

# Engaging Employees in Management and Decision-Making Process: A Case Study on “Vision Garments Limited”

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## Abstract

**Purpose:** The key aim of this study was to understand the employee engagement (EE) practice in decision-making from Vision Garment Limited's (VGL) perspective.

**Research Methodology:** Two focus group discussions (FGDs) were conducted based on judgmental sampling to understand the real scenario from two crucial viewpoints.

**Result:** The study revealed employee engagement (EE) practice in decision-making exists in VGL. The key challenges were identified as proper knowledge and qualification, physical dispersion among the parties in some cases, middlemen between the parties, mutual understanding and respect, unwillingness to delegate power, and nonexistence or nonfunctioning of the plant-level trade union.

**Limitation:** The study was just an exploratory type hence some descriptive results based on the above variables need to be explored. In addition, a few causal relationships among the variable can also be tested in this particular research domain.

**Originality:** Most of the earlier researchers could not address Plant level Trade Unionism (TU) can be considered a platform of EE practice. However, this research has addressed the issue as evidence from the real-life investigation. In addition, the garment firms may allow the specialized garment business-related TU practice at the micro-level as a platform for their EE practice.

**Keywords:** Industrial Relations, Employee Engagement, Decision-Making, FGD, Garment Business

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## 1. Introduction

Employee engagement refers to the psychological as well as the emotional bond that employees have with their workplaces ([Saks & Gruman, 2014](#)). Happiness, pleasure, or well-being is not synonymous with employee engagement. Employees' emotional attachment to their work influences their conduct and the extent of attention to work-related tasks ([M. R. Khan & Rammal, 2022](#); [M. R. Khan & Roy, 2022](#); [Kular, Gatenby, Rees, Soane, & Truss, 2008](#); [Roy, 2022](#)). The study of management, policy, and business practice through democratic decision-making is still a hot topic. The goal of management is to determine if management techniques have a good or negative impact on business performance (Robbins et al., 2020). Collaborative leadership, empowering employees, involving employees, participative decision-making, distributed leadership, and industrial democracy are all terms that have been adopted interchangeably to describe participation in management ([Woods, 2020](#)). These expressions are the outcome of a lengthy quest to improve employee participation in management choices in order to accomplish corporate goals and performance ([Franca & Pahor, 2014](#)).



Employee Engagement is indeed a result of employee involvement in management decision-making. Employee engagement aims to create a scenario wherein an employee seems to have an innate motivation to engage in the organization's best interests ([Marchington & Kynighou, 2012](#)). A number of 100,000 workers in organizations across the United States have been surveyed by Peter Barron Stark Companies in the past few years. They found employees were called “employees” by a few of the organizations. On the other hand, employees at some other enterprises have been addressed as “staff members” “associates,” or “team members.” The study revealed that how a firm or unit refers to its “workers” has no bearing on entire employee happiness (Calif, 2019). There are numerous advantages to influencing employees in an organization or department’s decision-making, including associates’ experience valued as a team member, they are apt to create better daily operational decisions, they realize greater ties of accountability for decision making, and they are apt to make better long-term decisions ([Al Ahad, Khan, & Rahman, 2020](#); [Kooli, 2019](#); [Mann & Harter, 2016](#)).

A number of researches were investigated employee engagement as a tool of power delegation ([Pech, 2009](#)); employee engagement for safety improvement ([Raines, 2011](#)); employee engagement in decision-making on public sector employees ([Witt, Andrews, & Kacmar, 2000](#)); on healthcare employees by ([Légaré et al., 2013](#)); on 500 German companies by ([Sievert & Scholz, 2017](#)); on Italian workplace by ([Mazzei, Butera, & Quarantino, 2019](#)); on Bangladeshi foreign and local pharmaceutical companies by ([Al-Amin, Maruf, Haq, & Wali, 2018](#)); on Bangladeshi financial enterprises by ([Ukil, 2016](#)); and organizational citizenship behavior in Bangladeshi enterprises by ([Al Ahad & Khan, 2020](#)). However, no such exact studies were found on garment employees in Bangladesh as well as in the global context. Hence, the researcher believes that could be an interesting topic to explore research in the context of a particular garment plant named Vision Garments Ltd., Savar, Dhaka as a case. The key objectives of this research were to explore the employee engagement policy and practice of Vision Garments and to observe the effectiveness of employee engagement in decision-making from both the management and employees’ perspectives. The following section of the study was designed as a review of related literature as a theoretical background, the third section has explained the methods of this research, then the fourth section has briefly introduced the case organization, and the fifth section depicted the analysis and findings along with the research outcomes, and finally, the study ended with discussion, implication, future direction, and concluding remarks.

