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FACTORS INFLUENCING POSITIVE WORK ENVIRONMENT: A STUDY ON FEMALE WORKERS OF RMG SECTOR IN BANGLADESH

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ABSTRACT

Positive Work Environment (PWE) is a momentous issue for all kinds of organizations to ensure a quality workplace that adds essential value to the manufacturing organizations such as Ready Made Garments (RMG). The primary purpose of this study is to explore the determining factors of PWE and their role in ensuring a supportive workplace for the female workers in RMG factories. The current study is based on primary data collected through structured questionnaire from 100 female workers working in RMG factories outside Chittagong Export Processing Zone, Bangladesh. Results found five significant factors namely Effective Work System Factor, Job Security Factor, Emotional Support factor, Workplace learning factor, and Work life balance factor that are able to explain 80.81% of variation to understand the concepts of positive work environment. The study also identified two variables namely Counseling and Grievance Management, which are the most influencing variables in ensuring PWE. The study also offered few managerial implications of applying and ensuring PWE in RMG sector to contribute more to national income.

Key words: Ready Made Garments (RMG), Workplace, Positive Work Environment, Female Worker, Export Processing Zone.

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INTRODUCTION AND RATIONALE FOR THE STUDY

The main aim of this paper is to explore the factors that can contribute to ensure a positive work environment in RMG factories in Bangladesh. In addition, the paper will also try to evaluate current working condition in few selected RMG factories outside export processing zone with respect to the explored factors.

The export-oriented Ready Made Garments (RMG) sector has made vital contribution to the positive transformation of Bangladesh economy (Bhattacharya et al., 2002). The sector could grab the attention of global apparel business community through its quality production in an affordable cost that resulted from cheaper labor availability. RMG sector has both macro and micro economic contributions to the national growth, which has created an enormous employment of female workforce and enhanced women empowerment (Bhattacharya et al., 2002). Garment sector of Bangladesh provides 2.8 million employments of women and most of them are semi- literate about factory working conditions and environmental standards (Mahmud, 2012; Ahamed, 2013). Culturally it is very difficult for women in Bangladesh to adjust with the fast-changing work environment and making a balance between job and family life. This has become more severe in case of female workers of RMG sector in Bangladesh as the working conditions are reported to be below standard and labor rights are found to be commonly ignored by the employers of RMG factories in the country (Ahamed, 2013). It was claimed that RMG sector is climbing high at the cost of workers' social life, physical exploitation, and mental abuse (Kabeer, 2004; Siddiqi, 2003). Although the scenario is changing (Mahtab, 2003), it is important to evaluate the state of current work place environment in the said sector. Surprisingly, scholars have ignored this important field of research in Bangladesh. This study intends to close that gap by exploring the salient factors that can ensure positive work environment in RMG factories.

Positive work environment is a precondition to develop and maintain a productive (Fisk & Rosenfeld, 1997), innovative (Amabile, 1996), and peaceful (Hoff & Oberg, 2014) organization. But the RMG factories of Bangladesh have become death traps for the workers caused by chronic fire incidents and other life threatening hazards (Ahmed & Hossain, 2009). The catastrophe of Rana Plaza and Tazreen Fashions have urged us to radically rethink of how safety issues of the working environment of RMG has substantially deteriorated our image that we built with collective professional effort. Despite the phenomenal success of the RMG sector, it is claimed that lack of standard working environment is a serious concern that has led to a number of labor unrests resulting to damaging assets and human lives. The image problem caused by sub-standard working environment in Bangladeshi RMG factories may lead to declining demand and withdrawals of trade benefits such as Generalized System of Preference (USA-GSP). Thus, we trust, compliance with the standard working environment is the key to rejuvenate the image of this sector in the outer world. However, as mentioned earlier, there is lack of research on the

on the stated concept based on the opinion of the female workers who are the main workforce of the RMG sector (Rahman, 2012). Exploring the factors that dictate PWE in this sector will help the management for effective utilization of human resources and developing a women-friendly standard working environment. The study tried to reveal the current state of work environment in the RMG factories of Bangladesh through female workers' opinion.

