Conflict Between Workers And Organization In RMG Sector Where Security Of Sustainable Human Resource Development:(A Study On Dhaka City,Bangladesh)

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ABSTRACT: *Conflict is an inevitable part of human existence. Conflict occurs within an individual's, between individuals among and within groups or individuals and between societies and nations. In recent years, labor conflict in RMG sector of Bangladesh has been a matter of serious concern. However, recent incident of RMG sector is occurring the conflict between management and workers reason of low compensation. Moreover, the present study is designed to unearth the causes of labor conflict in RMG sector of Bangladesh. The major causes of labor conflict have been explored from the responses of the respondents. Besides, the study also identified causes of poor participation in decision making, absence of willingness of the management, absence of labor union activities, lack of workforce diversity, irregularities in payment, low wage, mistreatment of the workers by managers/officers, rumor, conspiracy, non-execution of labor laws, unruly nature of the workers and political intervention. Furthermore, the researcher suggested most of the HRD factors have to be improved in the RMG sector of Bangladesh for taking competitive advantage in world market.*

KEYWORDS: *Conflict, Low wage, Sustainable, Human Resource Development, RMG sector.*

1. INTRODUCTION:
1.1 BACKGROUND OF THE STUDY:

Conflict Management and Negotiation is a part of management that concern with people at work and their conflict within the organization. Conflict is the natural disagreement resulting from individuals, groups and organizations. Conflict originates past rivalries and personality differences. Conflict is held at several plateaus such as individuals, groups or even nations. Conflicts have viewed from the micro and macro perspectives. Conflict management is the process of understanding analysis and resolution problems. The focus of all aspects of Conflict Management is on people and reduces the most conflict in workforce so that the organization and individual employees can achieve their work goals by minimizing their conflicts. RMG Sector has concerned with people conflict and their work place related conflicts within the organization.

The export-oriented apparel industry of Bangladesh, popularly known as readymade garment (RMG) or simply the garment industry occupies a unique position in economy of Bangladesh. It is the largest exporting industry, which experienced a phenomenal growth during the last three decades. By taking advantage of cheap labor and quota-based market in the USA and EU under the provision of Multi Fiber Arrangement (MFA) of GATT, it attained a high profile in terms of economic growth of the country. The industry started its modest journey in late 1970s and enjoyed a meteoric rise from 30 enterprises in 1980 increased to 4825 in 20081. Average growth rate of this sector was over 20% per over the last two decades. This single sector alone earns about 80% of yearly foreign exchange of the country. Its contribution to GDP reaches 13% in fiscal year 2009-2010. Since independence, no single sector could accelerate the industrialization process in the country as the RMG sector could do. It has created employment opportunity for about 3.5 million people. Most of them are uneducated and unskilled. About 80% of them are women. To a creditable extent, it has been able to relieve the country from the burden of unemployment and at the same time contribute to the empowerment of women. Thus this sector is playing a vital role in socioeconomic development of the country.

But this sector is struggling with a number of problems. Conflict between owners and workers, labor unrest, shortage of gas and electricity, poor infrastructure, poor port facility, lead time complexities, conspiracy of home and abroad, advancing competitors in the quota free international market are some of them which are posing a great threat to its survival. In recent time, labor unrest in the RMG sector has been a matter of serious concern.Almost every day electronic and print media cover news of labor unrest in RMG sector in one place or another across the country. Fixing new minimum wage for the garment workers and issue of implementing the new wage structure have been the prime causes of recent labor unrests across the country. The unrest takes shape of violence and vandalism. The agitated workers come to the street and go storming on vehicles and garment factories. The attacked factory is declared closed;

many labor leaders are arrested, many workers lose jobs or suffer from uncertainty; losing interest in the uncertainty, the international buyers cancel their orders and divert to another market. The industry comes to a deadlock situation.

The growth of RMG sector in Bangladesh is amazing one and it has been possible mainly because of hard work of labor-force. Rashid, (2010) observes, "It is a story of success, of winning against all odds. It is a story of a nation, which has vowed to overcome all the barriers with limited resources and immense passion. It is not a story of "Veni Vidi Vici[2]."Rather, it is a tale of toil, a tale of rising, of starting small and finally finding glory". But this glory is being diminished day by day due to labor unrest in this sector. This study is designed to unearth the causes of labor unrest and search the areas where Public-Private Partnership can work to address the problem.

Therefore, the study has drawn on "Conflict between Workers and Organization in RMG Sector where Security of Sustainable Human Resource Development:(A Study on Dhaka City, Bangladesh)"models of appropriate situation initiatives for the purposes of increasing the knowledge base and amplification the capacity to develop or improve the existing programs in this area. Finally, our main objective is to investigate the aspects of HRD processes and outcomes to evaluations the effectiveness of the HR unit in case of achieving the organization goal.