## 2. Literature Review

The theory of employee engagement concept was originally defined in the scholarly literature by Kahn (1990), who defined it as the binding of organization employees’ identities to their job roles; in engagement, employees utilize and represent themselves physically, intellectually, as well as emotionally throughout role performances. Kahn (1990) also added, that engaged workers, are physically participated in responsibilities, whether solo or with someone else, cognitively regard employees’ perceptions about the entity, its leaders, and conditions of employment, along with demonstrating their thoughts and feelings, as well as their values and ideologies, in their job and service. It is not only concerning physical attributes when it comes to engagement. Engagement encompasses not just the physical energy required to interact in or complete activities, but as well as the psychological components of people’s perceptions of themselves in their work environments. As a result, the term “employee engagement” encompasses both a person’s mindset towards their job and organization, as well as the actions that ensue ([Macey & Schneider, 2008](#)). Engaged employees provide high energy and are organizational commitment to their jobs without becoming exhausted (vigor); have a sense of pride and signify their inspiration and excitement (Dedication); and are completely involved in their job and enjoy it (absorption) ([Kumar & Pansari, 2015](#)). Engaged employees are self-motivated by their work to give better care to clients and are more receptive to change, as well as produce better outcomes. As a result, superior business outcomes are obtained ([Yu, 2013](#)). Employees that are engaged know the company’s goals, feel a sense of belonging, and perform on the personal as well as functional accomplishments they can contribute ([Airila, Hakanen, Punakallio, Lusa, & Luukkonen, 2012](#)).

The satisfaction of job and employee engagement is inextricably connected. Job satisfaction was increasingly being utilized as a metric for employee engagement in earlier literature. Employee



engagement was considered as an individual's participation, contentment, and passion for the job in research evaluating the link between business outcomes, employee engagement, and job satisfaction ([Vorina, Simonič, & Vlasova, 2017](#)). Individuals' desire to devote themselves and commit voluntary effort to assist the employer to thrive is defined by their level of engagement. Job satisfaction simply connotes happiness and satiation, whereas engagement signifies passion and participation ([Newman, Joseph, & Hulin, 2010](#)). Due to the employees' good effect, engaged employees generally perform more competently and proactively in organizational and managerial decision-making, or even in an extremely dynamic and confusing scenario ([Bindl & Parker, 2010](#)). Employees that are engaged are also more likely to try new things. They'll take the initiative to develop a new offering, service, concept, procedure, or method ([Arshi & Rao, 2019](#)). Employee decision-making may have the ability to impact employee thoughts and actions if businesses have built a workplace culture where employees feel safe ([Long, 1979](#)). Employees, who have the chance to share their views, opinions, as well as ideas, feel acknowledged by managers and supervisors, appreciated for their efforts, and meaningfully involved in the company ([Yoerger, Crowe, & Allen, 2015](#)).

A study related to power delegation through employee engagement revealed that the perception of respect between the employees and the supervisors, along with a perception of self-control, are important drivers of employee engagement. Employee disengagement might be exacerbated in the past by restructuring initiatives. Belief must be transmitted across the company's culture, and it must begin at the top ([Pech, 2009](#)). Employee participation and involvement can have a beneficial impact on a company's safety performance ([Raines, 2011](#)). Earlier research investigated the influence of decision-making involvement on the connection between views of work engagement as well as job satisfaction among public sector personnel. The findings verified the hypotheses by indicating that the parameters reflected separate constructs. At high levels of perceived policy-making through engaging employees, the impact of employees' participation in decision-making on work satisfaction was strong ([Witt et al., 2000](#)). Plenty of such related recent research regarding decision-making through employee engagement was conducted and found interesting outcomes ([Al-Amin et al., 2018](#); [Al Ahad & Khan, 2020](#); [Légaré et al., 2013](#); [Mazzei et al., 2019](#); [Sievert & Scholz, 2017](#); [Ukil, 2016](#)). Most of the earlier research recommended exploring more research on that context based on industry perspective as well as the country's economic stage consideration. Hence the authors believed a case study of a particular garment organization from an emerging economy like Bangladesh (as the RMG is one of the major key economic platforms of that country) would be an interesting study to explore.

