

Empowering workers' involvement: Unveiling the dynamics of communication, recognition, productivity, and decision-making in the RMG sector

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Abstract

Purpose: This study investigates the relationship between workers' perspectives on communication, recognition, productivity, and their involvement in the Readymade Garment (RMG) sector policymaking.

Research Methodology: A sample of 226 individuals from the RMG sector in Bangladesh was surveyed using a well-designed questionnaire. The data were examined, and the study's hypotheses were tested, using the statistical program SPSS V.25. In IBM SPSS, the chi-square test and other statistical techniques were used to examine the data. The study investigates the relationship between the independent variables, including communication, employee recognition, and productivity, and the dependent variable, worker perception, using a conceptual framework.

Results: There is a positive and significant relationship between employees' perceptions of communication and their involvement in the decision-making process. The study also shows that there is a positive and significant association between workers' perceptions of employee recognition, productivity, and involvement in decision-making in Bangladesh's RMG industry. Additionally, the organization's decision-making process is significantly impacted by employee participation.

Limitations: While many studies examined the workers' participation in decision-making in the various sectors, only a few studies have focused on the RMG sectors to explore the effects of communication, employee recognition, and productivity on the workers' participation in decision-making.

Contributions: The study reveals that the organization's total effectiveness is reflected in how deeply workers are involved in decision-making. The degree of involvement is a key determining element since encouraging people to engage instead of just dragging them along is essential for enhancing performance and ensuring commitment.

Keywords: *communication, RMG sector, employee recognition, productivity, involvement*

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1. Introduction

As we know, involving employees in the decision-making process provides them with the opportunity to express their viewpoints and experience, knowledge with the corporate body of the organization and their colleagues (Afrin, Sehreen, Polas, & Sharin, 2020; Lazauskaite-Zabielske, Ziedelis, & Urbanaviciute, 2022; Polas, Tabash, Jahanshahi, & Schmitt, 2022). Consequently, the relationship between employees and the management of the organization flourishes over time (Kim & Park, 2022; Vijayashree & Chandran, 2018). It fosters camaraderie between the management, and employees and encourages teamwork (Masunah, Dyani, Gaffar, & Sari, 2021).

Involving employees in the decision-making process is inevitable for inspiring them within the organization (Ainsworth & Knox, 2022; Hawlader, Rana, Kalam, & Polas, 2021). Extensive employee participation in decision-making activities can significantly enhance organizational performance. This process not only leads to improved organizational success but also develops employees' problem-solving capabilities (Hussain et al., 2018). When employees feel an integral part of the organization, their outcome is automatically improves. This sense of belonging positively affects their overall performance, establishing a close relationship between performance and job satisfaction. Satisfied employees tend to perform better, becoming more valuable, productive, motivated, and content in their roles. Therefore, involving employees in decision-making activities is considered a necessary tool to enhance their performance (Bruun et al., 2022; Fakir & Miah, 2021).

The Readymade Garment (RMG) sector's contribution to our national economy is really remarkable. This sector's growth rate continues to increase, making it the largest foreign currency-earning sector in Bangladesh. Nearly 30 million people are directly or indirectly engaged in this sector (Adamchik, Hyclak, & Sedlak, 2022; Mia & Akter, 2019). Recent studies indicate that the garment sector now accounts for approximately 78% of Bangladesh's export earnings (Rumi, Bala, Shah, Sayem, & Abedin, 2021). In terms of foreign earnings and employment, the RMG sector has become a very crucial sector and has more potential than any other sector in our country. Reduction of poverty and unemployment problems is the benefit of this sector (Hossain, 2019; Pervin & Sarker, 2021).

1.2. Rationale of the Study

Numerous studies have examined the outcomes of involving employees in the decision-making process, but there is a gap in the existing body of knowledge concerning how to effectively consider their ideas in participation programs. This study aims to focus on the perceptions of Bangladeshi Readymade Garment (RMG) employees regarding communication, recognition, productivity, and their involvement in decision-making.

1.3. Research Objectives

The following objectives have been formulated to underscore the significance of employee involvement:

1. To determine the relationship between employees' perceptions of communication and their involvement in the decision-making process;
2. To evaluate the relationship between employees' perceptions of employee recognition and their involvement in the decision-making process;
3. To determine the relationship between their perceptions of productivity and their involvement in decision-making process;
4. To assess the impact of employees' involvement in the decision-making process of the organization.

1.4. Research Question

This study explores the relationship between employees' perspectives and the decision-making process in the Readymade Garment (RMG) industry in Bangladesh, using three variables: communication, employee recognition, and productivity. The paper aims to conduct a comprehensive examination of the topic to uncover underlying events and facilitate a full understanding of this concept for the reader.

