



# The Relation between User-Friendly Communication System and Diversified Workforce on the Productivity of Apparel Industry

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## **Abstract:**

*Arguably, there are many complex issues involved in communication processes in a large organization. Recommendations to improve communication often include: training staff in effective meeting strategies, training on using the Internet and email as communication tools, and distributing action decisions resulting from executive and departmental managers' meetings. Staff and management recognize that poor communication can be a source of job dissatisfaction as well as a powerful determinant of an organization's effectiveness. An initial brainstorming exercise can refine the goal of communication enhancement projects that are generally focused on improving upward and downward communication within an organization. On the other hand, Workforce diversity means similarities and differences among employees in terms of age, cultural background, physical abilities and disabilities, race, religion, gender, and sexual orientation. No two humans are alike. People are different in not only gender, culture, race, social and psychological characteristics but also in their perspectives and makes prejudices. Society had discriminated on these aspects for centuries. Diversity the work force heterogeneous. In current scenario, employing diversified workforce is a necessity for every organization but to manage such diversified workforce is also a big challenge for management. This paper critically analyses the User-Friendly Communication System and workforce diversity and its impact on productivity of apparel industry. The research after examining the literature and various research papers, concluded that workforce diversity is strength for any organization but people still stick to their views related to caste, religion etc. and so consider diversity as a problem but if managed properly, can increase the productivity.*

**Key-words:** User-Friendly Communication System, Diversified Workforce, Productivity, Apparel Industry.

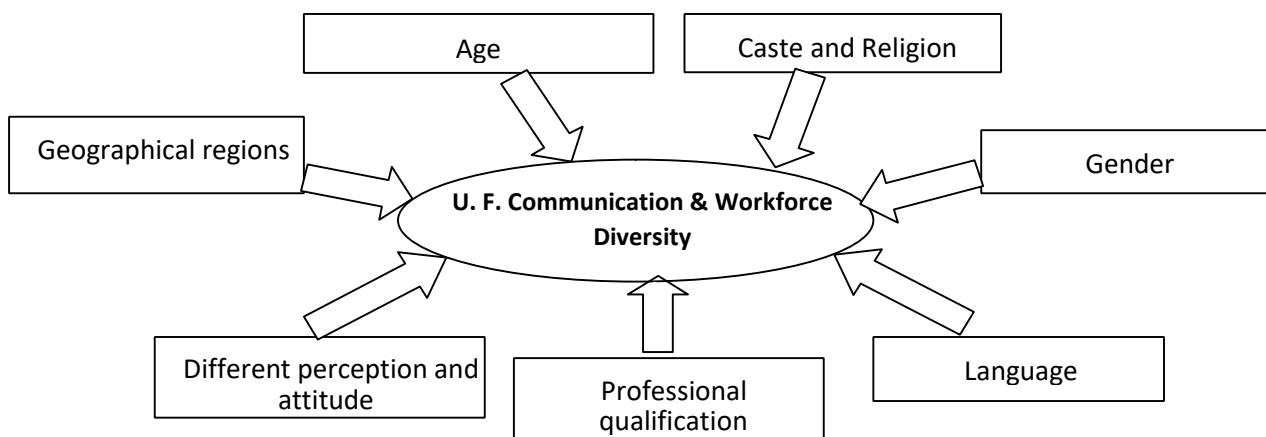
## **1.0 Introduction**

As we enter the 21<sup>st</sup> century, a fundamental shift is occurring in the world economy. We are moving towards a world in which barriers to cross border trade and investments are tumbling, perceiver distance is shrinking due to advances in transportation and telecommunications technology in short we can say that day by day the world is becoming a global village due to globalization. Major communication problems commonly identified are limited sharing of information, delays in receiving information,



broken lines of communication with not all staff aware of correct procedures, management not always easily accessible to staff, and communication distributed in forms that made it difficult to access (Lynott et al., 2018). The authors recommended that a chief communications officer be hired to implement and monitor internal channels of communicating with employees.

