

Opportunities and Implications of Motivation Theories in an Apparel Industry

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ABSTRACT

In developed countries, most of the apparel industries have powerful facilities in the production system. In pretending to that they use high technology, resources, raw-materials etc. For that purposes, Bangladesh has not available facilities but we have the available man power to lead a good production. A large number of the worker employed in textile or apparel industry, but they can't be used effectively because authority can't fulfill their job satisfaction. As a result, the productivity of our industry is not fruitful. In order to enhance productivity, top management or production manager in the apparel industry are always anxious about the way of motivating workers. Motivation is a set of processes that stimulate and create willingness of the organizational employees to do something to attain a particular goal by doing a better performance on the job. Under this study, various motivating factors are found out in apparel industry of Bangladesh and try to find out how motivation occurs. The main purpose of this paper depicts the outcomes of the implementation of the motivation theory successfully over the workers level (about 50 workers) in a leading apparel in Bangladesh, shows a fruitful results & core benefits return from the motivated workers. The primal theme in this paper, decreasing labor costs by motivating workers to raise the level of worker productivity.

Keywords: motivation, cost reduction, productivity, job satisfaction, motivated worker.

1. Introduction

Motivation represents the forces within a person that affect his or her direction, intensity, and persistence of voluntary behavior (Pinder, 1998). Direction refers to the path along which people engage their effort. Employee's effort may be motivated on the job by many things, such as a sense of achievement, recognition, enjoyment of the job, promotion opportunities, on time salary, responsibility, and the chance for personal growth. If the authority wants to meet organizational goals that's turn to use financial motivational aspects like bonuses, higher payrolls, pensions, sick allowances, risk payments, perks to reward and retained their employees and enhance their performance are more effective. As a research of employing financial aspects of motivation, it's mainly used by organization in enhancing their employee's performance & productivity. Motivation maintenance theory is very useful for the maintenance managers & officers to know and understand why people behave differently at workplace and how to manipulate their behavior so that they exert their best efforts to achieve organizational goals. Maintenance staff can be motivated through-

- i. Proper training & education.
- ii. Through providing incentives.

- iii. Through labor performance analysis and control.

- iv. Through maintenance based compensation.

Motivation means stimulation to act. Stimulation may differ from one type job to another. Motivational effort should be directed at encouragement a worker to work for achieving the desired level of company.

2. Significance of Research and Methodology

Some steps are followed to perform this research of reviewing the literature on motivation theory, identifying the problems based on the theory of Maslow's Hierarchy of Needs & McClelland Learned Needs Theory that are arising in the worker level of a specific apparel industry. Collect the data upon 50 workers from native sources. Implement motivation theory by providing some facilities to the targeted workers. Besides foreign journals and books are used to solve this problem with the intention of our industrial sectors gain core benefit and effective productivity.

3. Theories of Motivation and Analysis

Motivation is the driving force that causes the change from desire to trying to achieve in life. For example, hunger is a motivation that induces a desire to eat. Motivation has been

shown to have roots in physiological, behavioral, cognitive, and social areas. Motivation may be rooted in a basic impulse to optimize well-being, minimize physical pain and maximize pleasure. It can also originate from specific physical needs such as eating, sleeping or resting, and sex. Motivation is an inner drive to behave or act in a certain manner. These inner conditions such as wishes, desires and goals, activate to move in a particular direction in behavior. Above this discussion the motivation theory can be divided as given below.

3.1 McClelland's Theory of Needs

David McClelland, a psychologist some decades ago expanded on Maslow's idea that need strength is reinforced or weakened by personal values and social influences (culture, norms, and so on). According to David McClelland, regardless of culture or gender, people are driven by three motives. These studies strongly support the theory.

- i. Need for Achievement: The need for achievement is characterized by the wish to take responsibility for finding solutions, master complex tasks, set goals, and get feedback.
- ii. Need for Affiliation: The need for affiliation is characterized by a desire to belong, an enjoyment of teamwork, a concern about interpersonal relationships, a need to reduce uncertainty and conform to their wishes and expectation.
- iii. Need for Power: The need for power is characterized by a drive to control and influence others, a need to win arguments, a need to persuade and prevail.