2. Literature Review

Newstrom and Davis (2002) reported that the involvement of employees in the decision-making process tends to enhance self-motivation, as they feel more accepted and valued as part of the organization. This can lead to increased job satisfaction, self-esteem, self-direction, and collaboration with the organization (Bao & Nizam, 2015; Monyei, Okeke, & Nwosu, 2021). Furthermore, such employee participation may result in positive changes, including reduced turnover, absenteeism, conflicts and stress. Establishing a good communication system at the workplace, through employee participation in decision-making, enables mutual discussion of job-related problems, and management can share relevant information about the organization's operations and finances with employees, ensuring mutual interests are aligned (Muafi, Fachrunnisa, Siswanti, El Qadri, & Harjito, 2019).

Encouraging employee involvement in decision-making is a sign of a high-performing and effective organization. It fosters greater engagement in decision-making activities and ultimately improves employee performance (Cherian & Jacob, 2013).

2.1. Relationship between Communication and Workers' Participation in Decision-making

In organizations, employees may have direct access to communicate with management their opinions can help resolve disputes (Irawanto, 2015). Utilizing employees' thoughts improves the relationship between workers and management, leading to enhanced employee performance. Effective communication within the organization can be a key factor in enhancing employee performance, productivity, and commitment (Atambo & Momanyi, 2016). Studies in Lagos State, Nigeria, revealed a significant positive relationship between effective communication and workers' performance, productivity, and commitment (Femi, 2014). Additionally, there is a positive and significant effect between communication and employee participation (Tourani & Rast, 2012). The following hypotheses are suggested:

H1: There is a significant relationship between direct communication with management and worker's participation in decision-making.

H2: There is a significant relationship between motivation regarding direct communication for any purpose and worker's participation in decision-making.

H3: There is a significant relationship between workers' opinions about the mitigation of workers' disputes and worker's participation in decision-making.

H4: There is a significant relationship between the improvement of workers' relationship with management and worker's participation in decision-making.

2.2. Relationship between Employee Recognition and Workers' Participation in Decision-making

Recognizing employees' contributions can lead to increased satisfaction, as employees feel valued when their opinions are considered in various situations (Wainaina, Iravo, & Waititu, 2014). Proper implementation of recognition programs enhances employee pride, performance, and morale, ultimately leading to employee satisfaction (Magnus, 1981). Considering employee recognition can create a psychologically healthy work environment, which results in increased performance, productivity, and engagement (Tetrick & Haimann, 2014). Employee recognition is considered an effective leadership tool that involves motivating others to encourage high levels of performance (Luthans, 2000). The effect of employee recognition on employee engagement is also significant (Henryhand, 2009). So, the following hypotheses are proposed:

H5: There is a significant relationship between recognition of workers' contribution and worker's participation in decision-making.

H6: There is a significant relationship between employees' feelings as a part of the organization when sharing opinions and worker's participation in decision-making.

H7: There is a significant relationship between employees' satisfaction with management when sharing opinions in different situations and worker's participation in decision-making.

2.3. Relationship between Productivity and Workers' Participation in Decision-making

The productivity of an organization depends on the performance of its employees. By taking the opinions of workers into account, an organization can improve productivity and reduce damages and wastage (Nwosu, Okoh, & Goodluck, 2020). Consulting with workers and utilizing their skills through motivation and sharing opinions can reduce damages and wastage and maximize employees' capacity (Phipps, Prieto, & Ndinguri, 2013). Employee participation in the decision-making process creates a good working environment, enhances job satisfaction, increases commitment, and improves productivity (Dede, 2019). Several studies found a significant positive relationship between employee participation and motivation (Wagner III, 1994) And productivity is considered a performance measurement indicator of employees from two dimensions: effectiveness and efficiency (Zhong, Ren, & Wu, 2022). Participative activities within the organization have also been found to have a positive relationship with employee productivity (Rosenberg & Rosenstein, 1980).

Therefore, the following hypotheses are proposed:

H8: There is a significant relationship between the improvement of productivity by considering workers' opinions and worker's participation in decision-making.

H9: There is a significant relationship between the reduction of organizational damages and wastage through consulting with workers and worker's participation in decision-making.

H10: There is a significant relationship between the proper utilization of employees' skills through motivation and sharing opinions and worker's participation in decision-making.