In this interdependent global economy, an American might drive to work in a car designed in Germany that was assembled in Mexico, components made in the United States and Japan that were fabricated from Korean steel and Malaysian rubber. From Indian perspective also, the world has now recognized India as one of the prime economic driver in the global scenario. Various companies are coming India to explore this opportunity. In order to survive in this type of cut throat competitive world the organizations have to hire an effective an efficient workforce that can handle such competitive environment. Employing diversified workforce is a very essence for every organization. In the current scenario the organizations that employ quality and competitive workforce regardless of their age, attitude, language, gender, religion, caste can only compete at the marketplace. Human resource is an important asset for any organization. Capital and physical resources, by themselves, cannot improve efficiency or contribute to an increased rate of return on investment. On the basis of above statement, researcher has prepared the following model.



**Fig.1: User Friendly Communication System & Workforce Diversity**

It is through the combined and concerted efforts of people that monetary or material resources are harnessed to achieve organizational goals. But these attitudes, efforts and skills have to be sharpened from time to time to optimize the effectiveness of human resources and to enable them to meet greater challenges. Without employees, the organization cannot move an inch. Therefore, the management of this resource is also an important issue. Human resource management is concerned with managing 'human aspect' of the organization in such a way that organizational objectives are achieved along with employee development and satisfaction. When the organizations employ human resource having different age, gender, perception, attitude, caste, religion, region then it will be very difficult for the management as well as for the employees to manage and



adjust with that environment. To manage diversified workforce is a big challenge for any organization or industry.

## 2.0 Objectives of the Study

- a. To find, is there protocols for employee notification in place to ensure that all employees are informed of internal changes or not.
- b. To find the barriers of communication that have been identified through employee feedback.
- c. To find the relation between user-friendly communication system and productivity of apparel industry.
- d. To find the relation between diversified workforce on the productivity of apparel industry.

## 3.0 Review of Literature

Communication methods take many different forms and can have unfavorable outcomes if the message is not delivered effectively. According to Robinson et al. (2018), "Effective communication helps us better understand a person or situation and enables us to resolve differences, build trust and respect, and create environments where creative ideas, problem solving, affection, and caring can flourish" (p. 1). This is important not only in personal relationships but professional and organizational relationships as well. According to Richards (2014), "Effective communication in organizations involves first establishing a baseline for performance, then identifying areas for improvement, then implementing improvement actions and then measuring again" (p. 1). A well thought out organizational plan can improve the daily functions of a department and should focus on effective communication and listening. According to staff at the University of California Merced (2018): For communication to be effective over time, a structured communication plan may be needed. A comprehensive communication plan outlines the problem to be addressed, the messages to be conveyed, the target audiences and the methods to be used (email, news article, social media, digital signage, open forum). It also consists of a timeline and list of people responsible for each task. Depending on the complexity of the issue or issues to be addressed, the plan may be a simplified variation of a full plan. (para. 1) The staff at the University of California Merced outlined an effective internal communications system and explained the importance of effective communication within the establishment. They concluded that: Effective communication within and across an organization is vital to its success. As UC Merced grows in size and complexity, it recognizes the need to strengthen internal communications to ensure all internal audiences – primarily staff and faculty – are routinely informed of news and information they need to succeed in their respective roles, and that they understand and embrace the university's mission, goals and priorities. (University of California Merced, 2014, para. 1) According to Masle (2013), for current communication channels to be utilized properly academics and practitioners agree that good written communication skills are essential because professional ability and performance are strongly linked with communication competence. Many employers specifically identify communication skills as a job requirement (Masle, 2017).



### **3.1 Communication Tools**

According to Coiera (2016), communication systems are the formal or informal structures that organizations use to support their communication needs. A communication system involves people, the messages they wish to convey, the technologies that mediate conversations, and the organizational structures that define and constrain the conversations that are allowed to occur. A communication channel is the 'pipe' along which a message is conveyed. There are a wide variety of communication channels available, from basic face-to-face conversation, to the telephone or e-mail, to the medical record. Channels also have attributes like capacity and noise, which determine their suitability for different tasks. When two parties exchange messages across a channel at the same time, this is known as synchronous communication. It is the nature of synchronous communication that it is interruptive, and these interruptions may have a negative impact on individuals who have high cognitive loads. For example, a busy clinician may forget to carry out a clinical task because he or she has been interrupted by a telephone call while he or she was busy. In contrast, when individuals can be separated in time, they may use an asynchronous channel to support their interaction. Since there can be no simultaneous discussion, conversations occur through a series of message exchanges. This can range from notes left on a colleague's desk, to sophisticated electronic messaging systems. A communication system is a bundle of different components, and the utility of the overall system is determined by the appropriateness of all the components together. If even one element of the system bundle is inappropriate for the setting, the communication system can underperform (Coiera, 2016).