1.2 STATEMENT OF THE PROBLEB:

Readymade garments were started in the economic year 1976-1977 to contribute in the Bangladesh economy. For that time Bangladesh was exported only 98,000 tk ready made garments. But In the year 1992-1993, Bangladesh was income 4819.27tk cores to export readymade garments. For that time there were 600 to 700 garments in Bangladesh of the year 1982-1983. The amount of garments is increased in 5000 garments. The garments sectors are developed day by day. It is our promising sectors to give more income by the export from Bangladesh to others country. But, it is frightening news for our country that this leading industry is now passing through crucial moments. Recent continuing conflict situation in different garment factories creates the threats to its existence. Since one year, the workers of RMG in different industries have been creating violence in the form of processions, vandalism, blockading the road to hike their minimum wage, attendance bonus and to ensure other facilities. These are the common scenario of the garments factories of Savar, Ashulia, Mirpur, Shymali, Tejgaon Industrial Area.In the last year, about 140 garments factories were closed due to conflict accompanied by the crisis of power and gas, price hike of yarn, poor infrastructure, and low price offers from international buyers amid increased production cost. These are the main reasons for the shutdown in the production factory.

Whatever the situation, the authority will have to find out the path of solution to be some observers attribute it to rising prices of essentials; unpaid salaries; absence of responsible trade unions and good relations between workers and owners; misbehavior of mid-level officials; and deferred payments to workers. However,Some RMG entrepreneurs blame the administrative failures of the government; "conspiracy" from outside and careless implementation of law and order. There are also allegations that a vested group is behind the violence. Very often, the agitating workers are aided by mysterious outsiders. There is no denying that a fairly widespread undercurrent of discontent does exist among the workers.

Moreover, solving labor Conflict in the RMG sector requires a collective effort. The root causes of unrest are to be explored. If private sectors (garment factory owners, managers, workers, BGMEA, workers' association, members of civil society organizations, NGO activists) with their firsthand knowledge and experience work together with the public bodies, solution of this problem is possible.

In fcact,the study provides a methodology for such problems.Workers are the important part of any organization.So,conflicts reduce between Organization and workers and create good relationship between them.Therefore,to follow this RMG sector are expected to play a key role in national economic and industrial activities in Bangladesh.

1.3 RATIONALITY OF THE STUDY:

Readymade garments,for the last couple of decades, have been the lifeline of Bangladesh's economy(Uddin,M.S.and Jahed,M.A.,2007).At last the count,the sector accounted for nearly 80 percent of export earning that drives the economy further forward and it also provides jobs for hundreds of thousands of semi-skilled workers,mostly,who in turn provide livelihood for millions(Uddin,M.S.and Jahed,M.A.,2007).But the learning fact is that Bangladesh's garments exports were down as political turmoil and labor Conflict wreaked havoc on the sector, which is crucial to the impoverished nation's economy.The industry's immediate response was to allege instigation by political conspiracy or international competition.The answer does not lie in merely apportioning blame to the external actors or seeking hidden clues,but the reason may be deeply rooted in the owner-labor relations.It was assumed that the negotiating agents could not reduce the gaps between the

workers and the owners in most of the affected industries as trade unionism was virtually absent.None of the studies has been done so far about the issue.

A good number of researches have been done on various issues ranging from gender discrimination to impact of globalization in garment industry of Bangladesh. But no research is conducted on public–private cooperation approach to solve labor conflict. In this respect, this study is new one. Therefore, it is very significant to find out the real fact behind the role of labor union in the recent conflict to evaluate the necessary of labor union to reduce the risk of labor conflict.In this context, the research work is more important one.

1.4 OBJECTIVES OF THE STUDY:
Objective of the Study that are selected are listed below:

1. To identify the causes of labor Conflict in RMG sector of Bangladesh
2. To identify Identifying causes of Conflict Physical Problem in RMG sector of Bangladesh.
3. To identify the motivation system to the workers in RMG sector.
4. To identify Monthly income of workers where causes of conflict against management system.
5. To identify the Educational Status and Skill level and salary system for the workers of garment industry
6. To identify the human resource Development activities in the readymade garments industry of Bangladesh;
7. To recommend some guidelines to ensure sustainable human resource Development in RMG sector of Bangladesh.

1.5 HYPOTHESIS OF THE STUDY:
H1: Satisfy the existing wages of RMG sector.
H2: No Satisfy the existing wages of RMG sector.
H3: To pay the Sufficient money for workers of RMG sector.
H4: No pay the sufficient money for workers of RMG sector.
H5: Enough facility of motivation activities for garments workers of RMG sector.
H6 :No enough facility of motivation activities for garments workers of RMG sector.
H7 : No sufficient salary for workers of RMG sector.
H8 : Sufficient salary for workers of RMG sector.
H9 : Skill workers are available but don't get sufficient salary of RMG sector.
H10 : No Skill workers are available but get sufficient salary of RMG sector.
H11 : Human resource development status activities is enough of RMG sector.
H12 : Human resource development status activities is not enough of RMG sector.

1.6 METHODOLOGY OF THE STUDY:
The sample of the study consisted 50 workers from five selected garment factories situated in Dhaka city.Both Primary and secondary sources were used in this study.Primary data was collected through a structed questionnaire and secondary data were collected by internet,journal,articles etc.

1.7 LIMITATION OF THE STUDY:
Since the study concentrates only on handful organizations, findings may not give the accurate and total picture of all organizations. Besides, no human resources development implementation of RMG in Dhaka city. In every study or work, naturally there prevail some obstacles which can be termed as limitations. In the same way, some limitations had been faced of RMG in Bangladesh. The limitations can be stated as follows:

The scope of the study is so wide and vast that it requires comprehensive and in depth study. But limited time was a great constraint in doing. Sufficient time was not allowed that was required to serve this purpose. Sufficient data were not collected for preparing research paper.