### 3. Research Methodology

The study was designed as a qualitative type. The qualitative analysis approach was created to help the experts for assessing data through quantitative research more accurately; as a necessary tool for investigators in the selected research domain ([M. R. Khan, Rana, & Hosen, 2022](#); [M. R. Khan & Sharma, 2020](#)). A garment organization named "Vision Garments Ltd." was selected as a case for that research. The Vision Garments Ltd. Was located in Polur Market, Rajashon, Savar, Dhaka. Case research necessitates a researcher's in-depth knowledge and comprehension of the phenomena in the topic area, as well as accessibility to important informants ([Pervin & Sarker, 2021](#)). The authors of that research had good conduct on the subject and had legal access to get the informant from both the primary and secondary sources. The secondary sources such as websites, blogs, articles, and published reports were having accessibility to all as per the case organization's perspective ([Md Khan, 2021](#); [M. R. Khan, 2019](#); [M. R. Khan, Roy, & Pervin, 2022](#)). Whereas the sources of primary data were collected through two different focus group discussions (FGD) with the management personnel and the employees after getting their kind consent. The Focus group discussion is a quick assessment, semi-ordered data collection approach in which a properly selected group of attendees gathers to discuss issues and ideas depending on a list of critical themes established by the investigator ([Md Khan, 2021](#)). Two to three FGD is enough for understanding eighty percent of all the required themes of research ([Guest, Namey, & McKenna, 2017](#)). A modest condition was imposed on the FGD participants of management personnel not to disclose their names as well as any personal information. However, from the employees' point of view, they were free to disclose their names but not any personal information. Each of the entire FGDs was designed for 30 to 50 minutes based on research demand ([MR Khan, Hossain, Ashraf, & Arafin, 2017](#)). However, 10 to 15 minutes were allocated for

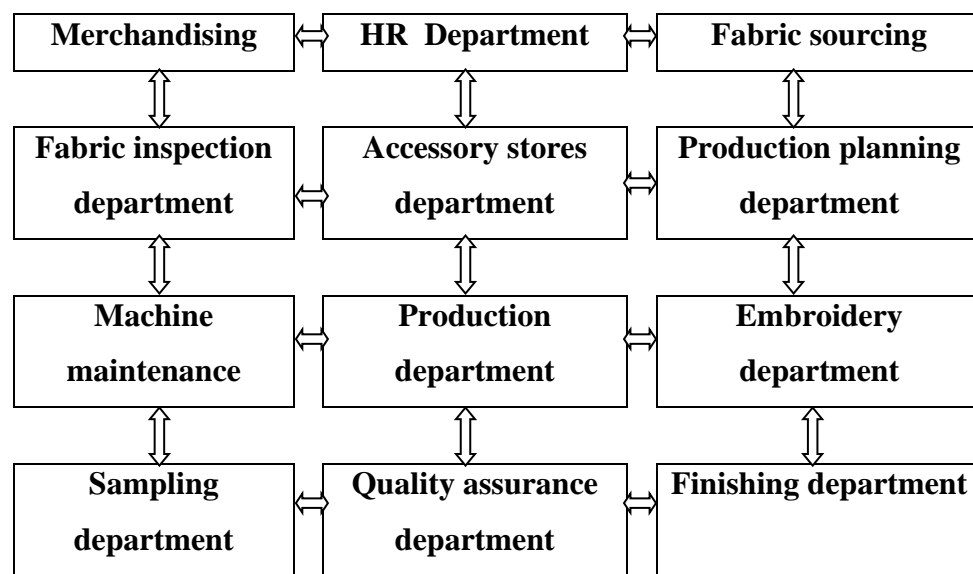


each FGD question ([Cheng, 2007](#); [S. K. Hossain & Khan, 2021](#)). For FGD-1 with managers, six management personnel were agreed and picked up; on the other hand for the FGD-2 with the employee's point of view, eight employees were agreed and selected from Vision Garments Ltd. as the FGD sample. Both the FGDs' sample was selected based on a non-probability judgmental sampling technique. This sampling technique is most appropriate for FGD-type research ([Dube & Roberts-Lombard, 2013](#)). As per the FGD literature, six to eight participants are good for each FGD. In some cases, the participant's number could be at best fourteen ([Gill, Stewart, Treasure, & Chadwick, 2008](#)). Finally, the collected data was processed through the authors' mental judgment with the help of MS Word software.