### **3.2 Synchronous Communication**

Face-to-face communication is often perceived as an optimal channel for communicating complex information because it facilitates immediate feedback, the use of natural language and multiple cues, and personal focus. The two-way nature of interpersonal communication channels, such as team meetings, group problem-solving sessions, and supervisor briefings, enhances management-employee relationships better than publications. Men (2015) found that employees prefer face-to-face communication for communicating with organizational leaders, followed by emails. Technological development has made email an indispensable part of the daily routine of employees, although this is an asynchronous communication channel (Men, 2015).

### **3.3 Formal and Informal Communication**

Formal communication includes all-staff meetings (factory-wide) that help employees understand their department's goals and how their work fits into the larger organizational context; department-wide meetings for unexpected but important messages that have broad impact and need to be conveyed, perhaps used on an as-needed basis; and workgroup or staff meetings which include information sharing and updating and assigning tasks. These are most effective when held weekly or bi-weekly (University of California, Merced, 2014). Meetings present a forum for employees to ask questions and comment on issues in a timely fashion. Meetings should be mandatory and scheduled regularly (Pulce, 2013). Informal types of communication include brown-bag gatherings



that are usually held during the lunch hour and are casual ways to host a speaker, hold discussions, or present information (University of California Merced, 2018).

### **3.4 Paper Media**

Newsletters offer an ideal medium for sharing information with a broader audience on a regular, scheduled basis. Items may include news, events, and projects of importance or interest, accolades, policy changes, or strategic updates (University of California Merced, 2018). According to Pulce (2013), employee newsletters enable the employer, manager, or leader to inform employees about current issues, developments, and activities of general interest without having to communicate with each worker individually. However, newsletters should not be used as a substitute for face-to-face communication, but as a complementary vehicle. Pulce (2013) also stated that suggestion boxes allow employees to alert managers to concerns or ideas informally and, in some cases, anonymously. The difficulty with this method is that managers must make an effort to respond.

### **3.5 Digital Platforms**

Men (2015) stated that digital platforms, such as intranet, blogs, bulletin boards, instant messaging, and social networking sites, have been increasingly used by companies and organizational leaders to engage employees. Although limited in carrying social information

compared to face-to-face communication, new media channels with rich features (e.g., webcams, embedded audio or video, commenting and sharing features, and online chat functions) facilitate complex information distribution. Moreover, social media channels with two-way, interactive/dialogical, communal, personal, and relational features allow top leaders to listen closely to employees, respond in a timely manner, communicate in a genuine and personal fashion, and facilitate employee upward communication (Men, 2015). With today's changing technologies, social media is a way to keep employees informed about non-critical information, as well as keep everyone engaged in events. As with organizational websites, social media sites should be updated daily by the designated operator of these sites (University of California Merced, 2014). Each medium engages audiences in different ways and affects the scale and pace of communication. To date, various communication channels have been used by companies and leaders to communicate with employees, ranging from traditional print publications (e.g., newsletter, magazines, memos), phone calls, voicemails, and face-to-face communication, to Web 2.0 tools, such as intranet, blogs, instant messaging, and internal social networking sites (Men, 2015).

### **3.6 Internal Communication**

Internal communication can be defined as "a significant and independent function within public relations and corporate communication scholarship. Internal communication has two main roles: spanning provision of information and creating of a sense of community within organizations," (Karanges, Johnston, Beatson, & Lings, 2015, p. 129). Communication is central to stimulating an organization to act as actions flow from the "exchange of information and ideas within an organization" (Jacobs, Yu, & Chavez, 2016,