1.8 REVIEW OF LITERATURE:
As garment industry is a leading sector in Bangladesh economy and labor unrest is a burning issue at present, a good number of books, reports, articles and publications of different organizations are available. In course of conducting this thesis, a number of literatures in this regard have been reviewed.

Siddiqi (2004) in his book 'The Readymade Garment Industry of Bangladesh' discusses the importance of RMG industry in the national economy and notes, the RMG industry has become so important that the future of the economy of Bangladesh is greatly dependent on this single sector. Any slowdown in this sector will slow down the economic progress of Bangladesh. He analyses the strength and weakness of RMG industry of Bangladesh and suggests how to ensure its better future in the context of changing global apparel market. He

explains why the problems caused by the phasing out of MFA will continue to be a matter of great concern. He argues that the industry would survive and be able to thrive in the post-MFA era if appropriate strategies on capacity building through backward and forward linkages, cost reduction, market diversification, product differentiation, infrastructural development, reduction of lead time etc are implemented. To substantiate his position, he draws insights from the experience of many countries. However, issue of labor unrest in this sector has not been discussed.

Jakir, (2010) observes long-standing deprivation of basic human needs often force the garment workers to follow the path of violence. He states, the living condition of RMG workers is worse than that of prisoners in Bangladesh. According to The Jail Code of 1920, livelihood requirements are decided for the prisoners confined in different jails of Bangladesh. According to the current TCB price index for Dhaka city, the minimum cost of food items prescribed for a prisoner is Tk. 52.39 per day. The market price for the allocated amount of food for the prisoner is Tk. 1,571.70 per month. If the daily allotment of food amount is calculated for an average family in Bangladesh, it means the family would require Tk. 7,544.16 to have access to the same level of food items that are allotted to be consumed by every under-trial prisoner. This implies that the current minimum wage structure of the RMG sector is still below the cost of food for prisoners in different jails, writes Jakir. He also points that, 'in recent years, in the face of unusual price hike, the government initiated special social security programs for rural workers. According to the program, considering the standard of daily wages of day laborers at Tk. 150 per day, their monthly wage stands at Tk.4,500. Furthermore, while the productivity of the garment workers is more than that of the public-sector entry-level workers, the minimum wage of the workers of a similar level in state-owned industries denotes sheer inequality among the same group of people plying the same type of job in the country.

Sultan (2010) says, from the total net profit, only 30 per cent is being spent on the workers whereas around 50 per cent is spent on workers' wages in other countries. He further notes, 'in our country, people do not pay heed to any movement unless you come out to the roads.The same happened in the case of the garment workers. They were facing severe problems and unless they came out on to the roads, no one would have taken their problems seriously.'

Fahmida and Moazzem (2007) suggest a number of factors need to be considered while fixing the minimum wage of industrial workers. These are : i) workers' minimum requirement for decent living; ii) enterprise's capacity to adjust with the additional cost originating from the rise in wage; iii) consideration of the wage structure of similar types of industrial sectors; and iv) adjustment of the wage with country's economic development.

A CPD research entitled "Bangladesh Apparel Sector in Post-MFA Era: A Study on the Ongoing Restructuring Process" notes, there is a need for a continuing dialogue between workers and management, particularly in view of changing employment composition and new types of demands. Management of RMG enterprises should take necessary and prompt measures in case any misconduct with workers is reported. There should be a proper mechanism for placement and addressing of worker's complaint at factory level. Enterprises, in a position to do so, should appoint a "grievance officer" to deal with factory level misconducts. Labor relations is likely to become crucially important in near future and RMG enterprises must accord due attention to this.

Shahiduzzaman (2010), notes in absence of an appropriate formal channel to air grievances and seek redress, the only avenues open to the RMG workers are street protest, picketing, or gherao3 of a manager's office or a factory. So far, the government has largely left the RMG sector to such devices. Most garment factories do not follow the labor law and ILO conventions. The Labor Act, 2006 clearly stipulates that the wages of a worker must be paid within seven workings days of the completion of the stipulated wage period. This is not followed in practice. In addition, some of the factories do not provide appointment letters, identity cards and service books.Based on a survey conducted by BIDS, Majumder and Begum (2006) show the gender differentiated socio-economic impacts in the export-oriented garment industry of Bangladesh. They found that women's employment in the export-oriented garment industry of Bangladesh has narrowed down the gender gap in many spheres like employment, income, social prestige, control over income, decision-making etc. At the same time, women's employment has widened the gender gap in other spheres such as health, social security etc. Tension and ambivalence are also more prevalent among female workers than their male counterpart. They also found that occupational segregation and gender discrimination in wage rate was wide. 'Women cannot reap the full potential of their employment if the gender imbalances are not addressed', they observed.

Ali,(2010) observes the adverse impact of labor unrest in national economy of Bangladesh.He states, during last one year, ownership of about 40 large scale garment factories has been handed over to the foreigners and ownership of about 100 factories is under process of handing over. This is happening under intensive supervision of high officials of factories who are responsible for widening the gap between the owners and workers.