### Case Organization

#### Overview of Vision Garments Limited, Savar

Bangladesh has lots of opportunities for economic freedom through business ([S. Hossain & Khan, 2016](#); [S. K. Hossain, Khan, & Haque, 2018](#); [Md Khan, 2017](#); [M. R. Khan, Roy, & Hossain, 2018](#)). The country is a land of various types of businesses ([S. K. Hossain & Khan, 2021](#); [M. R. Khan, 2020](#); [M. R. Khan, Hossain, & Rabbi, 2018](#)). Vision group started its journey in the year 1995 by the name of 'Vision Apparel Limited'. The main plant of Vision Garment Limited was built in 2007 at Polur Market, Rajashon, Savar, near Dhaka city. The plant was established on 2,25,000 square feet of land. The firm grew with a single-minded center of attention on consistently supplying quality garment items on time. Vision Group celebrated its 20<sup>th</sup> anniversary in 2013. The company succeeded to sustain consistent growth by generating \$20 million in revenue from exporting garment items through efficiency, quality control, dedication, reputation, as well as entrepreneurial expertise. The firm offers a diverse range of items as well as full-service production along with back-end support. The firm emphasized world-class machinery, for instance, the SANTEX dryer, the Juki, as well as Caterpillar Generators, and so on ([Group, 2021b](#)).



\*Source: Authors' Investigation

Figure 1: Function departmentalization of Vision Garments Limited, Savar

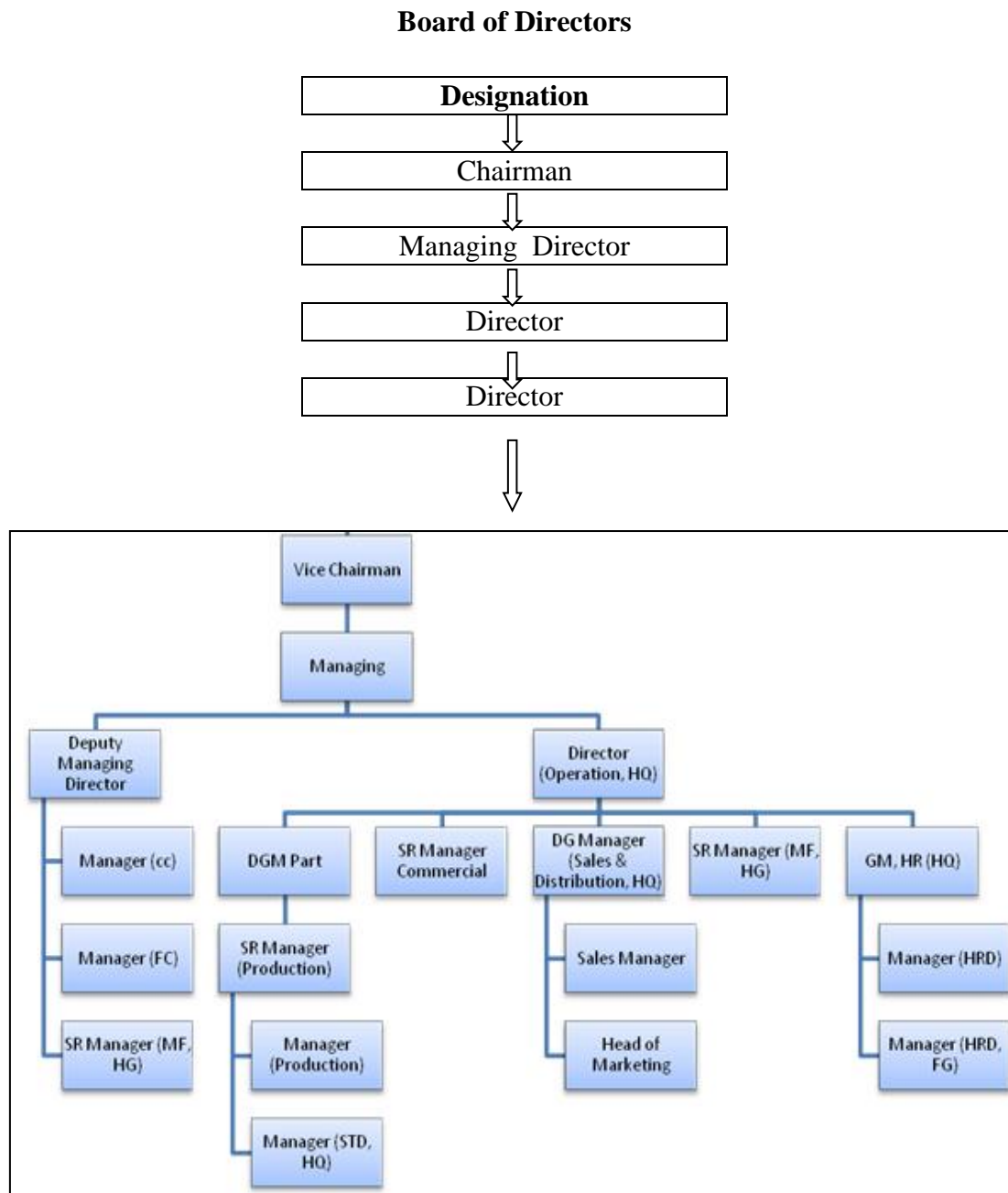
The company offers a wide range of products using these techniques, such as simple shirts, non-fuse jackets, basic chino, and heavyweight cargo, along with supplementary light heaviness knit-woven set programming units in both cent percent cotton and mixed materials. Figure 1 explained VGL's functional departmentalization of different work-related tasks. In addition, specific textiles are imported based on the needs of the buyers. Currently, the main factory has 2100 employees including various designated managers and workers in the Savar factory ([Group, 2021a](#)). The company believes more in customers' care and satisfaction. Professional management training firms provide training including some short courses to a number of 100 management staff teams in order to create strong HR development. This allows the management team to keep up to date with their abilities. The company