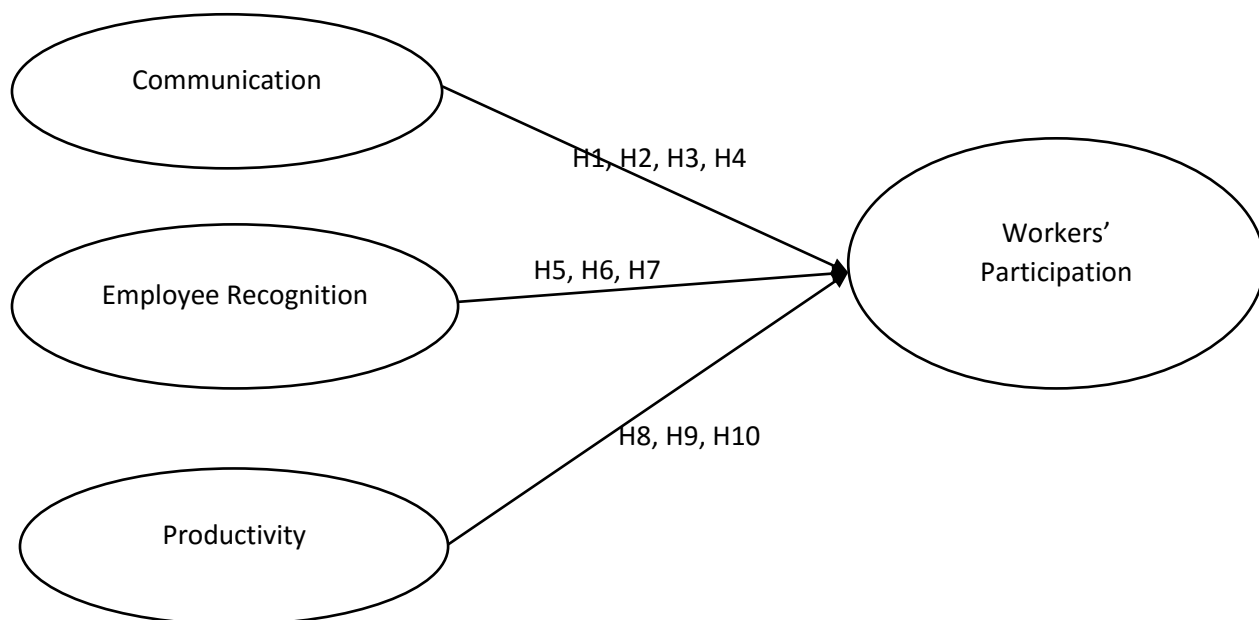


Figure 1. Framework of the Study

3. Research Methodology

Following a cross-sectional study, a survey method was used to collect the data from employees of various firms (RMG) in Bangladesh. The positivist research technique was followed by the adoption of convenience sampling. The study focused on Dhaka City, a significant city in Bangladesh. The 11-item questionnaire was based on both self-administered surveys and other research. Using stratified random sampling, 226 respondents who worked in the RMG sector in Dhaka, Bangladesh, were ultimately chosen between November 2021 and January 2022. The respondent's attributes include age, gender, educational background, years of experience, skill level, etc. In IBM SPSS, the chi-square test and other statistical software were used to examine the data. In IBM SPSS, the chi-square test and other statistical software were utilized to examine the data. To determine the association between two categorical variables, statisticians employ the Chi-square test (Sikder, Rana, & Polas, 2021).

The first five questions in Part A, 1–5, dealt with socio-demographic information, including gender, age, educational background, years of experience, and skill level. The remaining questions (Part B) were used to identify the dependent variable, the perception of workers, and the independent variables, communication, employee recognition, and productivity as mediators. Responses were measured using a 5-point Likert scale, with 1 denoting strong disagreement and 5 denoting strong agreement.

3.1. Measurement

3.1.1. Communication

Four items adopted from Tourani and Rast (2012) were used to measure the respondents' opinions on communication: (a) I have access to communicate with the management directly; (b) My company always motivates us to use direct communication for any purpose or issues; (c) Workers' opinions help to mitigate worker's disputes in my organization; (d) Workers' relationship with the management has been improved by utilizing thoughts of workers in my organization.

3.1.2. Employee Recognition

Three items adopted from Henryhand (2009) were used to measure the respondents' opinions on employee recognition: (a) My organization always recognizes workers' contributions; (b) I feel myself as a part of the organization when sharing my opinions regularly; (c) I am satisfied with my management when sharing my opinions in different situations.

3.1.3. Productivity

Three items adopted from Pahuja (2015) were used to measure the respondents' opinions on productivity: (a) Our organization has improved productivity by considering workers' opinions; (b) My organization has reduced damages and wastages by consulting with workers; (c) My company has been utilizing employees' skill by motivating them through sharing opinions.