According to McClelland, the presence of these motives or drives in an individual indicates a predisposition to behave in certain ways. Therefore, from a manager's perspective, recognizing which need is dominant in any particular individual affects the way in which that person can be motivated.

3.2. Maslow's Hierarchy of Needs

Many famous people have given theory about motivation and the effect of implementing into industrial sectors. Maslow's hierarchy of needs is a theory in psychology proposed by Abraham Maslow in his 1943 paper "A Theory of Human Motivation" in *Psychological Review*. Maslow subsequently extended the idea to include his observations of humans' innate curiosity. His theories parallel many other theories of human developmental psychology, some of which focus on describing the stages of growth in humans. Maslow used the terms Physiological, Safety, Belongingness and Love, Esteem, Self-Actualization and Self Transcendence needs to describe the pattern that human motivations generally move through.

Abraham Maslow first postulated the motivation of employees at workplace largely depends on satisfaction of their needs in order of hierarchy i.e. from lower level to higher level of needs. The hierarchy is shown below:



Figure.1 Maslow's Hierarchy of Need

4. Identification the Problems of Workers in an Apparel Factory

The economic environment of our country is very poor because of our industries have limited resources, raw materials, power and

technology. But we have cheap and sufficient man power. If it's possible to provide appropriate motive, our garments industry leads strong significant in world business. For this purposes, we collect some previous recorded data from 50 workers in T-shirt manufacturing department. Where this dept. is divided four sections as shown in table .1. We are try to apply this types of motivation theory discuss above.

Table 1 Manufacturing area & employed workers.

<i>Process Name</i>	<i>Machine Operator group Name & worker No.</i>
Cutting sector	Cutting machine A(10)
Sewing sector	Singer sewing machine B(15)
Knitting sector	Weaving & Lock machine C(15)
Finishing sector	Abrasive & painting Machine D(10)

Customer submits an order 12000 pieces T-shirt with their requirements and fixed lead time. This manufacturing area covered by 200 workers. For our research benefit, we collect 50 workers data. The following information and data need to mention table 2 & 3.

Table 2 Order submission table

Order submission date	1, 09ober 2013
Shipment date	15, 09ober 2013
Total lead times	13 day
Order quantity	3000 pieces of T-shirt
Target per day	231 pieces per day
Allocated dept.	4-processing dept.

Labors & piece of parts are inventory or subcontract from one to another process and

finally from these result. Section wise report on all department are shown in table below-

Table 3 Manufacturing Data from Four Dept.

Reporting Date	Cutting Section (A)	SewingSection (B)	Knitting Section (C)	Painting & Finishing (D)	Conflict Results
02-09-13	210	165	160	152	152
03-09-13	215	210	185	180	180
04-09-13	195	162	155	150	150
05-09-13	221	192	190	198	198
06-09-13	198	185	182	182	182
07-09-13	225	176	175	185	185
08-09-13	230	180	175	175	175
09-09-13	222	175	188	180	180
10-09-13	230	198	194	188	178
11-09-13	215	208	210	210	210
12-09-13	235	200	202	200	200
13-09-13	218	185	182	176	186
14-09-13	220	190	185	200	200
Total					2376

A cause and effect analysis is usually completed in teams, where the skeleton is completed through the team, brainstorming possible causes. The problem is written at the head of the fish skeleton and each cause is recorded next to a fishbone. Recording each cause as a bone encourages people to explore all of the causes fully and should stop them jumping to assumptions, which prevent them discovering the true (root) cause of the effect.

We try to find out the major causes & determinants of job dissatisfaction are responsible for this poor performance in this manufacturing area shown in Cause & Effect Diagram in bellow in figure.2.