By considering the objectives of the study, this paper will try to address the following research questions:

a. What are the influencing factors of positive work environment in the Garments factories of Bangladesh?
b. To what extent Bangladeshi RMG factories are complying with the PWE factors as suggested by the respondents?

LITERATURE REVIEW

To maintain an efficient work force, it is essential for employers to understand the employees perceptions about work environment and their opinion should be considered regardless of how good the environment may be viewed by management (Estes, 1963). Employees attitude towards work environment and their positive and negative comments in this issue should be considered with due diligence particularly to the working women. But, the cruel fact is the pressure of globalization, technological advancement, competitive market, work specialization, and heterogeneity in the workforce created an increased number of women employment in one side and this pressure is weakening the balance between work and family life on the other (Pitt-Catsouphes et al., 2006; Poelmans et al., 2008).
Changes in the labor market and shift in the high performing work culture, forcing workers to stay for long hours at work and creating disintegration between job responsibility and family liability (Cappelli, 1999; Moen & Roehling, 2005; Watanabe et al., 1997). The result of work life and family life conflict leads to performance problem and personal well-being (Allen et al., 2000; Aryee et al., 1999; Carr et al., 2008; Eby et al., 2005; Kossek & Ozeki, 1998). Long working hour is a damaging issue for a female worker as women are to shoulder the main responsibility to maintain a family and nurture children. Females working long shifts create a work life imbalance and according to Aryee et al., (2012), informal workplace and family support facilitates employees to integrate their work and family roles.

Wellness-focused working environment is the most efficient management tool for keeping employees happy and healthy and that leads to increase organizational performance and productivity (Hyman, 2014). Nurturing a positive work culture is very important for addressing work-life balance issues, promoting employee growth and development, maintaining health and safety, and fostering employee engagement leading to a sustainable employee well-being and organizational performance (Grawitch et al., 2006). Organizations

that foster greater employee wellbeing are more productive and profitable in the long run (Ryan & Deci, 2001; Warr, 2009& Wright, 2010) and it is beneficial for the employees, employers, and social sustainability in the longer term (Keller et al., 2009). A healthy work environment makes employees feel engaged and energetic in their workplace and family life (Kossek et al., 2014).

According to Hoff & Oberg, (2014) work environment are of three types like physical i.e. ambient conditions (lighting, ventilation, temperature, air quality and noise), interior design elements (furniture, equipment, and artistic objects) (DuVall-Early & Benedict, 1992; Fried, 1990), psychosocial (support) and inspirational (motivational) that supports to foster creativity in an organization. Harrington (1999) has discussed on the adequacy of tools (Gilbert, 1996), equipment and space helps to maintain a good physical work environment. Another literature by Holzhausen (2000), portrays about the structural issues of work environment comprising effective training programs, performance evaluation and attraction and retention of talented employees and some cultural issues like group identity, informal communication style and socializing among the peers (Keeley, 2001; Pearson et al., 2003).

Developing skills and attitude through self-directed learning are also highly influenced by employee's perceptions of work environment (Park & Kwon, 2004; Deci & Ryan, 1985; Litwin and Stringer, 1968; Robert, 1986). Understanding of work environment comprises all the relevant factors and variables that are extrinsic or surrounds to a workers' job description that can affect or support or promote performance and its continuation at standard level (Robinson & Robinson, 1996; Gilbert, 1996; Van Tiem et al., 2004). Intrinsic motivation like training, job challenge, autonomy, fewer working hours, and grievance (Muchinsky & Maassarani, 1980) & stress management policies (reduced work-loads and fewer working hours) are important variables of better work environment for the older employees (Van Den Berg, 2011; De Lange & Thijssen, 2007).