4. Results and Discussions

4.1. Descriptive Statistics

Descriptive statistics are mostly used to outline the key features of the data in a study. The quantitative descriptions are expressed in a manageable fashion using descriptive statistics. Descriptive statistics enable the presentation of large amounts of data in a sensible fashion.

4.2. Demographic Analysis

Demographic analysis is the study of a population-based on characteristics like age, race, and gender. Demographic data provides statistical expressions of socioeconomic information, including gender, age, education, occupation, income, and other factors. In this context, we will discuss the demographic statistics related to gender, age, educational attainment, years of experience, and skill level.

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

The demographic profile of the responders is shown in the Table above. In this case, there were 226 responses, with 78.3% of them being men, and 21.7% women. It is noticeable that men make up the majority of respondents.

Nearly 4.9% of respondents are under 20 years old, 80.1% are between 20 and 29, 13.3% are between 30 and 39, 0.9% are between 40 and 49, 0.4% are between 50 and 59, and 0.4% are over 60. The bulk of responders fall into the 20–29 age range, indicating a significant proportion of young respondents.

Regarding education level, 1.3% of respondents had less education than the SSC level, 31% have less education than the HSC level, and 67.7% have more education than the graduate level. The majority of respondents are graduates and/or professionals.

In terms of experience level, 42.9% of respondents had less than one year's worth, 38.1% had between one and five years' worth, 11.1% had between six and ten years' worth, 2.7% had between eleven and fifteen years' worth, 2.2% had between sixteen and twenty years' worth, and 3.1% had more than twenty years worth of experience. The data indicates that the majority of respondents had less than one year of experience.

Lastly, the majority of respondents (46%) are semi-skilled, followed by skilled respondents (39.5%) and unskilled respondents (14.6%) in terms of skill level.

4.3. Hypothesis Testing

Hypothesis 1

Communication facilitates effective decision-making through active participation. Proper communication enables organizations to assess the complexity of intended decisions and their impact on employees. Therefore, hypothesis 1 suggests that there is a significant relationship between direct communication with the management and workers' participation in decision-making.

Table 2. Relationship between Decision of Management and Direct Communication

		Direct communication with the management					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Management takes all decisions on development programs considering workers' opinions.	Strongly agree	29	11	2	1	0	43
	Agree	12	66	5	4	1	88
	Neither agree nor disagree	8	18	11	4	1	42
	Disagree	6	19	5	12	2	44
	Strongly disagree	1	1	2	2	3	9
Total		56	115	25	23	7	226

Table 3. Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.732	.000
	Cramer's V	.366	.000
N of Valid Cases		226	

Interpretation: The findings in Table 3 reveal a highly significant p-value of 0.000 (<0.05), a Phi value of 0.732, a Cramer's value of 0.366, indicating the importance of the results. The significant and satisfactory association between the dependent and independent variables is described, suggesting a connection between engagement in communication and direct communication with management. This supports the acceptance of Hypothesis 1. Direct communication between employees and senior management greatly influences employee performance. In terms of employment relations, direct participation has shown significant expansion (Marchington & Wilkinson, 2005).

Hypothesis 2

Motivation refers to the process of inspiring employees to perform their assigned jobs. The impact of staff scheduling on employee motivation is receiving a lot of attention, especially from organizations where employees contribute with dedication and flexibility. Therefore, hypothesis 2 represents a significant relationship between motivation for direct communication for any purpose and workers' participation in decision-making.

Table 4. Relationship between Decision of Management and Motivation

		Motivation regarding direct communication					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Management takes all decisions on development programs considering workers' opinions.	Strongly agree	31	9	3	0	0	43
	Agree	13	65	5	5	0	88
	Neither agree nor disagree	5	21	8	6	2	42
	Disagree	6	20	2	15	1	44
	Strongly disagree	1	4	0	4	0	9
Total		56	119	18	30	3	226

Table 5. Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.695	.000
	Cramer's V	.348	.000

N of Valid Cases	226	
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Interpretation: The results in the table show a highly significant p-value of 0.000 (<0.05), a Phi value of 0.695, and the Cramer's value of 0.348, making the outcome noteworthy. The findings demonstrate a significant and positive association between the dependent and independent variables indicating a connection between the motivation for direct communication and involvement in decision-making. Therefore, **Hypothesis 2** is validated. In the RMG sector, providing sufficient motivation for employees through active participation in direct communication can increase job satisfaction (Yadav & Rangnekar, 2015).

Hypothesis 3

Ensuring participation in the decision-making process is crucial for the management of the organization. By fostering mutual discussion among the parties, misunderstanding and misinterpretation may be minimized in the organization. In this regard, management can play an important role by involving employees and seeking their opinions. This helps reduce grievances among employees and mitigate industrial disputes. Therefore, hypothesis 3 indicates a significant relationship between workers' opinions about the mitigation of workers' disputes and worker's participation in decision-making.