intends to expand its garment production, textile, dyeing, and knitting capacities in the upcoming years ahead. Further ambitions include integrating the company's operations by moving all packaging as well as certain accessories, such as sewing threads, inside its own manufacturing plant ([Group, 2021b](#)).

### Organizational Structure

The following Figure2 shows the organizational organogram of the case company.



\*Source: [Group \(2021c\)](#) and Authors' investigation

Figure2: The organizational structure of Vision Garment Limited, Savar

### Offered Products, Services, and Customer Lists

Vision Garments Limited offers formal shirts, casual shirts, ladies' blouses, school shirts, interlining, embroidery facilities, full pants, and short pants ([Group, 2021c](#)). The European market is the primary focus of Vision Garments. They have extensive expertise with non-quota products for chain retailers, catalogs, hypermarkets, as well as importers, in particular ([Group, 2021b](#)).



#### *Financial Performance of the Case Organization*

Vision Group has grown from \$7 million to \$60 million in the past 12 years, from 2007 to 2019. The firm's financial goal is to reach \$65 million in revenue by 2021, based on its current growth ([Group, 2021c](#)).

Table 1: Financial Turnover of the Entire Vision Group from 2014-2020

Year	Turnover in \$ Million
2014	\$46
2015	\$54
2016	\$52
2017	\$59
2018	\$56
2019	\$60
2020*	\$49
2021 (Expected)	\$65

\*Covid-19 effects on financial turnover

Source: [Group \(2021c\)](#)

Before the covid-19 pandemic, the financial turnover of the entire vision group was an upward trend in the last 6 years from 2014-2019 (Table 1 clarifies the related financial turnover of the entire Vision Group from 2014-2020). However, like some other global firms, the pandemic also affected the financial performance of the Vision group as well. The company still believes the turnover tragedy will be over in this current year and the upcoming years ahead.

#### **4. Results and discussion**

##### *FGD Questions Design*

Based on the theoretical background and research aims of this study, two sets of FGD questions were developed and asked to both the management personnel and the general workers for the qualitative analysis to meet up the research aims. The FGD 1 question set is given below in Table 2.

Table 2. Questions for Focus Group Management Personnel (FGD 1)

- What is your opinion regarding employee engagement (EE) practice in your organization?
- What is the main objective you intend to achieve by engaging subordinates in the decision-making process for your organization?
- Why do you feel VGL's operations are having more efficiency as a result of employee engagement in decision-making?
- What type of employee engagement do you allow in your organization? How will you implement and follow up the overall employee engagement practice in the decision-making process for your organization?

\*Source: Authors' Judgment from Literature Analysis



Table-3. Questions for Focus Group Employees (FGD-2)

- What is your opinion regarding EE practice in your organization?
- What do you consider as the major problems with the practice of employee engagement in the decision-making process for your organization?
- What are your thoughts regarding your EE in the decision-making process?
- Share the comparison between before and after situations from both individual and organizational productivity perspectives. Share some suggestions to improve an EE policy in decision-making at VGL from your own perspectives.

\*Source: Authors' Judgment from Literature Analysis

#### FGD Participants Profile

The following Table4 shows the FGD participants who consented willingly to participate from both the management personnel and the general workers of Vision Garments Limited, Savar.