Dollard and Bakker (2010) in their research proclaimed that, psychosocial safety climate is a predecessor to favorable work environment that minimizes psychological health problems, and encourages the employee engagement. Their understanding of psychosocial safety climate is policies issue, good practices and procedures to promote workers' protection of psychological health and safety. Gupta and Kristensen (2008) investigated the health effects of an unsatisfactory work environment and fond that poor indoor air quality and psychosocial work environment aspects, such as stress, tempo of work or relations with co-workers have harmful effects on employees. Support of co-worker at workplace is a vital factor of work environment, i.e. mentoring, teamwork, networking, and socializing, (Salman & Okabe, 2003). There are many factors of work environment i.e. job design, gender equity (Bailyn, 2011) working hours (Kossek & Lautsch, 2008), positive engagement at work (Amible & Kramer, 2011), health & safety issues, Compensation (Youngblood et al., 1984) & financial growth, support and well-being programs. Result of positive work environment

are lower employee turnover, higher job satisfaction, and less stress symptoms, higher physical and mental health, and compliance to health and safety practices (Kossek & Hammer, 2008; Hammer et al., 2011; Kossek et al., 2012), creativity (Hoff & Oberg, 2014), informal communication, teamwork & socializing (Keeley, 2001; Pearson et al., 2003; Gupta & Kristensen, 2008), self-directed learning (Park & Kwon, 2004; Deci & Ryan, 1985; Litwin & Stringer, 1968; Robert, 1986) and if it is negative then it causes musculoskeletal disorders (HRFOCUS, 2010), conflict between work and family life, depression and stress, and work identity crisis (Schaufeli & Salanova, 2010; Radloff, 1977; Kristof-Brown, 2006; Hackman & Oldham, 1976), employee disengagement (Demerouti & Cropanzano, 2010; Shirom, 2010).

More visible result of positive work environment is talent retention and decreasing employee turnover rate. Hossan et al., (2012) have identified that mutual understanding among the workers and supervisors, supervisors' attention to the complaints and good behavior are critical in maintaining sound working condition and a prerequisite to better work relationship and higher worker productivity. According to Bell (2008), limited knowledge is being developed on employees view on work environment and how their perceptions influence behavior and performance at workplace. Therefore, sufficient understanding should be developed about the working conditions and environment of women in particular, as they are the largest labor force of the RMG sector of Bangladesh.

The study tried to unearth the current scenario of the working environment of the female workers of this sector by collecting and analyzing their observation about the influencing issue that makes positive work environment. The variables in the work environment influences behaviors and performance of employees at workplace (Blumberg & Pringle, 1982; Olsonand & Bornun, 1989) and from the Literature review it is initially identified that, there are 16 major variables of positive or favorable working environment (refer to Table 1) and it is also understood that, there are some positive results of maintaining good work environment and some negative. Positive work environment is a worker intensive workplace that leads to higher productivity and ensure workers wellness. On the other hand, a negative work environment is unfriendly to the workers results to declining productivity, poor moral, and unsafe work environment. There are sufficient literatures developed on the issue of workplace environment in general, but not very specific to women work environment and with respect to RMG factories. The current study will try to fill that gap by developing literature exclusively for women-friendly work environment.