Table 6. Relationship between Decision of Management and Mitigation of Disputes

		Workers' opinion about mitigation of workers' disputes					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Management takes all decisions on development programs considering workers' opinions.	Strongly agree	28	10	3	2	0	43
	Agree	8	70	8	2	0	88
	Neither agree nor disagree	5	21	14	1	1	42
	Disagree	9	26	3	4	2	44
	Strongly disagree	1	6	0	2	0	9
Total		51	133	28	11	3	226

Table 7. Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.645	.000
	Cramer's V	.323	.000
N of Valid Cases		226	

Interpretation: The results in the table indicate a highly significant p-value of 0.000 (0.05), a Phi value of 0.645, and the Cramer's value of 0.323. These findings strongly support the relationship between participation in decision-making and workers' opinions regarding the mitigation of workers' disputes. As a result, **Hypothesis 3** is confirmed to be true. Employees' opinions regarding industrial

disputes can reduce organizational conflict and foster a positive working environment, especially in the RMG sector (Noah, 2008).

Hypothesis 4

The mental and physical involvement of employees in organizational activities can increase the effectiveness and efficiency of the organization. A positive relationship between employees and the management of the organization can yield various benefits for the organization as a whole. Therefore, hypothesis 4 suggests a significant relationship between the improvement of workers' relationship with the management and worker's participation in decision-making.

Table 8. Relationship between Decision of Management and Workers' Relations

		Improvement of workers' relationship with the management					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Management takes all decisions on development programs considering workers' opinions.	Strongly agree	30	9	4	0	0	43
	Agree	17	66	2	3	0	88
	Neither agree nor disagree	5	18	16	3	0	42
	Disagree	9	21	6	6	2	44
	Strongly disagree	0	1	4	2	2	9
Total		61	115	32	14	4	226

Table 9. Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.755	.000
	Cramer's V	.378	.000
N of Valid Cases		226	

Interpretation: The above table shows a highly significant p-value of 0.000 (0.05), a Cramer's value of 0.378, and a Phi value of 0.755. These results indicate a significant positive association between the dependent and independent variables, demonstrating the connection between employees' strengthened ties with management and their involvement in decision-making. Therefore, **Hypothesis 4** is successfully supported. Improving employees' relationships with top-level management tends to break barriers in communication flow, asking for the information and the consequences of implemented decisions available to the managers (Cunningham, Baines, & Shields, 2017).

Hypothesis 5

Employees are the organization's most valuable asset, and recognizing and energizing them positively contributes to the company's profits and sales. Hence, Hypothesis 5 suggests a significant relationship between recognition of workers' contributions and worker's participation in decision-making.

Table 10. Relationship between Voting System of Company and Workers' Contribution

		Recognition of workers' contribution					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
The company uses the voting system for taking any Human Resource Policy changes.	Strongly agree	32	5	4	0	1	42
	Agree	11	59	6	2	0	78
	Neither agree nor disagree	2	19	7	2	0	30
	Disagree	10	27	11	10	2	60
	Strongly disagree	3	6	5	2	0	16
Total		58	116	33	16	3	226

Table 11. Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.671	.000
	Cramer's V	.336	.000
N of Valid Cases		226	

Table 12. Relationship between Positive Attitude of Participation and Workers' Contribution

		Recognition of workers' contribution					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Participation can create a positive attitude which makes the decision-making activities more effective.	Strongly agree	44	25	10	5	1	85
	Agree	11	80	13	8	1	113
	Neither agree nor disagree	1	9	6	2	0	18
	Disagree	2	1	2	1	1	7
	Strongly disagree	0	1	2	0	0	3
Total		58	116	33	16	3	226

Table 13. Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.589	.000
	Cramer's V	.294	.000
N of Valid Cases		226	

Interpretation: According to the data in Tables 11 and 13, Phi values are equal to 0.671 and 0.589, respectively, while Cramer values are equal to 0.336 and 0.294, respectively. The appropriate significance (p-value) is 0.000, which is less than 0.05 for both tables. Therefore, the outcome is significant, indicating a positive and significant relationship between employee participation in decision-making and employee acknowledgment of their contributions. Thus, **Hypothesis 5** is supported. Empowering and recognizing employees in an organization, particularly in the RMG sector, increases their motivation to work (Manzoor, 2012).

Hypothesis 6

Studies show that having a sense of belonging at work goes beyond good vibes and friendships. Belonging allows employees to feel like they can be themselves without fear of being treated or punished differently, and it significantly impacts performance and retention. Hence, hypothesis 6 suggests a significant relationship between employees' feelings as part of the organization by sharing opinions and their participation in decision-making.