Umar, (2010) notes that low wage and sub-standard living condition are major causes of labor unrest in the readymade garment industry of Bangladesh. He states, those who can take proper food and live in better environment can contribute more to the production than those are deprived of these. In respect of wage and living standard, the garment workers of Bangladesh lag far behind of those of China, Sri Lanka and Vietnam. Yet production is high in Bangladesh. The owners of garment factories should take it into consideration. He further points out another cause of labor unrest in the readymade garment industry of Bangladesh which is workers' lack of feeling of ownership. How can they feel an organization where they are valued only for their work, where their job is not secure, where they have no right to say anything in any matter?

The present study on "Conflict between Workers and Organization in RMG Sector where Security of Sustainable Human Resource Development:(A Study on Dhaka City, Bangladesh)"may identifies the extent of Gender discrimination, working environment, conspiracy, wage, owner-worker relations, life-standard and socio-economic condition of the garment workers especially of women workers are the major issue of study in the field of RMG industry of Bangladesh. However, causes of labor Conflict and its impact on national economy have been focused in many studies and HRD practices in RMG sectors of Bangladesh in workers motivation and organizational performance.

2. MATERIALS AND METHOD:
2.1 SAMPLING DESIGN:

Under this report we consider all sorts Conflict between Workers and Organization in RMG Sector of Dhaka city. It bases on the information provided by the workers of 5 major garment factories of the city to find out the related factors to meet the organizational goals are developed in workers. However, for preparing this study we mainly depend on primary data which was collected through direct survey. We developed a questionnaire which consisted of questions and mainly focusing on Conflict between Workers and Organization and strategic human resource management practices in RMG sector of Bangladesh specially in Dhaka region.

Therefore, Data was collected from employees of different garments in Dhaka city. We took different type of workers (Male and Female) randomly who work in different garments in the city. Our sample size was 50. The survey is conducted through face to face interview. Our study findings come out by analyzing these primary data.

2.2 STATISTICAL ANALYSIS:

Finally, I have solved the solution with equation of Arithmetic Mean, Grand Mean, Standard Deviation, Hypothesis test.

(1) Arithmetic Mean, $\bar{X} = \frac{\sum fx}{N}$ --(1)

Or, $\bar{X} = A + \frac{\sum fd}{N}$

(2) Grand Mean, $\mu_x = \frac{\bar{x}}{N}$ ---(2)

(3) Standard Deviation, $\sigma = \sqrt{\frac{\sum fd^2}{n} - \left(\frac{\sum fd}{n}\right)^2}$ ---------------------------(3)

(4) $\sigma_x = \frac{\sigma}{\sqrt{N}}$ ---(4)

(5) Z= $\frac{(\bar{x} - \mu_x)}{\sigma_x}$ ---(5)

Hypothesis Test Z= $\frac{(\bar{x} - \mu_x)}{\sigma_x}$---(6)

At 10% Level of Significance

Null hypothesis: $H_0 : \mu_x$= Conflict between workers and Organization in RMG Sector.

Alternative hypothesis:$H_a : \mu_x \neq$ **No** Conflict between workers and Organization in RMG Sector.

2.3 DATA PROCESSING:

The collected data is presented through tables and figures. Here we have used for presenting data and using statistical tools like Mean, Standard Deviation, Normal distribution chart (Z-test), analysis are used. For normal distribution analysis we are taking 95% confidence at 10% level of significance.

3. ANALYSIS AND FINDINGS:
3.1: Identifying Poor Attendence for Low Wages of Job satisfaction of Psychological responses:

Table-1:Statistical data of Poor Attendence for Low Wages of Job satisfaction

No of Workers(Male and Female)	Frequency of Respondents(f)	Percentage
Absence of willingness of the Management	6	12.0
Illiteracy of the workers	8	16.0
Lack of workforce diversity	10	20.0
Absence of Labor Union activities	12	24.0
Political grouping among the workers	14	28.0
Total	N=50	100.0

Source: Field Survey,2013

Proof:

X	d= X-A	fd	fd^2
6	-4	-24	576
8	-2	-16	256
10	0	0	0
12	2	24	576
14	4	56	3136
		$\Sigma fd = 40$	$\Sigma fd^2 = 4544$

Here,A=10,N=50

(a)$\overline{X} = A + \frac{\Sigma fd}{N} = 10.8$ (b) $\sigma = \sqrt{\frac{\Sigma fd^2}{n} - \left(\frac{\Sigma fd}{n}\right)^2}$ =9.4994

Hypothesis Test:

$\mu_x = \frac{\overline{X}}{N}$=0.216, $\sigma_x = \frac{\sigma}{\sqrt{N}}$ =1.343, Z= $\frac{(\overline{x}-\mu_x)}{\sigma_x}$=7.880

Here,

$\overline{X} = 10.8$, n=50, $\mu_x = 0.216$, $\sigma_x = 9.4994$

At 10% level of significance,

$H_0 : \mu_x$=Satisfy the existing wages

$H_a : \mu_x \neq$ No Satisfy the existing wages

We observe that Z=7.880,which is greater than critical value,i.e.1.64<7.88,So the null hypothesis is rejected. Alternative hypothesis is accepted.