Table 1: List of Variables of Work Environment

Code	Variables	Source
X_1	Ambient conditions	Hoff & Oberg, (2014); DuVall-Early & Benedict, (1992) and Fried, 1990)
X_2	Building Layout	Hoff & Oberg, (2014)
X_3	Interior design	Hoff & Oberg, (2014),
X_4	Health & Safety	Kossek & Hammer, (2008), Hammer et al., (2011) and Kossek, et. al., (2012),
X_5	Fire security	Ahmed & Hossain, (2009)
X_6	Equipment and Tools	Harrington (1999) and Gilbert, (1996)
X_7	Peer Support	Salman & Okabe, (2003), Hossan et al., (2012) and Ripley, (1998),
X_8	Supervision	Hossan et al., (2012)
X_9	Training	Park & Kwon, (2004); Deci & Ryan, (1985); Litwin & Stringer, (1968); Robert, (1986), and Holzhausen, (2000)
X_{10}	Counseling	Salman & Okabe, (2003) and Ripley, (1998),
X_{11}	Socializing	Salman & Okabe, (2003); Keeley, (2001); Pearson et al., (2003) and Gupta & Kristensen, (2008)
X_{12}	Teamwork	Salman & Okabe, (2003); Keeley, (2001); Pearson et al., (2003), and Gupta & Kristensen, (2008)
X_{13}	Equity	Bailyn, (2011)
X_{14}	Compensation	Youngblood et al., (1984)
X_{15}	Grievance Management	Muchinsky & Maassarani, (1980) and Youngblood et al., (1984)
X_{16}	Performance Evaluation	Holzhausen, (2000); Van Den Berg, (2011) and Gilbert, (1996)
X_{17}	Job design	Bailyn, (2011); Robinson & Robinson, (1996); Gilbert, (1996); Ripley, (1998) and VanTiem et al., (2004)
X_{18}	Waking hours	Van Den Berg, (2011); De Lange & Thijssen, (2007); Ripley, (1998) and Kossek & Lautsch, (2008)
X_{19}	Supportive Family Life	Aryee et al., (2012); Schaufeli & Salanova, (2010); Radloff, (1977); Kristof-Brown, (2006),and Hackman & Oldham, (1976)
X_{20}	Stress Management	Van Den Berg (2011); De Lange & Thijssen, (2007); Schaufeli & Salanova, (2010); Radloff, (1977); Kristof-Brown, (2006), and Hackman & Oldham, (1976).
X_{21}	Career Growth	Grawitch et al., (2006)
X_{22}	Wellbeing	Grawitch et al., (2006); Ryan & Deci, (2001); Warr, (2009), and Wright, (2010)

Source: Literature Review

METHODOLOGY AND SCOPE OF THE STUDY

The study is descriptive in nature, have flowed inductive research approach and a survey based research strategy. The methodological choice of the research is quantitative. Data have been collected through survey and by the way of using a structured questionnaire. Primary data on influential variables of positive work environment were collected through face-to-face interview. Data have been collected from 100 (one hundred) female workers of 5 (five) different garments factories outside the export processing zone (EPZ). The reason of selecting the sample factories outside EPZ is that, there are malpractice of industrial compliance mostly on the issues of labor health & safety and work environment (Ahamed, 2013; Amin, 2009; Mahmud, 2009; & Alam et al., 2004). The respondents were selected by considering their long time working experience in this sector (more than five years) so that the study could be more informative and representative. The respondents were female workers who are directly involved in RMG sector and uphold a married life. The questionnaire contains 22 questions and the contents of the questionnaire broadly covered the variables of work environment (refer to Table 1). A 5-point Likert rating scale was used to explore the importance of the variables that contributes to ensuring where 5 means most important and 1 means least important. The survey was carried out during December 2015 to January 2016. As the main intention of the study was to find the important indicators and dimensions of PWE, we used factor analysis, particularly principal component analysis with data extraction method. In addition, multiple regression analysis was performed to validate the findings of the factor analysis.

RESULTS AND FINDINGS

Twenty-two (22) initially sorted variables (refer to Table 1) of positive work environment were analyzed by using Principal Component Analysis, and our results explored that the items were grouped under five factors that covered around 80.81% of the total variance of the work environment. Factor loading of the variables determining the degree of significance of each factor and the Eigenvalue and percentage of variation explained by the factors are shown in Table 2. Our results provide statistical evidence to support newly identified five factors of positive work environment, which are coded as F1, F2, F3, F4, and F5. This shows the influence of these variables to ensure positive work environment as the variables covered 80.81 variances (Appendix 1). In terms of naming the factors, the name of the factor F1 is given as 'Effective Work System' as all the variables of this cluster i.e. Socializing; Peer Support, Team Work, Equipment & Tools, Wellbeing Program, Building Layout, Career Growth, and Performance Evaluation are direct contributors to development of an environmental system that enhances the efficiency and effectiveness of workers. Factor F2 is titled as 'Job Security', as the characteristic of the variables (Compensation, Fire Security, Working Hour, Interior Design, Ambient conditions, Health & Safety, and Job Design) of this cluster contributes to safeguarding the physiological and safety needs of the workers.