Table 4. Profile of FGD 1 and FGD 2 Participants

FGD 1: Management Panel	
Profile of Participants (n=7)	Frequency
• Researcher as Moderator	I
• Manager (Industrial Engineering)MP-1	I
• Assistant Manager (Industrial Engineering)MP-2	I
• Production ManagerMP-3	I
• Merchandising ManagerMP-4	I
• Asst. Merchandising ManagerMP-5 and MP-6	II
Total	n=7
FGD 2: Workers Panel	
Profile of Participants (n=9)	Frequency
• Researcher as Moderator	I
• Helper	III
• Operator	III
• Junior Operator	II
Total	n=9

\*Source: Authors'

#### FGD Findings

##### Management Panel (MP): FGD 1

A total of Seven (7) participants participated in the FGD 1. Where six were from the management panel of Vision Garment Limited, Savar and the rest of the one was the researcher as a moderator of that FGD 1. Among the 6 management panel participants, 5 were male and 1 was female. All of them were experiencing that organization for 2 years to more than 5 years. Due to some privacy, the respondents were not interested to disclose their names. Hence, the study used some symbolic codes



to represent the management panel FGD participants. Below table 5 summarizes the entire FGD 1 conversation in a tabular format.

Table 5. Summary of FGD 1 from Management's point of view

Question-1: Management opinion regarding employee engagement (EE)
MP-1 started as, <i>"Our Company believes in participation of employees in management that's why we have this policy"</i> . After that, MP-2 agreed to MP-1 and also added that <i>"With the participation of employees in decision making, they can easily understand the mind and the way of thinking of employees"</i> . Then, MP-4 replied, <i>"Employee engagement is necessary to maintain the unity of employees and management"</i> . MP-3, MP-5, and MP-6 agreed to the other participants' opinions without adding any more value.
Question-2: Main objective of employee engagement (EE) in VGL
Key responses to that FGD question can be summarized by pointing out some crucial comments from the participants. MP-6 quoted, <i>"Vision Garments' EE policy's main objective is to maintain mutual understanding between managers &amp; employees"</i> . Where, MP-5 quoted as <i>"We want to know the inside situation among employees that's why we engaged them with us"</i> . Another quote from MP-1 could add some value to that discussion question, <i>"By the participation of employees, we can easily understand the mind and the way of thinking of employees about how much they devote and committed towards their respective jobs and organizational success."</i>
Question-3: VGL has operational efficiency through EE in the decision making
In summary of that particular FGD question and response session. The following key quotes are shared. MP-1 started with, <i>"Sometimes, employees are not able to understand the entire situation inside the management. I think managers are more efficient in strategic decision-making. However, the EE is more important for VGL in case of the area of the functional job of each employee; considering their area of expertise in both the short and long term decision making a guide for the strategic decisions."</i> However, MP-3 snidely argued with MP-1 and shared his thought, <i>"Employees can easily understand the inside situation between them so they can give us those suggestions that can help us to take right decisions for the company"</i> . MP-2 added, <i>"Many employees don't have enough knowledge about the management and don't understand which decision will be helpful for the company. That's why the company gives more priority to the manager's decisions"</i> . MP-6 expressed that issue as, <i>"In some cases when we listen to the employees' suggestions, we succeed to get what we want."</i>
Question-4: Suitable type of EE for VGL and better way implementation and follow-up
In that particular session, most of the management participants did not talk too much two participants shared their thoughts. MP-5 quoted, <i>"We have an opinion box for the employees. We also have a group of workers who talk to other employees about their problems and suggestions."</i> MP-6 and added that <i>"Employees can personally talk to the manager about their problems and also give opinions about decisions making"</i> .

\*Source: Authors' FGD-1 summarization

#### Employee Panel: FGD-2

For FGD 2, in total Seven (9) participants participated. Eight of the participants were workers of VGL-Savar and another one was a moderator of that FGD 2. Among the 8 management panel participants, 5 were male and 3 were female. All of them were experiencing that organization from 1



year to 5 years but not more than that. Below table 6 summarizes the entire FGD 1 conversation in a tabular format.