The result shows that most of the respondents of workers have no satisfy the existing wages which were monthly paid. Therefore, in cases of objective 1 we can conclude that there is no wages properly in RMG sector.
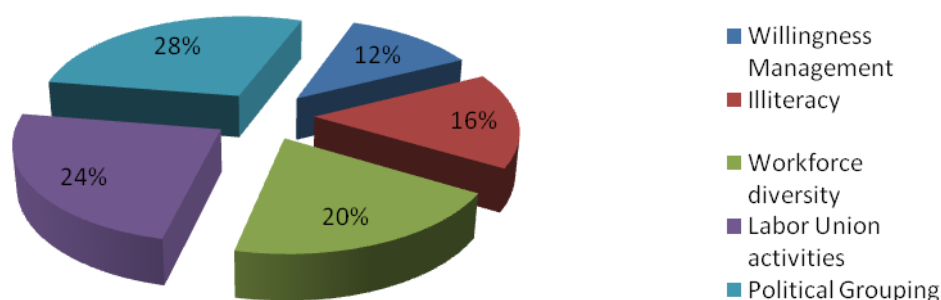

Figure-1 : Percentage of workers respondents

3.2:Identifying causes of Physiological,Biomedical respondents of Garments Industry:

Table-2:Statistical data of Physiological,Biomedical respondents

Reason of Absence(Male and Female)	Frequency of Respondents(f)	Percentage
Fever	7	14.0
Diarrhea	9	18.0
Hepatitis	10	20.0
Heartbeat	8	16.0
Peptic Ulcer	5	10.0
Headaches	6	12.0
Hypertension	5	10.0
Total	50	100.0

Source: Field Survey,2013

Proof:

X	d= X-A	fd	fd^2
7	-1	-7	49
9	1	-9	81
10	2	20	400
8	0	0	0
5	3	15	225
6	2	12	144
5	3	15	225
		$\Sigma fd = 64$	$\Sigma fd^2 = 1125$

Here,A=8,N=50

(a)$\overline{X} = A + \frac{\Sigma fd}{N} = 9.28$ (b) $\sigma = \sqrt{\frac{\Sigma fd^2}{n} - \left(\frac{\Sigma fd}{n}\right)^2}$ =4.567

Hypothesis Test:

$\mu_x = \frac{\overline{X}}{N}$=0.1856, $\sigma_x = \frac{\sigma}{\sqrt{N}}$ =0.645, Z= $\frac{(\overline{x}-\mu_x)}{\sigma_x}$=14.09

Here,

$\overline{X} = 9.28$, n=50, $\mu_x = 0.1856$, $\sigma_x = 0.645$

At 10% level of significance,

$H_0 : \mu_x$= To pay the Sufficient money of the workers.

$H_a : \mu_x \neq$ No pay the sufficient money of the workers.

We observe that Z=14.09,which is greater than critical value,i.e.1.64<14.09, So the null hypothesis is rejected. Alternative hypothesis is accepted.

The result shows that most of the respondents of workers have effected on weakness of Physiological,Biochemical and other diseases and have no sufficient money to treatment .Besides, they do not attend their job regularly. Moreover, they are not satisfy the existing wages. Therefore, in cases of objective 2 we can conclude that there is no wages properly in RMG sector.
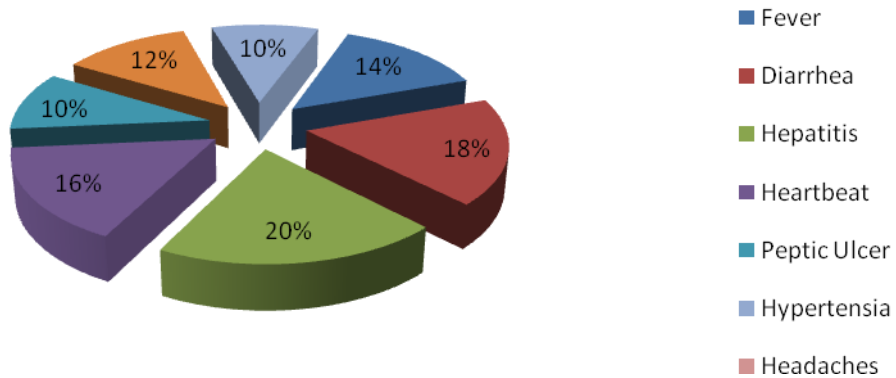
Physiological workers respondents(Male and Female)

Figure-2 : Percentage of workers respondents

3.3:Identifying Motivation activities for the workers of garment industry:

Table-3:Statistical data of Motivation activities for the workers

Participation in Activities	Frequency of Respondents(f)	Percentage
Bonous	11	22.0
Transport facilitity	8	16.0
Canteen facilitity	9	18.0
Medical facilitity	13	26.0
Profit Sharing	9	18.0
Total	50	100.0

Source: Field Survey,2013
Proof:

X	d= X-A	fd	fd^2
11	2	22	484
8	-1	-8	64
9	0	0	0
13	4	52	2704
9	0	0	0
		$\Sigma fd = 66$	$\Sigma fd^2 = 3252$

