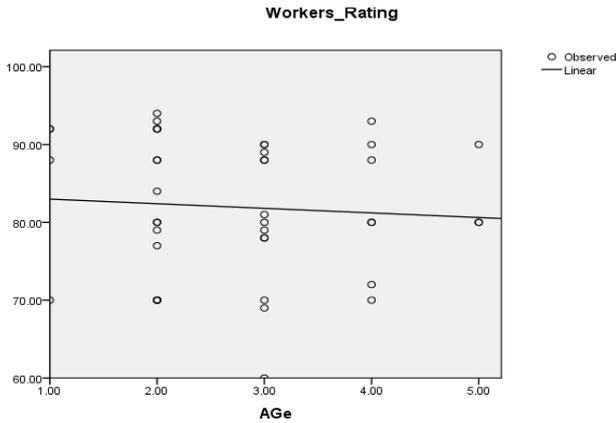


Figure 4.2.4 Educational level of respondents

4.3 Analysis of Variables

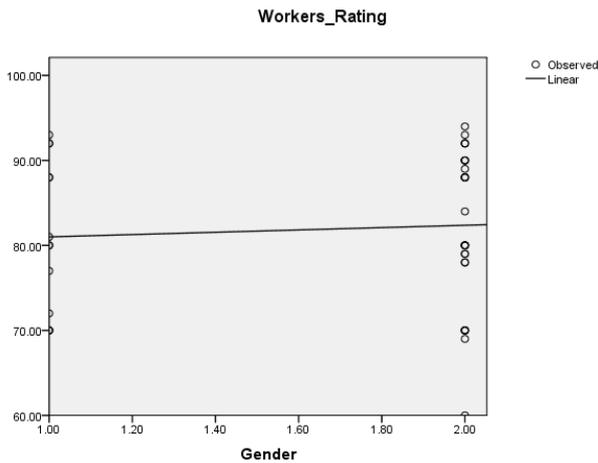
4.3.1 Age



Correlations			
		Workers_Rating	AGe
Workers_Rating	Pearson Correlation	1	-.072
	Sig. (2-tailed)		.647
	N	43	43
AGe	Pearson Correlation	-.072	1
	Sig. (2-tailed)	.647	
	N	43	43

There is low negative relationship between worker rating and age.

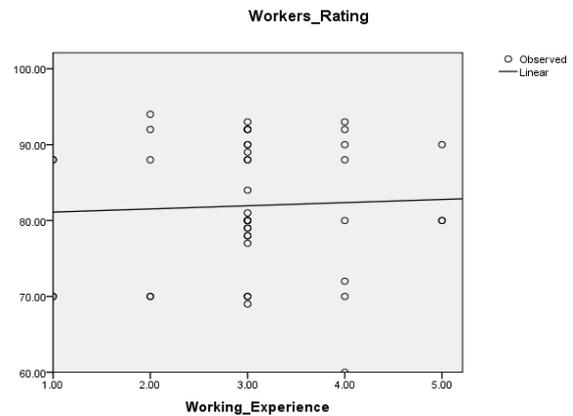
4.3.2 Gender



Correlations			
		Workers_Rating	Gender
Workers_Rating	Pearson Correlation	1	.072
	Sig. (2-tailed)		.647
	N	43	43
Gender	Pearson Correlation	.072	1
	Sig. (2-tailed)	.647	
	N	43	43

There is weak positive relationship between worker rating and gender.