p. 63), which is defined as internal communication. Other definitions of the term further describe internal communication as intra-organizational communication which is quite often equated with employee communication. Furthermore, internal communication can be defined simply as all forms of communication within the organization. Management and Internal Communication. According to Vercic, Vercic, and Sriramesh (2012), just as public relations are often juxtaposed with other management disciplines, one should analyze the link between internal communications and management. Respondents in the Vercic et al. (2012) study believed a host of areas, including human resources, change management, organization development, public relations, marketing and general management, corporate human resources, corporate strategy, and corporate communication used internal communication. Internal communication is intertwined with the disciplines previously listed, particularly in the communications and human resources area. The internal communication specialist should ideally be knowledgeable in multiple disciplines because only then can he/she be a valid partner to the management. Managerial activities cannot be performed properly without using internal communication to some extent. However, internal communication should not be perceived as subordinate to any of the mentioned disciplines, except when management structures in a given organization place internal communication in a reporting line to one of them (Vercic et al., 2012). According to Ruck and Welch (2012), internal communication assessment is currently focused on channels used or volume of information generated, essentially evaluating processes rather than the content of the communication itself, how well communication is provided, or the recipient's understanding. Communication can be undermined by a lack of senior manager clarity and commitment to values. Opportunities for employee voice can be significantly improved. A changing communication environment calls for new approaches to assessment with an emphasis on communities, content, and dialogue rather than volume and channels (Ruck & Welch, 2012).

### **3.7 Workforce Diversity**

From past years, many researchers have studied different aspects of workforce diversity in various organizations and various other areas not only at all India level but also at international level. The various findings of past researches were of great help for the researcher to sort out the different factors to be used in the study. This review also helped in finding out the differences between the past researches and the current research on the same topic. Let us look at glance on the earlier researches. (Jeffery Sanchez-Burks and Michal E. Mor Barak, 2015) the researcher has discussed one's perceptions, values, and behavior in such situations reflect deep-seated beliefs about the nature of interpersonal work relationships. He further emphasized that to understand and manage these differences requires understanding the nature of workforce diversity and how it influences relational and communication styles. (Ashok Chanda, Dec 2016). In this article the author says that workforce diversity is a hot and burning issue in every organization of current scenario. Every human resource manager has to take care in managing this diversity and finally he concluded that there is a lack of awareness towards diversity management approach, the manager doesn't have sufficient knowledge and competency



to manage diversified workforce. (Sharbari Saha, Dewpha Mukherjee Patra, 2018) in this the authors have focused over the requirements due to globalized market and benefits of workforce diversity further they said that if the organization is not employing the diversified workforce then that organization is not competitive enough and the sales managers can make their diversified workforce effective and competent by providing them training. (Asmita Jha, 2019) in this article the author said that the most important asset of any organization is diversified workforce because the diversified workforce is good at problem solving as they provide different and creative ideas and gives competitive advantage to the organization. Further the author focused over making the workforce happier by proper understanding of the expectations and needs of each individual. (Kulin Patel and Anuradha Sriram, Oct 2017) in this article the author explores the role of managing diversified workforce in the case of mergers and acquisitions. The author said that the merger and acquisitions among the organization is just like a marriage which means that the compatibility among the employees of both the organizations having different cultures is most important for this the culture assessment of both the organizations is necessary. (Saumya Goyal, Aug 2019) In this article the author has depicted four models to understand the dimension of diversity they are diversity wheel in this model the author has classified the model into two dimensions first is primary which includes age, gender, mental/ physical abilities, race, ethnic heritage, sexual orientation and the secondary dimension includes geographic location, work experience, income, religion, first language, organizational role and level, communication style, family status, work style, education, military experience.

### **3.8 Apparel Industry of Bangladesh**

Bangladesh is a fast growing economy powered by the readymade garments (RMG) industry which has promoted the country in the world through the motto 'Made in Bangladesh'. The RMG industry has become one of the life lines of Bangladesh economy, sharing a major part of the country's export earnings. The industry started its journey in the late 70's and since then it continued to play a key role in the growth of the economy, and has emerged as the largest export earning sector of the country. This industry has contributed in socioeconomic prospects, creating a huge number employment opportunity mostly for the poor illiterate female workforce of the country. Thus, the RMG sector has played a vital role in empowering women by providing employment.

Chowdhury et al. (2015) addressed the challenges of unskilled labor with low productivity which results in increased per unit cost of production. Rahman and Anwar (2017) highlighted weak and inadequate infrastructures, e.g., poor energy supply, poor port facilities are the common challenges facing by the RMG sector in Bangladesh.