Factor F3 is termed as 'Emotional Support' as the items (Counseling and Grievance Management) of this dimension mostly aids in solving the emotional disorder that comes out of unfair treatment and mental stress at workplace. Factor F4 is termed as 'Workplace learning' as two of its variables facilitate learning at workspace. The equity variable of this cluster is not considered in naming the factor, as the loading value of this variable is negative (-0.748). Factor F5 is named as 'Work Life Balance' as the variables of this cluster assist in ensuring smooth and sound work and family life to bring a state of equilibrium in life-hood. In this study, five PWE factors and twenty-two relevant variables have been accepted with high reliability, as the value of Cronbach alpha of the model is found .926. This high alpha value justifies the reliability and internal consistency of the proposed model.

Table 2: Factor Summery

Factor Code	Factor	Variables	Factor Loading	Eigenvalue	Percentage of Variation Explained
F 1	Effective Work System Factor	Socializing Peer Support Team Work Equipment & Tools Wellbeing Program Building Layout Career Growth Performance Evaluation	.893 .893 .805 .759 .696 .682 .664 .634	9.308	42.307
F 2	Job Security Factor	Compensation Fire Security Working Hour Interior Design Ambient conditions Health & Safety Job Design	.838 .814 .795 .783 .756 .668 .641	2.931	13.323
F 3	Emotional Support	Counseling Grievance Management	.933 .932	2.479	11.268
F 4	Workplace learning	Equity Training Supervision	-.748 .726 .637	1.613	7.417
F 5	Work life balance Factor	Supportive Family life Stress Management	.929 .509	1.430	6.501
Total % of Variance 80.814					

Source: Compiled from SPSS Version 20

Role of factors in maintaining Positive Work Environment:The role of factors are justified by the regression analysis through factor scoring especially multiple regression analysis (similar method was used by Thurstone, 1935; DiStefano et al., 2009) and factor score analysis was conducted with the support of SPSS.

Table 3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.912[a]	.832	.823	.41428	.832	92.789	5	94	.000

a. Predictors: (Constant), REGR factor score 5 for analysis 1, REGR factor score 4 for analysis 1, REGR factor score 3 for analysis 1, REGR factor score 2 for analysis 1, REGR factor score 1 for analysis 1
b. Dependent Variable: Positive Work Environment

Source: from SPSS Version 20

The table 3 depicts that the value of R is 0.912, which means our suggested dimensions and their underlying items can significantly express PWE in RMG factories. The value of R Square shows the fitness of the model as it is found 0.832. According to the table-3, the value of adjusted R Square is 0.823 meaning the variability of the model. The study also show that the model is statistically significant (p=.00) with F - test (92.789) by degree of freedom (df) 5 (refer to Table 3).

Multiple regression model: PWE= 3.680+0.438(F1) +0.657 (F2) -0.246(F3) +0.245(F4) +0.247(F5). Where, PEW = Positive Work Environment, F1 (REGR factor score 1) = Effective Work System, F2 (REGR factor score 2)= Job Security, F3 (REGR factor score 3) = Emotional Support, F4 (REGR factor score 4)= workplace learning and F5 (REGR factor score 5) = work life balance (Appendix 4)
The model demonstrates that, one (01) unit change of the factors will change the dependent variable (PWE) as factor 1 (0.438 or 43.8%) Factor 2 (0.657 or 65.7%) factor 3 (-0.246 or -24.6%) factor 4 (0.245 or 24.5%) and for factor 5 (0.247 or 24.7%). (Appendix 4)