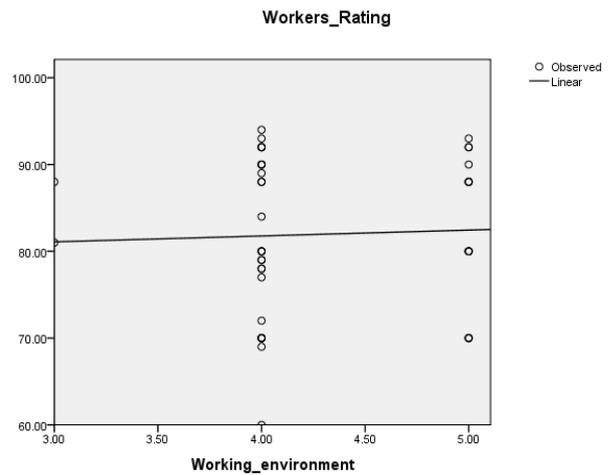
4.3.3 Working Experience



Correlations			
		Workers_Rating	Working_Experience
Workers_Rating	Pearson Correlation	1	.047
	Sig. (2-tailed)		.767
	N	43	43
Working_Experience	Pearson Correlation	.047	1
	Sig. (2-tailed)	.767	
	N	43	43

There is weak positive relationship between worker rating and working experience.

4.3.4 Working environment



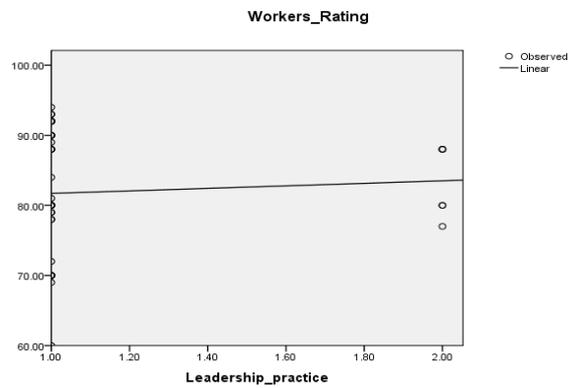
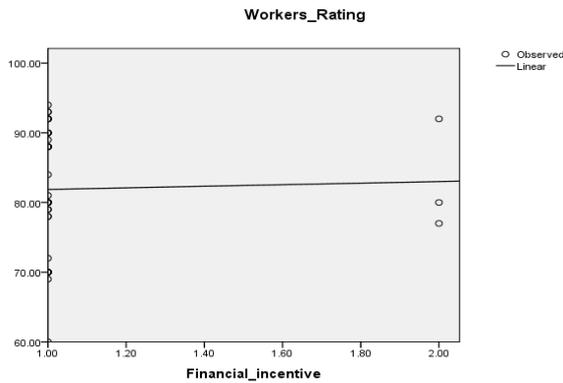
Correlations			
		Workers_Rating	Working_environment
Workers_Rating	Pearson Correlation	1	.042
	Sig. (2-tailed)		.789
	N	43	43
Working_environment	Pearson Correlation	.042	1
	Sig. (2-tailed)	.789	
	N	43	43

There is weak positive relationship between worker rating and working environment.

There is weak positive relationship between worker rating and salary.

4.3.5 Financial Incentives

4.3.7 Leadership practice



Correlations

		Workers_Rating	Financial_incentive
Workers Rating	Pearson Correlation	1	.033
	Sig. (2-tailed)		.834
	N	43	43
Financial incentive	Pearson Correlation	.033	1
	Sig. (2-tailed)	.834	
	N	43	43

Correlations

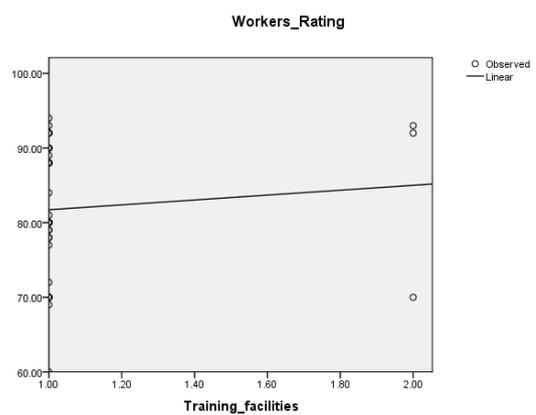
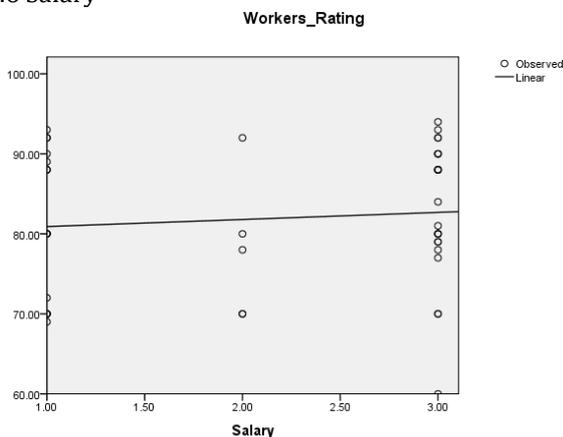
		Workers_Rating	Leadership_practice
Workers_Rating	Pearson Correlation	1	.071
	Sig. (2-tailed)		.649
	N	43	43
Leadership_practice	Pearson Correlation	.071	1
	Sig. (2-tailed)	.649	
	N	43	43