Here,A=9,N=50

(a)$\overline{X} = A + \frac{\Sigma fd}{N} = 10.32$ (b) $\sigma = \sqrt{\frac{\Sigma fd^2}{n} - \left(\frac{\Sigma fd}{n}\right)^2} = 7.9559$

Hypothesis Test:

$\mu_x = \frac{\overline{X}}{N} = 0.2064$, $\sigma_x = \frac{\sigma}{\sqrt{N}} = 1.125$, Z= $\frac{(\overline{x} - \mu_x)}{\sigma_x} = 8.989$

Here,

$\overline{X} = 10.32$, n=50, $\mu_x = 0.2064$, $\sigma_x = 1.125$

At 10% level of significance,

$H_0 : \mu_x =$ Enough facility of motivation activities for garments workers.
$H_a : \mu_x \neq$ No enough facility of motivation activities for garments workers.

We observe that Z=8.989,which is greater than critical value,i.e.1.64<8.898, So the null hypothesis is rejected. Alternative hypothesis is accepted.

The result shows that existing facility in RMG sector is not appropriate.However,there is no enough facility for workers in garments industry.So organization should upgrading the existing motivation activities. Therefore, in cases of objective 3 we can conclude that there is no sufficient facilities properly in RMG sector.

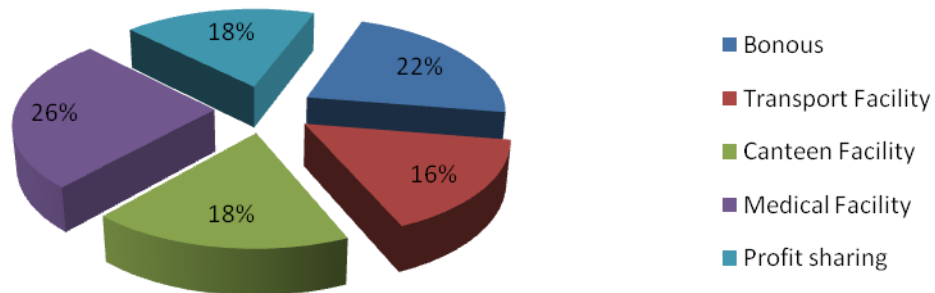## Motivation activities of workers respondents(Male and Female)

Figure-3 : Percentage of workers respondents

3.4:Identifying Monthly income of the workers of garment industry:

Table-4:Statistical data of Monthly income of the workers

Monthly Income	Frequency of Respondents(f)	Percentage
Below 6000	30	60.0
TK.6000-8000	7	14.0
TK.8000-10000	6	12.0
TK.10000-12000	5	10.0
TK.12000-15000	2	4.0
Total	50	100.0

Source: Field Survey,2013

Proof:

X	d= X-A	fd	fd^2
30	24	720	518400
7	1	7	49
6	0	0	0
5	-1	-5	25
2	-4	-8	64
		$\Sigma fd = 714$	$\Sigma fd^2 = 518538$

Here,A=6,N=50

(a)$\overline{X} = A + \frac{\Sigma fd}{N} = 20.28$ (b) $\sigma = \sqrt{\frac{\Sigma fd^2}{n} - \left(\frac{\Sigma fd}{n}\right)^2} = 100.83$

Hypothesis Test:

$\mu_x = \frac{\overline{x}}{N}$=0.4056, $\sigma_x = \frac{\sigma}{\sqrt{N}}$ =14.259, Z= $\frac{(\overline{x}-\mu_x)}{\sigma_x}$=1.393

Here,

$\overline{X} = 20.28$, n=50, $\mu_x = 0.4056$, $\sigma_x = 14.259$

At 10% level of significance,

$H_0 : \mu_x$= No sufficient salary to the workers.

$H_a : \mu_x \neq$ Sufficient salary to the workers.

We observe that Z=1.393,which is smaller than critical value,i.e.1.64>1.393,So we accept the Null hypothesis. Alternative hypothesis is rejected.

The Result Shows that Most of the workers have earned below Tk.6000 which is is not sufficient. So organization should upgrading the existing Wages system. Therefore, in cases of objective 4 we can conclude that there is no real wages system of monthly payment properly in RMG sector.

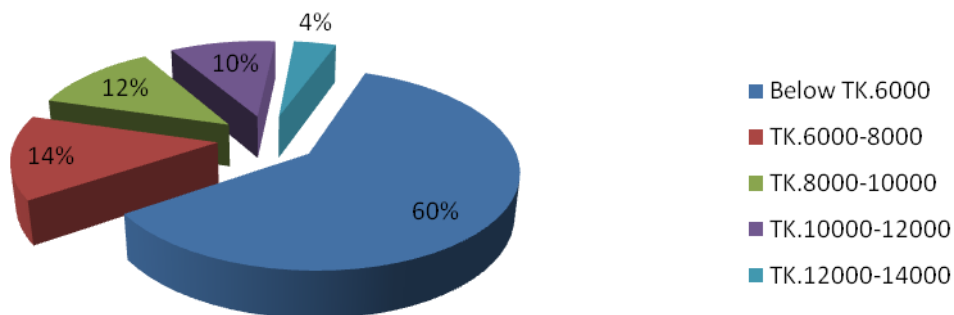### Monthly income of workers respondents(Male and Female)