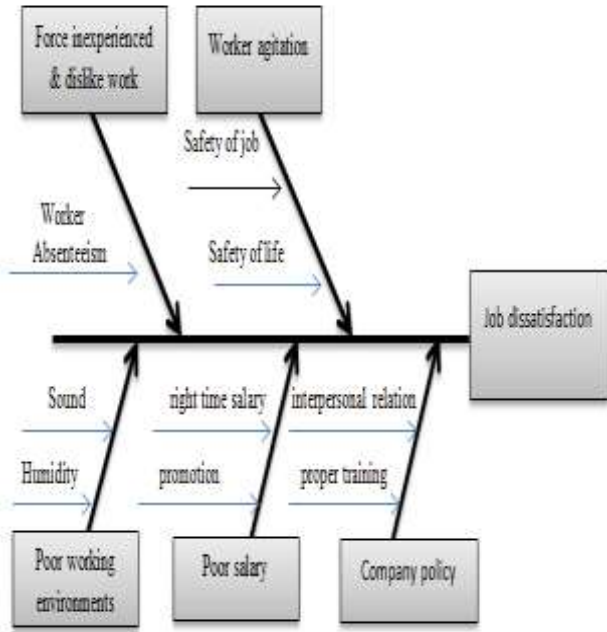


Fig.2 Cause & Effect Diagram for Job Dissatisfaction

Table.3 Order Completion Statuses

Cutting status	OK
Sewing status	Not OK
Knitting status	Not OK
Painting & finishing status	2376(out of 3000 piece)
Total completion status	79.02%

The initial productivity chart shows bellows-

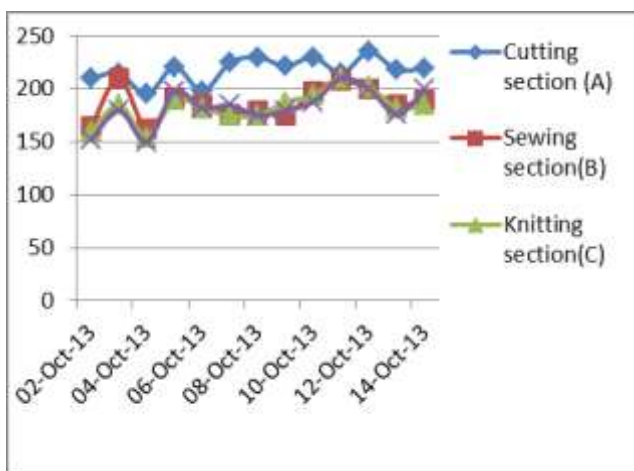


Figure.3 Productivity chart

5. Effectiveness & Implementation of Motivation Theory

Total productivity of an apparel industry depends upon workers job satisfaction. There are applying several factors that motivate a person divided into two groups.

5.1. Monetary Factors

Salaries or wages is the most important motivational factors. Reasonable salaries must be paid on time. Bonus refers to extra payment to employee over and above salary given as an incentive. Incentives: The Organization may also provide additional incentives such as medical allowance, educational allowance, proper welfare facilities etc.

5.2. Non-Monetary Factors

By providing a higher status or designations the employee must be motivated. Provision for better working conditions such as air-conditioned rooms, proper plant layout, proper sanitation, equipment, machines etc. motivates the employees. Guarantee of job security or lack of fear dismissal, etc. can also be a good way to motivate the employees. Employees who are kept temporarily for a long time may be frustrated and may leave the organization. Job enrichment involves more challenging tasks and responsibilities. Inviting the worker to be a member of quality circle, or a committee this participation can also motivate the work-force. Good superiors want to be intelligent, skilled, experienced, matured, and having a strong personality can be motivated the subordinates. Several other factors are providing training, proper job placements, proper promotions and transfers, proper performance feedback etc.

6. Present Situation of RMG

The Bangladesh Garment Industry: Challenges of the 21st century introduction to Readymade Garment (RMG) Industry occupies a dominant position in the export-manufacturing sector of

Bangladesh. The advent of the RMG sector happened during the early 80s in Bangladesh. Since then, due to supportive policies of the Government of Bangladesh (GoB), this industry has experienced a significant growth. In 1988, the export-oriented RMG sector overtook the traditionally dominant jute sector in terms of gross export accruals. According to data of 2003-2004 financial years, the export earnings of the RMG sector was 5686.09 million US dollars, which constituted 74.79 percent of total export earnings. The industry, which started with only a few factory units during 1980s, now boasts 4094 factory units employing around 1.5 million workers. Throughout the 10-year agreement, Bangladesh’s economy benefited from quota-free access to European markets and desirable quotas for the American and Canadian markets.