Table 14. Relationship between the Voting System of the Company and the Feelings of Employees

		Employees' feelings as a part of the organization are sharing opinions					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
The company uses the voting system for taking any Human Resource Policy changes.	Strongly agree	30	8	2	2	0	42
	Agree	15	56	5	1	1	78
	Neither agree nor disagree	1	19	8	2	0	30
	Disagree	10	30	11	6	3	60
	Strongly disagree	1	7	3	3	2	16
Total		57	120	29	14	6	226

Table 15. Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.634	.000
	Cramer's V	.317	.000
N of Valid Cases		226	

Table 16. Relationship between Positive Attitude of Participation and Feelings of Employees

	Employees' feelings as a part of the organization are sharing opinions	Total

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Participation can create a positive attitude which makes the decision-making activities more effective.	Strongly agree	38	31	8	5	3	85
	Agree	14	79	11	7	2	113
	Neither agree nor disagree	4	6	7	1	0	18
	Disagree	0	4	3	0	0	7
	Strongly disagree	1	0	0	1	1	3
Total		57	120	29	14	6	226

Table 17. Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.548	.000
	Cramer's V	.274	.000
N of Valid Cases		226	

Interpretation: According to the results in tables 15 and 17, the Phi values are 0.634 and 0.548, respectively, while the Cramer values are 0.317 and 0.274, respectively. the appropriate significance (p-value) is 0.000, which is less than 0.05 for both tables. Therefore, the outcome is significant, indicating a connection between how employees feel about contributing their thoughts to the organization and their involvement t in decision-making. This suggests that Hypothesis 6 should be accepted. Meetings appear to be resource-draining as well as resource-supplying activities in the workplace (Allen et al., 2012).

Hypothesis 7

Job satisfaction refers to positive feelings about the job resulting from the incumbent comparing actual outcomes to required, anticipated, and deserved outcomes. Numerous studies demonstrate a constructive and significant relationship between participation, and job commitment, and satisfaction. Hence, hypothesis 7 represents a significant relationship between employees' satisfaction with the management's willingness to listen to their opinions in different situations and their participation in decision-making.

Table 18. Relationship between the Voting System of the Company and the Satisfaction of Employees

	Employees' satisfaction with the management sharing opinions in different situations					Total
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	

The company uses the voting system for taking any Human Resource Policy changing	Strongly agree	25	13	3	0	1	42
	Agree	8	58	5	7	0	78
	Neither agree nor disagree	1	16	10	3	0	30
	Disagree	5	26	13	14	2	60
	Strongly disagree	1	6	3	6	0	16
Total		40	119	34	30	3	226

Table 19. Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.667	.000
	Cramer's V	.334	.000
N of Valid Cases		226	

Table 20. Relationship between Positive Attitude of Participation and Satisfaction of Employees

		Employees' satisfaction with the management sharing opinions in different situations					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Participation can create a positive attitude which makes the decision-making activities more effective	Strongly agree	33	29	10	12	1	85
	Agree	4	79	14	15	1	113
	Neither agree nor disagree	2	7	7	2	0	18
	Disagree	1	3	3	0	0	7
	Strongly disagree	0	1	0	1	1	3
Total		40	119	34	30	3	226

Table 21. Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.616	.000
	Cramer's V	.308	.000
N of Valid Cases		226	

Interpretation: According to the data in Tables 19 and 21, the Phi values are 0.667 and 0.616, respectively, while the Cramer values are 0.334 and 0.308, respectively. The appropriate significance (p-value) is 0.000, which is less than 0.05 for both tables. Therefore, the outcome is significant, a significant and positive association between the dependent and independent variables. It demonstrates how satisfied employees are with management's willingness to listen to their thoughts and include them in decision-making in various contexts. As a result, Hypothesis 7 is validated. Employee

involvement in decision-making improves job satisfaction, and employees in the RMG industry continue to participate in decision-making on average (Mohsen & Sharif, 2020).

Hypothesis 8

Employee involvement correlates positively with innovative work behavior. Several studies have found that an organizational environment that encourages employee participation can boost productivity and job satisfaction. Therefore, hypothesis 8 shows that there is a significant relationship between improving productivity by taking workers' opinions into account and worker's participation in decision-making.