DISCUSSION

The study reveals five factors that are found from 22 sorted variables of positive work environment. The Effective Work System Factor including the variables i.e. X11, X7, X12, X6, X22, X2, X21, and X16 is having eigenvalue of 9.30 and the percentage of variation explained 42.30. As the factor contains the highest eigenvalue, the percentage of variation explained amongst the five factors, and none of the other factors is nearer to it. So, it is proved that factor is the highly considerable factor in ensuring positive work environment. In this factor, variable X11, X7, and X12 (socializing, peer support and team work) are having the maximum factor loading. Looking at the character of these variables it could be stated that, the workers are in need of a caring environment that provides aid from coworkers

and line supervisors at the time of work and after work in social interaction. The variable X21, and X16 are also closer to the character of factors mentioned earlier and other variables are mostly having physical characteristic of a work environment. This could be mentioned that, the female workers in need of Abraham Maslow's third level of need of the need hierarchy theory that is social/love/belongingness need or the relatedness need level of the Clayton P. Alderfer's ERG model of motivation theory. It could be marked that, the factor loadings of the variables of factor emotional support are carrying the highest loading value that are 0.93 (Counseling) and 0.93 (Grievance Management). Therefore, it is evident that, this factor and its two variables are highly significant in ensuring positive work environment as the female RMG worker needs protection from physical and mental abuse. The factor with the lowest eigenvalue is work life balance and one of its variable is carrying the third highest loading (supportive family life 0.929) and another is the lowest loading (stress management 0.50). To comment on the issue of this factor it could be stated that, female RMG workers are expecting an environment where they could work being free from household tensions and their work environment facilitates them to maintain their family life. It is evident that the female workers are becoming more awaked about work-life balance issues and Hossan et al., (2012) stated a similar observation.

Most of the RMG workers in Bangladesh work for long hours to enjoy the shift premium or overtime benefits and for this reason, the married workers could hardly manage time to nurture their kids and maintain a happy conjugal life. There are also physical and mental stress existing in their work life and many cases they are the victims of physical and sexual abuse. Job Security factor carrying the second highest eigenvalue and containing a cluster of seven variables. Amongst these variables, two are with very significant sum of factor loading X14=0.838 and X5 =0.814. It is quite natural that RMG workers of Bangladesh will demand for living wages as they are ill paid comparing to market value of the commodity goods and for this reason, higher loading value of compensation variable is most likely to happen.

In the case of fire security, it is also reasonably accepted as the RMG sector witnessed a good number of fire accidents that caused a mentionable number of deaths at workplace and most of them were female workers. Workplace learning is clustered with three variables i.e. X13, X9 and X8. It is observed from the table that All the variables of this factor are having positive factor loading except X13 (equity). It could mean that, inequitable act in the workplace may lead to negative consequence in developing positive work environment. Rests of the two variables, training, and supervision sounds educational. That could mean, the workers want skill development through training and effective guidance from the supervisors to be productive at workplace.

The model of the study shows that, all the independent variables have extensively positive influence (p=.00) on the dependent variables except the factor F3. However, the factor namely effective work system is playing a greater positive role than the other factors in

ensuring positive work environment in the RMGs (where, B= 0.43 and p= 0.00). The study discovered that, at the time the number of Effective Work System Factor increases, the condition of Positive Work Environment would be increasing too. Other factors of the model like Job Security factor (B=0.65 and p=0.00), workplace learning (B= 0.24 and p=0.00) and work life balance factor (B= 0.24 and p=0.00) are also resulting the same to play a significant role in maintaining a positive work environment. The emotional support factor is having a negative relation with the positive work environment. It could mean that, if the number of negative emotional issues decreases, the state of positive work environment will increase as there will be less amount of complain, and grievance from the workers end.