Figure-4 : Percentage of workers respondents

3.5:Identifying Educational Status and Skill level of the workers of garment industry:

Table-5:Statistical data of Educational Status and Skill level of the workers

Educational Status and Skill level	Frequency of Respondents(f)	Percentage
Below SSC	28	56.0
SSC	6	12.0
HSC	5	10.0
Skilled	7	14.0
Unskilled	4	8.0
Total	50	100.0

Source: Field Survey,2013

Proof:

X	d= X-A	fd	fd^2
28	23	644	414736
6	1	6	36
5	0	0	0
7	2	14	196
4	1	4	16
		$\sum fd = 668$	$\sum fd^2 = 414984$

Here,A=5,N=50

(a)$\bar{X} = A + \frac{\Sigma fd}{N}$ = 18.36 (b) $\sigma = \sqrt{\frac{\Sigma fd^2}{n} - \left(\frac{\Sigma fd}{n}\right)^2}$ = 89.233

Hypothesis Test:

$\mu_x = \frac{\bar{\bar{X}}}{N}$=0.3672, $\sigma_{\bar{x}} = \frac{\sigma}{\sqrt{N}}$ =12.619, Z= $\frac{(\bar{x} - \mu_x)}{\sigma_x}$=1.425

Here,

$\bar{X} = 18.36$, n=50, $\mu_x = 0.3672$, $\sigma_x = 12.619$

At 10% level of significance,

$H_0 : \mu_x$= Skill workers are available but don't get sufficient salary.

$H_a : \mu_x \neq$ No Skill workers are available but get sufficient salary.

We observe that Z=1.425,which is smaller than critical value,i.e.1.64>1.425, So we accept the Null hypothesis. Alternative hypothesis is rejected.

The Result Shows that most of the workers are under SSC and skilled.Though the workers are Skilled but they were not get sufficient salary and capability in garment industry. So organization should upgrading the existing Educational status activities and salary system. Therefore, in cases of objective 5 we can conclude that there is no sufficient Education facilities properly in RMG sector.
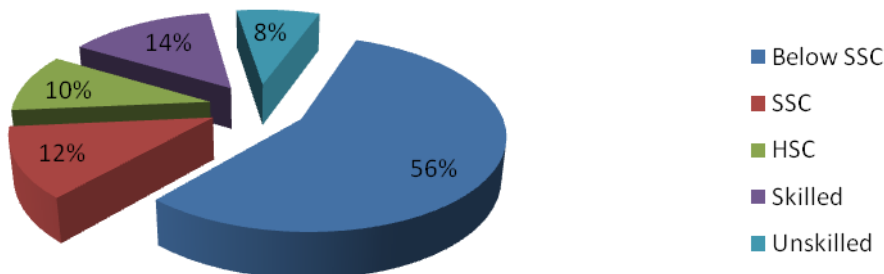

Figure-5 : Percentage of workers respondents

3.6:Identifying the evaluation of Human Resource Development in respondents of RMG industries:
Table-6:Statistical data of HR Development of the workers

HRD Factors	Frequency of Respondents(f)	Percentage
Education	9	18.0
Training	20	40.0
Career Development	6	12.0
Carrier Counseling	4	8.0
Flexible Work arrangement	11	22.0
Total	50	100.0

Source: Field Survey,2013
Proof:

X	d= X-A	fd	fd^2
9	3	27	729
20	14	280	76400
6	0	0	0
4	-2	-8	64
11	5	55	3025
		$\Sigma fd = 354$	$\Sigma fd^2 = 80218$

Here,A=6,N=50

(a)$\overline{X} = A + \frac{\sum fd}{N} = 13.08$ (b) $\sigma = \sqrt{\frac{\sum fd^2}{n} - \left(\frac{\sum fd}{n}\right)^2} = 39.42$

Hypothesis Test:

$\mu_x = \frac{\overline{\overline{X}}}{N}$=0.2616, $\sigma_x = \frac{\sigma}{\sqrt{N}}$=5.5748, Z=$\frac{(\bar{x}-\mu_x)}{\sigma_x}$=2.2993

Here,

$\overline{X} = 13.08$, n=50, $\mu_x = 0.2616$, $\sigma_x = 5.5748$

At 10% level of significance,

$H_0 : \mu_x$=Human resource development status activities is enough.

$H_a : \mu_x \neq$ Human resource development status activities is not enough.

We observe that Z=2.2993,which is greater than critical value,i.e.1.64 < 2.2993, So the null hypothesis is rejected. Alternative hypothesis is accepted.