Table 22. Relationship between Consultation with Employees and Improvement of Employees' Productivity

		Improvement of productivity by taking workers' opinions					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
The company of the RMG sector prepares a production plan by consulting with the employees of the production division	Strongly agree	27	4	6	0	0	37
	Agree	14	76	5	7	1	103
	Neither agree nor disagree	1	18	15	4	0	38
	Disagree	2	16	8	11	3	40
	Strongly disagree	0	4	1	2	1	8
Total		44	118	35	24	5	226

Table 23. Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.791	.000
	Cramer's V	.395	.000
N of Valid Cases		226	

Table 24. Relationship between Opinions of Employees and Improvement of Employees' Productivity

		Improvement of productivity by taking workers' opinions					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Considering employees' opinions can increase the productivity of	Strongly agree	32	28	12	12	1	85
	Agree	9	78	10	5	3	105

employees	Neither agree nor disagree	1	6	11	2	0	20
	Disagree	2	4	2	3	1	12
	Strongly disagree	0	2	0	2	0	4
Total		44	118	35	24	5	226

Table 25. Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.600	.000
	Cramer's V	.300	.000
N of Valid Cases		226	

Interpretation: According to the results in Tables 23 and 25, the Phi values are 0.791 and 0.600, respectively, while the Cramer are 0.395 and 0.300, respectively. The appropriate significance (p-value) is 0.000, which is less than 0.05 for both tables. Therefore, the outcome is significant, indicating a strong and significant association between increasing productivity by considering employees' ideas and their involvement in decision-making. As a result, Hypothesis 8 is confirmed to be true. Employee participation in decision-making is a powerful tool for increasing productivity. According to the research, allowing all employees to participate in decision-making is the best way to increase worker commitment while also promoting creativity and innovation in the organization (Charles, Francis, & Zirra, 2021).

Hypothesis 9

Employee participation ensures that decisions are made and implemented at a lower cost and in less time. They believe that decisions were made based on their suggestions. As a result, organizational damages and wastage can be diminished. Hence, hypothesis 9 suggests that there is a significant relationship between the reduction of organizational damages and wastage by consulting with workers and their participation in decision-making.

Table 26. Relationship between Consultation with Employees and Reduction of Organizational Damages

		Reduction of organizational damages and wastages by consulting with workers					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
The company of the RMG sector prepares a production plan by consulting with the employees of the production division	Strongly agree	24	11	1	1	0	37
	Agree	12	73	11	7	0	103
	Neither agree nor disagree	2	14	13	8	1	38
	Disagree	1	18	9	9	3	40
	Strongly disagree	0	2	2	3	1	8
Total		39	118	36	28	5	226

Table 27. Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.717	.000
	Cramer's V	.358	.000
N of Valid Cases		226	

Table 28. Relationship between Opinions of Employees and Reduction of Organizational Damages

		Reduction of organizational damages and wastages by consulting with workers					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Considering employees' opinions can increase the productivity of employees	Strongly agree	30	36	7	10	2	85
	Agree	6	69	18	10	2	105
	Neither agree nor disagree	2	7	8	3	0	20
	Disagree	1	5	3	3	0	12
	Strongly disagree	0	1	0	2	1	4
Total		39	118	36	28	5	226

Table 29. Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.524	.000
	Cramer's V	.262	.000
N of Valid Cases		226	

Interpretation: According to the data in Tables 27 and 29, the Phi values are 0.717 and 0.524, respectively, while the Cramer values are 0.358 and 0.262. The appropriate significance (p-value) is 0.000, which is less than 0.05 for both tables. Therefore, the outcome is significant, indicating a strong and significant association between worker engagement in decision-making and the reduction of organizational damages and wastes through worker consultation. This suggests that Hypothesis 9 should be accepted. Sharing power with employees and listening to their opinions will foster loyalty and trust in the organization, as well as have a positive impact on employee productivity by reducing all types of waste and damage in the organization (Benn et al., 2015).

Hypothesis 10

Creativity is essential for avoiding hazardous activities, improving skills and efficiency, and enhancing effective work methods. Participation always encourages creativity and ensures that employees' skills are properly utilized. Therefore, hypothesis 10 shows that there is a significant relationship between proper utilization of employees' skills by motivating through sharing opinions and workers' participation in decision-making.

Table 30. Relationship between Consultation with Employees and Utilization of Employees' Skill

		Proper utilization of employees' skills by motivating through sharing opinions					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
The company of the RMG sector prepares a production plan by consulting with the employees of the production division	Strongly agree	28	6	2	1	0	37
	Agree	17	74	7	4	1	103
	Neither agree nor disagree	2	15	10	10	1	38
	Disagree	3	18	10	9	0	40
	Strongly disagree	0	2	2	4	0	8
Total		50	115	31	28	2	226

Table 31. Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.739	.000
	Cramer's V	.370	.000
N of Valid Cases		226	

Table 32. Relationship between Opinions of Employees and Utilization of Employees' Skill