RECOMMENDATIONS

From the findings of the study it is reviled that, the issue of positive work environment for the female RMG workers is dependent on five distinct work environmental factors i.e. Effective Work System, Job Security, Emotional Support, workplace learning and work life balance. The study have found that, the Effective Work System factor could be highly influential and may play a significant role to ensure positive work environment for the female workers of RMG. Management should take necessary steps to arrange socializing events on regular interval i.e. annual picnic, games and sports competition and weekly feast to create a scope for social interaction among each other. They should be provided with necessary support and to be allowed for interaction among themselves with in the factory capacity to foster social interaction, teamwork, and participative work environment. A study by Park & Kwon (2004) has also identified the same about valuing teamwork for developing positive work environment in Korean companies. Organizations also to create a convenient physical environment that (building structure, interior design and ambient conditions) encourages high level of interpersonal contact and informal relations. Zhou et al. (1998) also stated the same in their research work.

RMG factories should emphasize more on intangible motivation factors like job autonomy, fair evaluation, and promotion beside the tangible rewards like compensation. Van Den Berg (2011) also recommended the same in his research article. Ensuring Job Security and proactively minimizing the requirement of emotional support by taking measures to reduce anxieties, discontents and unfair labor practice make work environment positive and productive at the same. The RMG organizations must endeavor to ensure psychosocial safety of the workers as a precondition to positive work environments and should formulate necessary policies, practices, and procedures for the protection of worker psychological health and safety that may minimize the requirement of counseling, grievances, and stress management. Dollard & Bakker (2010) also discussed the same issue and termed it as psychosocial safety climate factor.

The workers should be free from all type of mental and physical strain that usually caused by the family pressure and imbalanced work and family management. Lack of balance between work and family life can lead to reduced commitment and loyalty to the organization. Singh & Amanjot (2012) also said the same in their research work. Therefore, adequate measures to be taken in ensuring work life balance through sponsorship of family support from the organization in a form of day care center and lactation room for kids, infant and mother nursing facilities, flexible office timing and some best practices of industries around the world. Line supervisors to be to be trained on mentoring skills to support the worker in learning and there should be a shift in their mindset that they are to play an educator role then a controller role to improve their relationship with the workers. Guest (2007) also suggested the same in his research.

CONCLUSION

Positive work environment is an important issue for 21st century organizations where managing millennia's is a challenging task as this generation of employees' demand liberal workplace with freedom and flexibility. Organizations, which aim at thriving the idea of innovating a new form of workplace, need to ensure a source of physical, mental, and moral strength to make them productive at workplace and happy in family life. The results of the study are very encouraging as it shown the significance of intangible or psychological issues as the most influencing factor rather than the tangible or physiological one. It is discovered that, female RMG workers are mostly in need of the intangible or intrinsic issues of work environment than the tangible or extrinsic. They expect for a workplace that gives importance to effective work system development at work and facilitates to improve their family life. There is a common perception that RMG workers' demands are mainly circling on the extrinsic reward issues or physical needs like compensation and tangible benefits. However, this study has revealed the idea that, these generations of workers are getting self-educated on the issues of physical and mental safety after the series of incidents happened in the RMG factories of Bangladesh. RMG entrepreneurs and executives should take necessary policies and interventions in actualizing PWE factors to design a good work culture and practices. Besides trying to develop a good working environment, there should have future action research on identifying the factor that hinders positive work environment with the participation of workers.

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APPENDIX

Appendix 1-Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.308	**42.307**	42.307	9.308	42.307	42.307	5.695	25.885	25.885
2	2.931	**13.323**	55.630	2.931	13.323	55.630	4.886	22.210	48.095
3	2.479	**11.268**	66.898	2.479	11.268	66.898	2.774	12.608	60.704
4	1.631	**7.415**	74.314	1.631	7.415	74.314	2.408	10.945	71.649
5	1.430	**6.501**	80.814	1.430	6.501	80.814	2.016	9.165	**80.814**
6	.926	4.209	85.023						
7	.834	3.793	88.816						
8	.649	2.948	91.764						
9	.505	2.297	94.061						
10	.449	2.043	96.104						
11	.256	1.162	97.266						
12	.184	.835	98.101						
13	.138	.626	98.727						
14	.106	.480	99.207						
15	.071	.324	99.531						
16	.039	.177	99.708						
17	.027	.122	99.830						
18	.022	.102	99.932						
19	.011	.049	99.981						
20	.004	.017	99.999						
21	.000	.001	100.000						
22	-4.359E-18	-1.981E-17	100.000						