The Result Shows that the organization provide Education,Training, Carrier Development, Carrier councelling,Flexible work Arrangement for the workers which is not enough.However,organization should upgrading the existing HR Development status activities. Therefore, in cases of objective 6 we can conclude that there is no sufficient HR Development status activities facilities properly in RMG sector.
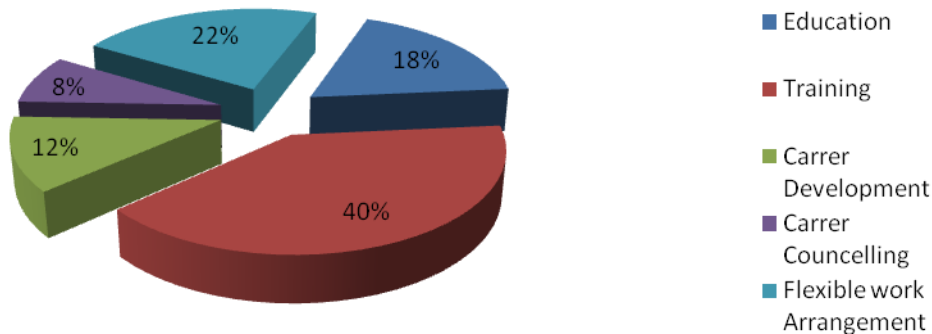

Figure-6 : Percentage of workers respondents

4. CONCLUSION AND RECOMMENDATION:
CONCLUSION:

This study has been conducted to represent the conflict scenarios in the garments and conflicts between the workers and management in these garments. Low wages of factory workers and a highly unfair distribution of profits are the main cause of conflict, which are inauspicious and unfavorable for the overall situation of our country. However,only few motivational activities such as bonus, transport, canteen, medical facility and profit sharing are used in garment sector for motivating the employees.Moreover,the workers of garments industry identified causes of poor participation in decision making, such as absence of willingness of the management, absence of labor union activities, lack of workforce diversity, illiteracy of the workers and political grouping among the workers. Besides,it is quit impossible to 100% remove but as a HR manager should try to control it as much as possible. Therefore, the main objective of our research was to establish harmonious relationship by reducing conflict as much as possible between Organization and workers. Finally, we are so much grateful to those workers who give us time to conduct our survey.

RECOMMENDATIONS:

After completion the study we have gathered some practical knowledge about Conflict between Workers and Organization in RMG Sector. Moreover, we would like to provide some recommendations, which might be helpful to upgrade Sustainable Human Resource Development of RMG Sector is given below:

1. To minimize conflict between Workers and Organization.
2. Ensuring that workers are paid the new legal minimum wage
3. Ensuring that supplements and bonuses are not lost as a consequence of the new minimum wage implementation
4. Ensuring that workers are not downgraded or prevented from achieving appropriate pay grades
5. Ensuring that proper wage documentation is provided to workers
6. Reducing excessive overtime
7. Ensuring proper Medical Facility for workers in Garments Industry.
8. Ensuring to upgrade the education and Skill facility for workers in Garments Industry.
9. To build up proper Human Resource sector and practice properly not to create this recent incident.
10. Overall the existing Human Resource Development status activities need to be improved.

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APPENDIX:
Table : Minimum Wage Structure for Garment Workers

Grading (Main Posts)	Basic	House rent (40% of Basic)	Medical Allowance	Net Salary
Grade 1: Pattern Master, Chief Quality Controller	Tk. 6,500	Tk. 2,600	Tk. 200	Tk. 9,300
Grade 2: Mechanic, Electrician, Cutting Master	Tk. 5,000	Tk. 2,000	Tk. 200	Tk. 7,200
Grade 3: Sample Machinist, Senior Machine Operator	Tk. 2,870	Tk. 1,148	Tk. 200	Tk. 4,218
Grade 4: Sewing Machine Operator, Quality Inspector, Cutter, Packer, Line Leader	Tk. 2,615	Tk. 1,046	Tk. 200	Tk. 3,861
Grade 5: Junior Machine Operator, Junior Cutter, Junior Marker	Tk. 2,395	Tk. 958	Tk. 200	Tk. 3,553
Grade 6: Operator of General Sewing/Button Machine	Tk. 2,230	Tk. 892	Tk. 200	Tk. 3,322
Grade 7: Assistant Sewing Machine Operator, Assistant Dry washing man, Line Iron Man	Tk. 2,000	Tk. 800	Tk. 200	Tk. 3,000

Source: Minimum Wage Board, 2010.
** Minimum Wage Board, 05, December, 2013 is not implementation/acceptable until.
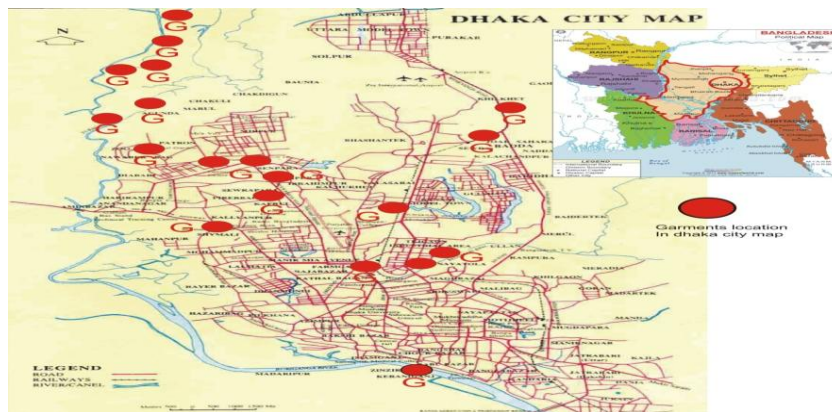**Tk. ⟶ Taka (Currency of Bangladesh)

Workers violation: Source :Newspaper

Garments Location Map of Selected Area in Dhaka City, Bangladesh.

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