		Proper utilization of employees' skill by motivating through sharing opinions					Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	
Considering employees' opinions can increase the productivity of employees	Strongly agree	37	25	8	15	0	85
	Agree	9	79	12	5	0	105
	Neither agree nor disagree	3	5	10	2	0	20
	Disagree	1	6	0	4	1	12
	Strongly disagree	0	0	1	2	1	4
Total		50	115	31	28	2	226

Table 33. Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.751	.000
	Cramer's V	.376	.000
N of Valid Cases		226	

Interpretation: The results in the tables demonstrate that the values of Phi and Cramer are, respectively, 0.739 (Table 31) and 0.751 (Table 33) and 0.370 (Table 31) and 0.376 (Table 33), respectively, while for Tables 31 and 33, the corresponding Cramer values are 0.370 and 0.376, respectively. The appropriate significance (p-value) is 0.000, which is less than 0.05 for both tables. Therefore, it indicates that worker engagement in decision-making is significantly and favorably related to the reduction of organizational damages and wastes through worker consultation. This confirms that **Hypothesis 10** is supported. The participation of employees in the RMG sector can help organizations maximize the utilization of employee potential, skills, creativity and achieve better performance (Dattaraju, 2020).

5. Conclusion

The study concludes that the effectiveness of an organization is reflected in the level of employee involvement in decision-making. The degree of involvement is crucial as it promotes performance improvement and fosters commitment. Therefore, an employee's productivity can be influenced by their level of engagement. Employee engagement directly impacts a company's viability and profitability. It has been found that employee engagement positively affects attitude, dedication, productivity and the effectiveness of the management. Hence, participatory management is an essential tool in both public and private organizations. Before implementing participatory management, organizations should thoroughly examine and modify their policies to align with this approach.

This study's findings have implications for valuing, recognizing, and promoting employee participation in decision-making. Managers should actively encourage employees to provide valuable recommendations, and judgments and incorporate them into organizational rules and regulations. Increasing the frequency and extent of employee engagement in decision-making is crucial, as they possess valuable insights into operational aspects. Organizations must have a clear understanding of participatory decision-making to avoid misunderstandings and conflicts between management and the workforce. Moreover, every employee involvement program should have a well-defined objective that helps staff identify the areas where their suggestions and opinions are most needed. Given its importance for firm growth and stability, time and financial investments in participatory management should be made wisely.

The nationalization of industries did not lead to improved working conditions or meaningful employee engagement in management. All stakeholders, including employees, management, and government representatives, agreed on the need for participation to be established through nationalization. Employees have shown a strong desire to be involved in organizational decision-making, while management is generally open to employee participation, except for crucial top-level decision areas. The level of agreement between these two stakeholders reflects a participatory-oriented perspective. Consequently, there is ample opportunity to expand employee influence over various organizational decisions.

In addition to formal techniques, informal methods of engagement, such as job enrichment, expanded employment, individual counseling, and group decision-making, should be given significant consideration. These approaches are essential in transforming management practices, building trust within the system, and facilitating the success of formal participatory forums, despite potential obstacles. People will grow to trust the system and formal representative participative forums will be able to succeed despite many obstacles if informal approaches can aid in creating a culture for participatory styles of management inside a company. It is incorrect to view employee involvement in management as a replacement for collective bargaining. The negotiation process should be complemented with participatory forums and clear boundaries between the two approaches. Without workers' engagement in conjunction with the trade union movement, true success is unlikely. Both management and employees support statutory involvement, making room for the introduction of legislatively supported participatory systems. However, caution should be exercised in implementing

coercive laws, and preferences should be given to enabling statutes that support the necessary institutional prerequisites for labor-management interactions. The study's main finding suggests that there is significant potential for the introduction and expansion of appropriate employee involvement programs in private sector businesses, particularly in RMG industries.

5.1. Limitations

Like other studies, this study is not beyond limitations. The main limitation of this study is the study's location, as it only focused on Dhaka city. Moreover, the study followed only a cross-sectional study. The sample size may not be sufficient for this sector. The concepts presented in this paper can be further expanded upon in at least two ways. Future studies should primarily focus on the degree of influence that employees currently have and would like them to have in various decisions at various levels, or, to put it another way, on the relationship between the level of participation that employees should have and the level at which they believe they currently participate. Finding the answer to the question "How should employees be included in decision-making areas? The concept of "workers' participation in management" is developed via empirical study in the industrial relations system, which is the second route for future research. Many studies on employee involvement in management decision-making rely on theoretical claims without sufficient empirical support. Therefore, empirical research should advance with conceptual advancements. Additionally, culture studies must include strategies to enhance societal, employee, and organizational well-being.

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