Extraction Method: Principal Component Analysis

Appendix 2 - Rotated Component Matrix[a]

	Component				
	1	**2**	**3**	**4**	**5**
Socializing	**.893**	.146	.255	-.087	.216
Peer Support	**.893**	.146	.255	-.087	.216
Team Work	**.805**	.286	.276	-.097	.233
Equipment &Tools	**.759**	.164	-.261	-.061	-.187
Wellbeing Program	**.696**	.282	.117	.447	.133
Building Layout	**.682**	.154	-.450	.274	.250
Career Growth	**.664**	.458	-.141	.213	-.315
Performance Evaluation	**.634**	.368	.118	.230	.340
Compensation	-.029	**.838**	-.038	-.052	.048
Fire Security	.391	**.814**	.006	.111	.128
Working Hour	.389	**.795**	.118	.174	-.045

Interior Design	.159	**.783**	-.094	.419	.125
Ambient Condition	.182	**.756**	.347	-.026	.238
Health & Safety	.445	**.668**	-.250	.249	.251
Job Design	.302	**.641**	-.358	.321	-.131
Counseling	.112	.018	**.933**	.107	.013
Grievance Management	.130	-.009	**.932**	.124	.021
Equity	.330	.028	-.195	**-.748**	.265
Training	.266	.361	-.069	**.726**	.091
Supervision	.030	.152	.187	**.637**	.405
Supportive Family Life	.180	.104	.043	.010	**.929**
Stress Management	.433	.291	-.307	.319	**.509**

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization
a. Rotation converged in 7 iterations.

Appendix 3 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	79.627	5	15.925	92.789	.000[b]
	Residual	16.133	94	.172		
	Total	95.760	99			

a. Dependent Variable: Positive Work Environment
b. Predictors: (Constant), REGR factor score 5 for analysis 1, REGR factor score 4 for analysis 1, REGR factor score, 3 for analysis 1, REGR factor score 2 for analysis 1, REGR factor score 1 for analysis 1

Appendix 4 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	**3.680**	**.041**		**88.828**	**.000**
	REGR factor score 1 for analysis 1	**.438**	**.042**	**.445** **.668**	**10.518**	**.000**
	REGR factor score 2 for analysis 1	**.657**	**.042**	**-.250** **.249**	**15.769**	**.000**
	REGR factor score 3 for analysis 1	**-.246**	**.042**	**.251**	**-5.911**	**.000**
	REGR factor score 4 for analysis 1	**.245**	**.042**		**5.880**	**.000**
	REGR factor score 5 for analysis 1	**.247**	**.042**		**5.928**	**.000**

a. Dependent Variable: Positive Work Environment

Bio of Kazi Nazmul Huda:

Mr. Nazmul is currently serving as an Associate Professor in the Department of Business Administration, Southern University-Bangladesh. He obtained MBA in Marketing, MBA in Management and MDS in Development Management from different renowned universities. He has completed postgraduate qualifications in Human Resource Management, Supply Chain Management, Garments Merchandising and Social Compliance Management from recognized institutes. Mr. Nazmul served as Head, Department of Business in the University of Information Technology & Sciences and Southern University Bangladesh. He worked as resource faculty in Bangladesh Naval Academy, Junior Staff Training Institute of Bangladesh Navy, UNICEF and BGMEA Institute of Fashion and Technology. He is having 15 years of teaching experience at the university level and authored 36-research article published in national and international journals. His research concentration is mainly in the area of Human Resources Management, Strategic Human Resource Development and Organizational Development and Change Management.