There is weak positive relationship between worker rating and financial incentive.

There is weak positive relationship between worker rating and working leadership practice.

4.3.6 Salary

4.3.8 Training facilities



Correlations

		Workers_Rating	Salary
Workers_Rating	Pearson Correlation	1	.094
	Sig. (2-tailed)		.550
	N	43	43
Salary	Pearson Correlation	.094	1
	Sig. (2-tailed)	.550	
	N	43	43

Correlations

		Workers_Rating	Training_facilities
Workers_Rating	Pearson Correlation	1	.096
	Sig. (2-tailed)		.542
	N	43	43
Training_facilities	Pearson Correlation	.096	1
	Sig. (2-tailed)	.542	
	N	43	43

There is weak positive relationship between worker rating and training facilities.

a) In the questionnaire, there were four questions related to methods concerning the availability of Standard Work Sheet (STW), understanding of STW, completeness of STW and training on STW. The feedback has been summarized as follows.

4.3.9 Methods & Machine

Methods

Table 4.1 Summary of machine capability and availability

Methods	Strongly disagree		Disagree		Neutral		Agree		Strongly Agree	
	N	%	N	%	N	%	N	%	N	%
Q1	1	2.33%	0	0%	5	11.63%	22	51.16%	15	34.88%
Q2	0	0%	1	2.33%	0	0%	33	76.74%	9	20.93%
Q3	1	2.33%	4	9.30%	2	4.65%	27	62.79%	9	20.93%
Q4	1	2.33%	1	2.33%	1	2.33%	32	74.42%	8	18.6%
		1.74%		3.5%		4.66%		66.27%		23.83%

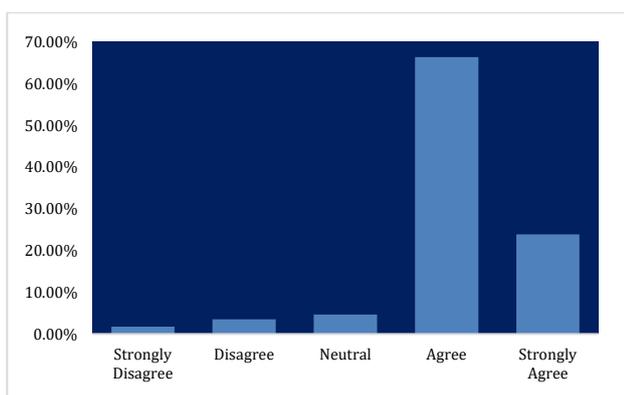
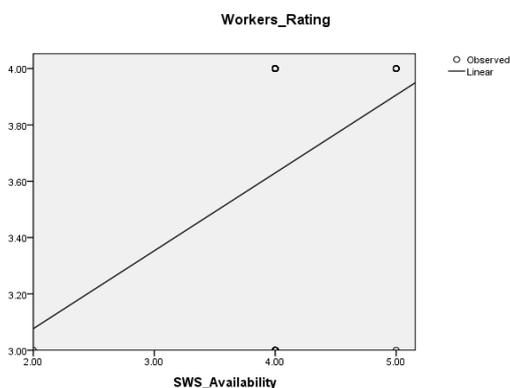