Table 6. Summary of FGD 2 from employee's point of view

Question-1: Employees' opinion of EE practice in VGL.
<p>This session started with the response of an operator named Khaled, He shared his thought <i>"EE policy is very important in any type of organization. Our company also has this policy. We also participate in many related decisions based on our area of job specialization."</i> Another operator Parvez Rahman explained, <i>"Our managers seek our opinions before decisions are made in the company."</i> Mamun Ahmed a junior operator of VGL agreed with Parvez Rahman. Moushumi Begum a helper of VGL agreed with Khaled and added that <i>"This participative policy makes us more active in our job. We feel our importance in our company"</i> Shiuli Begum and Shilpa Akter the other helpers also agreed with Moushumi Begum, Khaled, and Parvez's opinions.</p>
Question-2: Major Problems in Participative Management.
<p>In summary of that session Abid an operator explained that <i>"The major problem in this policy is the mutual understanding between employees and managers. Many employees do not agree on many decisions with the managers and few managers are reluctant to delegate in some cases."</i> Parvez and Khaled agreed with Abid. Mamun Ahmed added that <i>"Sometimes employees started arguing with each other. They don't agree with each other's opinions"</i> Moushumi Begum agreed with Mamun. Shiuli Begum shared <i>"Sometimes because of our less knowledge and qualification, we can't give the right opinions to the management."</i> Shilpa Akter agreed with Shiuli Begum.</p>
Question-3: Thoughts of EEpracticeindecision-making.
<p>The session started with the thought of Khaled, <i>"Employees' participation in decision making is considered in our company. It helps me to think a way that this my own business and am responsible for good and bad of my own tasks."</i> Parvez Rahman shared, <i>"This participative policy makes us more attentive in our work. We work harder that's why productivity increases."</i> Mamun Ahmed added that <i>"Through working hard the productivity and company profit increase. This is the reason why management involves employees in the decision-making process"</i> Shiuli Begum explained, <i>"Many times due to less knowledge we are not able to make decisions that time managers do their job and make decisions for the company. It is just a family to us when we get such collaboration and support from bosses."</i></p>
Question-4: Comparison between before and after situations in organizational productivity and suggestions regarding the way of improvements.
<p>In this particular situation, all the FGD-2 participants agreed that each of their operational sectors has availed in increased productivity after implementing and practicing the EE policy in decision making. They also believe the improvement in productivity depends on both the workers' and managers' effortless participation in all respects including decision making. The participants shared their recommendations regarding the way of improvement in EE policy for management decision-making. Khaled recommended <i>"We mostly shared our opinions or problems with the group of workers who went to the managers to discuss employee's problems. I recommend, taking the key issues seriously and quick solutions as per the level of seriousness of each problem. The activeness of plant-level trade unionism is important."</i> Parvez Rahman suggested, <i>"Proper utilization of opinion box is very crucial to consider</i></p>



*our suggestions regarding the decisions making as well as some other related problems.” Abid added that “I also use opinion box” Shiuli Begum recommended, “I think the best way of giving opinions and discussing problems is face to face talking with the managers in a regular interval”*

\*Source: Authors’ FGD-2 summarization

### *Comparison of Findings with Earlier Studies*

The above two FGDs were conducted to understand the actual senior EE practice in the decision-making of VGL, Savar, from two different points of view. The study tries to summarize the key outcomes from the above FGDs in the following Table 7.

Table 7. Key findings and comparison with earlier literature support.

Question Context	Management Point of View	Workers’ Point of View	Supported Earlier studies
EE Practice in Decision Making	<ul style="list-style-type: none"> <li>The practice exists in VGL</li> </ul>	<ul style="list-style-type: none"> <li>The practice exists in VGL</li> </ul>	<a href="#">McBain (2007)</a>  Not Supported <a href="#">Tomlinson (2010)</a>
VGL’s Intention towards EE Practice in Decision Making	<ul style="list-style-type: none"> <li>To maintain mutual understanding</li> <li>To understand employees’ psychological standards in decision-making.</li> <li>To infer the employee perception towards decision-making and EE practice</li> <li>To develop the employee commitment towards the job and the organization.</li> </ul>	N/A	<a href="#">McBain (2007)</a> ; <a href="#">Shuck and Reio Jr (2011)</a> ; <a href="#">Vance (2006)</a> ; <a href="#">Shuck and Reio Jr (2014)</a> ; etc.
Perception of EE practice for organizational efficiency	<ul style="list-style-type: none"> <li>In the case of specialized tasks, EE in decision-making increases organizational efficiency but is not acceptable for strategic and complex decision-making.</li> <li>Help the employees to know their limits in strategic and complex decision-making.</li> <li>Provides some practical ideas for decision-making.</li> </ul>	<ul style="list-style-type: none"> <li>Engaging in decision-making creates a sense of organizational citizenship behavior.</li> <li>EE is a source of non-financial motivation for the workers.</li> <li>Help the employees understand their limits.</li> </ul>	<a href="#">Tomlinson (2010)</a> ; <a href="#">Shuck and Reio Jr (2014)</a> ; <a href="#">Vance (2006)</a> ; <a href="#">Sinha, Abraham, Bhaskarna, Xavier, and Kariat (2014)</a> ; <a href="#">Al Ahad and Khan (2020)</a> .