Table 4 Export Data Outside

export market	USA (textile)	USA (clothing)	EU (textile)	EU (clothing)
market share in 1995	<3%	4%	<3%	3%
market share in 2004	3%	2%	3%	4%

Bangladesh is the second largest exporter of readymade garment products trailing China according to the McKinsey report (2011). Bangladesh’s garment exports during July-June 2012-13 period climbed by about 12.7 percent to US\$ 21.515 billion over exports of US\$ 19.089 billion made during the corresponding period of 2011-12. In 2012-13, the top three export destinations for Bangladesh garments were Europe, which accounted for US\$ 12.56 billion, followed by the US and Canada, which accounted for US\$ 4.99 billion and US\$ 980 million, respectively. The recent Exports chart for RMG sector shows in figure below.

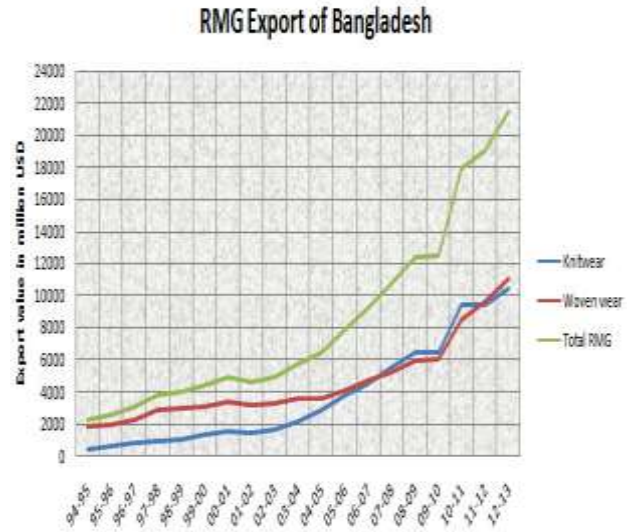


Fig.4 RMG Export of Bangladesh

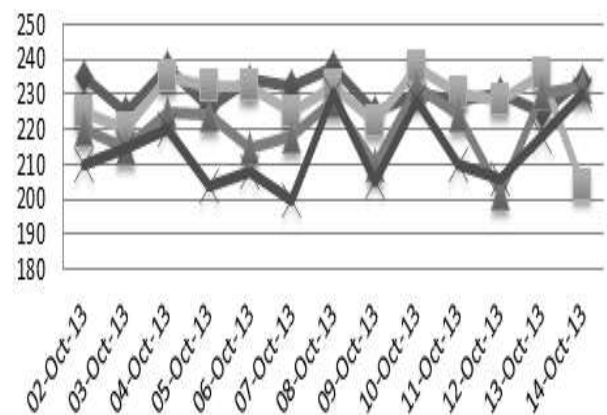
7. Results & Discussion

Implementing motivation greatly depends on providing good behavior and special attention to the workers of the company. Providing facility to the workers in terms of the hierarchical needs theory shown in the Figure 1.

Figure 2 (CE diagram) shows about the lacking of motivation related problem. Where all dept. completed their project 79.02% table 3 above.

After applying motivation theory, productivity increase above 50 workers (table 1) is 92.80%. In below, productive pictures are shown in figure 4(with data chart) & 5.

productive picture



◆	Cutting section (A)
■	Sewing section(B)
▲	Knitting section(C)
✦	Painting & Finishing section(D)

Fig.5 Quantity vs. Production date

8. Summary and Conclusions

Bangladesh is developed country so it is quite difficult to compete with world business for advancement of technology. We have no sufficient technology, power, machine or resources. But available and cheap labors are one of the most important inputs & assets in apparel industries for our country. To improve productivity & make profits, production managers need new ways to manage their workers. Since workforces are a company's most important resource, satisfying and retaining workers has become a major focus for managers. To do this effectively, managers must keep their workers motivated, so that valuable workers stay in the company and perform at their best. There are different ways of motivating workforces discuss above. Every motivation theorist comes up with a different approach. Motivational factors differ from worker to worker, and also differ according to the business sector. To do their job effectively, managers need to take time and effort to understand what their workers are looking for in their work and try to meet these needs and wants to the best of their ability. If we apply these techniques in Bangladeshi apparel industry, one day we must lead the world business of clothing industry.

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