Figure 4.1 Summary of machine capability and availability

i. SWS Availability



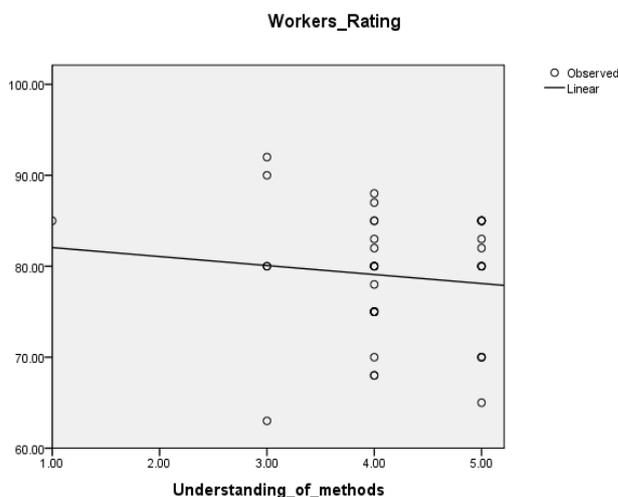
Correlations

		Workers_Rating	SWS_Availability
Workers_Rating	Pearson Correlation	1	.310*
	Sig. (2-tailed)		.043
	N	43	43
SWS_Availability	Pearson Correlation	.310*	1
	Sig. (2-tailed)	.043	
	N	43	43

*. Correlation is significant at the 0.05 level (2-tailed).

As per table 4.8, the correlation test states there is a positive correlation between the worker's rating and the SWS availability. However as it falls within the category of "0" to "0.5", it can be viewed as a positive weak relationship.

ii. Understanding of methods

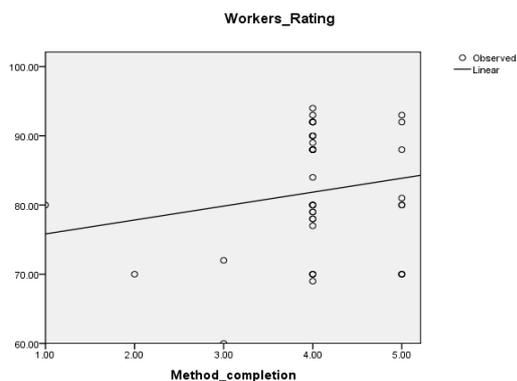


Correlations

		Workers_Rating	Understanding_of_methods
Workers_Rating	Pearson Correlation	1	-.044
	Sig. (2-tailed)		.777
	N	43	43
Understanding_of_m ethods	Pearson Correlation	-.044	1
	Sig. (2-tailed)	.777	
	N	43	43

A negative relationship is observable in the scatter diagram (figure 4.17). Even the correlation test resulted 0.44 i.e. a weak negative relationship between two variables.

iii. Methods completion



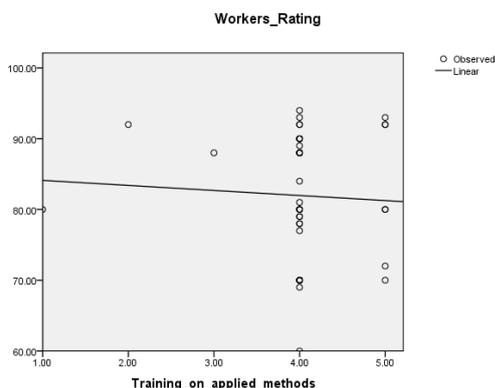
Correlations

		Workers_Rating	Method_completion
Workers_Rating	Pearson Correlation	1	.311*
	Sig. (2-tailed)		.043
	N	43	43
Method_completion	Pearson Correlation	.311*	1
	Sig. (2-tailed)	.043	
	N	43	43

*. Correlation is significant at the 0.05 level (2-tailed).