Challenges in EE Practice	<ul style="list-style-type: none"> <li>Employees are not able to take decisions due to the lack of the required amount of knowledge and educational base.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of mutual respect and understanding between employee to employee as well as employee to management in some cases.</li> <li>Reluctant to delegate power.</li> <li>Lack of required amount of knowledge and qualification.</li> </ul>	<a href="#">Vance (2006); Truss, Delbridge, Alfes, Shantz, and Soane (2013);</a> etc.
Recommendations	<ul style="list-style-type: none"> <li>The management panel was not interested in sharing too up regarding that point.</li> <li>Focusing more on the opinion box.</li> <li>Personal talk with managers.</li> </ul>	<ul style="list-style-type: none"> <li>Plant-level trade union (TU) is important.</li> <li>Trust employees and need to listen to them properly and take their opinion seriously.</li> <li>Avoid the complexity of middlemen between workers and managers and arrange face-to-face meetings.</li> <li>Proper utilization of opinion box.</li> </ul>	<a href="#">Tomlinson (2010); Shuck and Reio Jr (2014); Vance (2006); Saks and Gruman (2014); Al Ahad and Khan (2020);</a> etc.

Source: Authors'

\*Note: N/A means not applicable

The above evidence-based tabular presentation is the key outcome of this research. Here the study unveils the scenario of EE practice in decision-making from an emerging country's garment enterprise perspective. These outcomes strengthen the research literature for its two viewpoints data collection managers and workers of VGL, Savar, Dhaka.

## 5. Conclusion

Employee engagement in an organization was one of the key research interests by human resource (HR) and organizational behavior researchers. Most of the earlier researchers concluded its good impact on organizational success ([Kooli & Abadli, 2021](#); [McBain, 2007](#); [Shuck & Reio Jr, 2011, 2014](#); [Vance, 2006](#)). The aims of this study were to understand the EE practice from a garment industry perspective and the research was narrowed down its scope to observe the EE practice in the decision-making process rather than the other HR and managerial areas. Vision Garment Limited (VGL), Savar was the key research area to observe the context. The study outlined EE practice exists in VGL and is important for organizational success based on the opinions of the two participant parties (Managers and Workers); however, both of the parties believed there have some challenges that EE practices especially in the decision-making process. The key challenges were identified as proper knowledge and qualification, physical dispersion among the parties in some cases, middlemen between the parties,



mutual understanding and respect, unwillingness to delegate power, and nonexistence or nonfunctioning of the plant-level trade unions. Most of the identified challenges were supported by earlier research (Truss et al., 2013; Vance, 2006). However, the nonexistence or nonfunctioning of the plant-level trade union can be considered a new challenge of EE practice in decision-making and this could be scope to explore further research in the case of garment enterprise.

Like the other research, this study has some limitations as well. Due to some confidentiality and strategic reasons the participants were very much prudent and professional to share their experiences. More specifically the management panel was very much cautious to share all the related information rather than only publishable ones. Participants from the owners' panel could more informative and are able to strengthen the outcomes, but it was very difficult to reach them. EE practice is very much important for all management practices rather than the decision-making; hence few more researches are also important to learn the overall EE practice in the garment business. The study was just an exploratory type hence some descriptive results based on the above variables need to be explored. In addition, a few causal relationships among the variable can also be tested in this particular research domain. In such cases, some demographic characteristics such as gender, age, experience, educational qualification, etc. (as those behavioral and psychological aspects are very much crucial in management decision-making) can also be tested as mediating effects.

Considering some limitations of that research, the authors can still claim that the current research has some good implications from managerial, and research perspectives. As the researchers collected the data from the workers' panel hence the management is able to get the mental situation of the employees regarding the EE practice in decision making and vice-versa. In addition, some other garment businesses from emerging countries like China, India, Sri Lanka, Vietnam, etc. can get some ideas on the research context. Even though, some EU countries also get some knowledge on it. The outcomes have good implications from a theoretical perspective as well. Plant-level TU can be considered as a platform of EE practice and the garment firms may allow the specialized garment business-related TU practice at the micro-level. The recommendations from participants such as face-to-face sitting arrangements among the organizational parties, opinion box in case of confidentiality of participants, etc. can also be follow-up the EE practitioners in the garment business. Finally, such research can also be explored in other business sectors like healthcare, farming, manufacturing, financial institutions, etc.

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