There is positive weak relationship between workers rating and method completion.

iv Training on Applied methods



Correlations

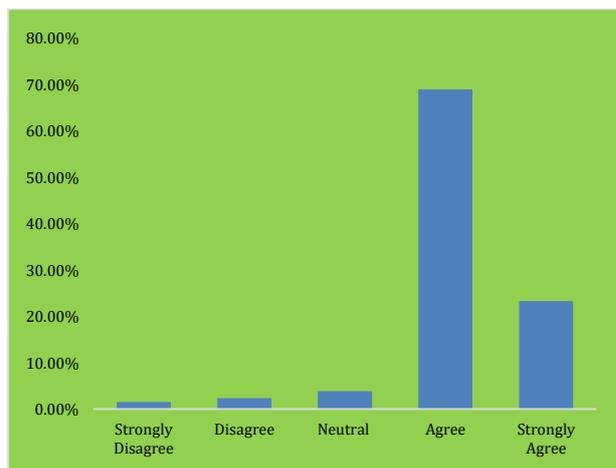
		Workers_Rating	Training_on_applied_methods
Workers_Rating	Pearson Correlation	1	-.119
	Sig. (2-tailed)		.447
	N	43	43
Training_on_applied_methods	Pearson Correlation	-.119	1
	Sig. (2-tailed)	.447	
	N	43	43

The value of Pearson Correlation is -.119. So we can say that there is very low relationship between workers rating and training on applied methods.

b) In the questionnaire, there were three questions related to machine capability and availability, concerning machine maintenance, capability, easy operation of machines. The feedback has been summarized as follows.

Machines

Machine	Questions	Q1	Q2	Q3	
Strongly disagree	N	1	0	1	1.55%
	%	2.33%	0%	2.33%	
Disagree	N	0	3	0	2.33%
	%	0%	6.98%	0%	
Neutral	N	0	5	0	3.88%
	%	0%	11.63%	0%	
Agree	N	33	28	28	68.99%
	%	76.74%	65.12%	65.12%	
Strongly Agree	N	9	7	14	23.26%
	%	20.93%	16.28%	32.56%	



i. Operating machine



Correlations

		Workers_Rating	Operating_machine
Workers_Rating	Pearson Correlation	1	.075
	Sig. (2-tailed)		.633
	N	43	43
Operating_machine	Pearson Correlation	.075	1
	Sig. (2-tailed)	.633	
	N	43	43

There is very low positive relationship between worker rating and operating machine.

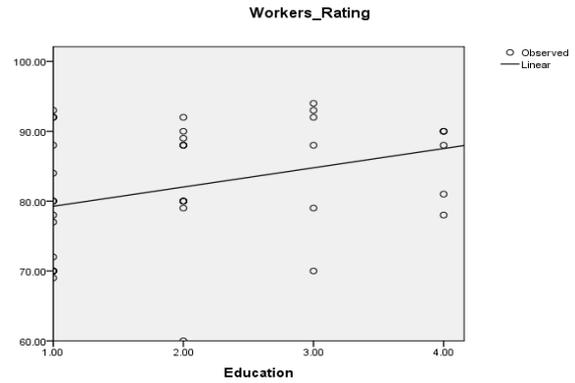
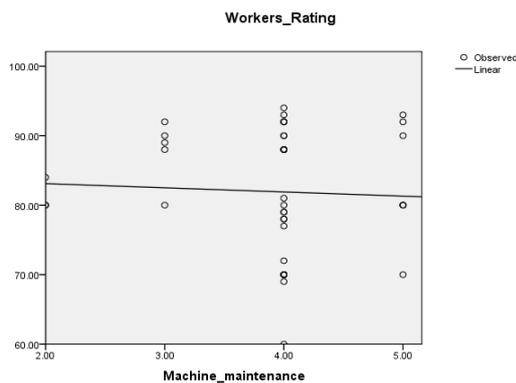
Correlations

		Workers_Rating	Problem_with_machine
Workers_Rating	Pearson Correlation	1	-.030
	Sig. (2-tailed)		.847
	N	43	43
Problem_With machine	Pearson Correlation	-.030	1
	Sig. (2-tailed)	.847	
	N	43	43

There is low negative relationship between worker rating and problem with machine.

ii. Machine maintenance

4.3.10 Education



Correlations

		Workers_Rating	Machine_maintenance
Workers_Rating	Pearson Correlation	1	-.154
	Sig. (2-tailed)		.324
	N	43	43
Machine_maintenance	Pearson Correlation	-.154	1
	Sig. (2-tailed)	.324	
	N	43	43

There is weak negative relationship between workers rating and machine maintenance

Correlations

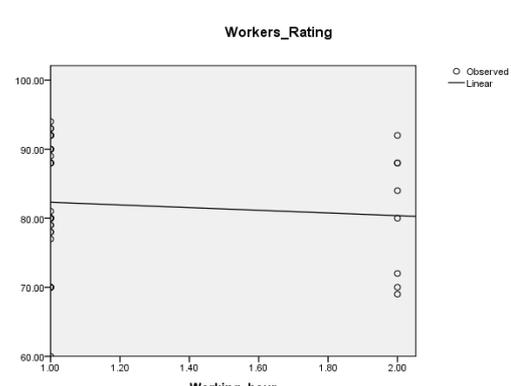
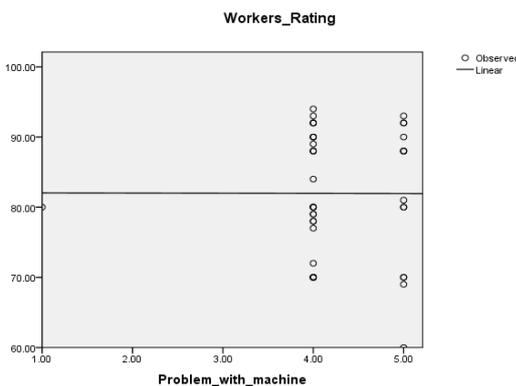
		Workers_Rating	Education
Workers_Rating	Pearson Correlation	1	.337*
	Sig. (2-tailed)		.027
	N	43	43
Education	Pearson Correlation	.337*	1
	Sig. (2-tailed)	.027	
	N	43	43

*. Correlation is significant at the 0.05 level (2-tailed).

There is weak positive relationship between worker rating and education.

iii. Problem with machine

4.3.11 Working hour



Correlations

		Workers_ Rating	Working_ hour
Workers_ Rating	Pearson Correlation	1	-.086
	Sig. (2-tailed)		.581
	N	43	43
Working_ hour	Pearson Correlation	-.086	1
	Sig. (2-tailed)	.581	
	N	43	43

There is weak negative relationship between worker rating and working hour.

4. Hypotheses result

Independent variable	Correlation test result against workers rating	Interpretation						Impact of results towards workers rating
		-0.8 to -1	-0.5 to -0.2	-0.2 to 0	0	0 to 0.5	0.5 to 0.8	
Age	-.072							Weak negative
Gender	.072							Weak positive
Working Experience	.047							Weak positive
Working Environment	.042							Weak positive
Financial Incentive	.033							Weak positive
Salary	.094							Weak positive
Leadership Practice	.071							Weak positive
Training Facilities	.096							Weak positive
Machine Condition	Operating machine	0.075						Weak positive
	Machine maintenance	-0.154						Weak negative
	Problem with machine	-0.030						Weak negative
Working Method	SWS Availability	0.310						Weak positive
	Understanding of methods	-0.044						Weak negative
	Method completion	0.311						Weak positive
	Training on applied methods	-0.119						Weak negative
Education	0.337							Weak positive
Working hour	-0.086							Weak negative

Conclusions

Meeting on time delivery is the most challenging task in RMG sector. As our garments sector is labor intensive, preparing labor to meet on time delivery is the wisest decision. Hence studying the factors affecting workers performance is important from managerial perspective.

Towards this end, six factors (age, machine maintenance, problem with machine, understanding of methods, training on applying methods and working hours) shows weak negative relationship where eleven factors (Gender, working experience, working environment, financial incentive, salary, leadership practice, training facilities, operating machine, SWS availability, method completion, education) shows weak positive relationship with workers rating. However, there were a few limitations such as management influence, level of understating of the questionnaire to the workers, workers work pressure negate to provide information which may have had an impact over the research findings.

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