Berik and Rodgers (2018) addressed that Bangladesh RMG owners are very reluctant to invest in training and development facilities, although it revealed that training costs are directly offset by the productivity increase. Rahman et al. (2018) addressed the RMG workers' productivity and stated that the proportion of skilled workers is high in large factories (46-53 percent) than small and medium factories. The proportion of unskilled



workers is high in small and medium enterprises (18-26 percent) than that of large enterprises (16-18 percent).

Clark & Kanter (2019) found that the efficiency level judged by the productivity of Bangladesh RMG workers is not up to date or accordance to international level and it is just one-fourth of that of Chinese workers owing to workers' low literacy.

Berg et al., (2019) stated five major challenges for Bangladesh RMG sector such as weak infrastructures, compliance issues, low supplier and labor efficiency, insufficient backward linkage and political & economic volatility. Chowdhury et al. (2014) pointed major challenges as utility crisis such as oil and gas shortage, too much dependency on imported raw material, suppliers' inefficiency and low labor productivity, high interest rate and insufficient bank finance and political unrest within the country.

Hasan (2013) addressed that the single most challenge of Bangladesh RMG sector as the open competition emerged from the withdrawal of quota system under MFA agreement and the sustainability of the RMG sector under global market competition.

Klaus Schwab (2014) addressed that the infrastructure facilities such as road network, sea and land port facilities, and utility such as electricity and gas supply are the top most challenges for Bangladesh RMG Sector. Construction of new and up-gradation of existing Road-Rail-Port facilities are now become major requirements for RMG growth and sustainability.

Narrow and busy highways such as Dhaka- Chittagong will take almost take 20 hours of transport time, lack of alternative transportation mode e.g., rail also offers very limited capacity. Unavailability of deep sea harbor and inefficient management of Chittagong port and limited crane capacity and employee strike have increased the lead time by almost 10 days. Islam et al. (2014) identified a number of problems such as conflict between owners and workers, labor unrest, shortage of gas and electricity, poor infrastructure, poor port facility, lead time complexities, conspiracy of home and abroad, advancing competitors in the quota free international market.

From the above literature it is clear that different researchers have examined the RMG sector in different viewpoints. The present study will be general in nature that it will analyze and consider both contribution and challenges of RMG sector in Bangladesh economy.

#### **4.0 Methodology**

I began my research mailing surveys to communication officers working in apparel factories in Gazipur. I sent each respondent a letter detailing the same instructions and tasks, a numerically coded survey, and a postage paid return envelope. I mailed the surveys on February 21, 2019. Ten working days after the initial mailing, those not responding were sent a second letter, survey, and postage return envelope. The data





collection period was closed 20 working days after the initial mailing. Respondents sealed their responses in provided postage prepaid envelopes and returned the sealed envelope via mail before March 20, 2019. Upon receipt of the returned survey, the researcher located the survey number and recorded its receipt. Any surveys received after the close of data collection were noted, but the data was discarded.

I met with the statistician on April 6, 2019 and analyzed the results. Factory size as determined by the number of licensed beds was recorded to determine any differences between effectiveness of internal communication based on size. Further quantitative analysis included frequency counts and resulting distributions were compiled for each of the items found in the questionnaire. The frequency distributions were converted to percentages of the total responses

to facilitate reporting. Results were calculated based upon the number of responses for each question. Descriptive statistics allow the researcher to describe perception of communication

officers and employees (a single sample) on survey questionnaire items related to internal communication strategies of their factories, specifically focusing on effectiveness and efficiency. Comments of the respondents were reviewed and summarized. Data from a Likert response format were coded numerically to facilitate analysis. An ANOVA was used and if there were differences based upon factory demographic groups, a Tukey Post Hoc was performed to determine which survey items were significantly different. I have selected a 95% confidence interval for the study ( $=.05$ ).

## 5.0 Model

In principle, to estimate the effect of Productivity of Apparel Industry, the key approach is to create effect of Productivity as our qualitative variable. We have used the effect of Productivity as the dependent variable and the four dimensions of User-Friendly Communication System, Diversified Workforce, high involvement production method and low involvement production method as the determinants independent variables. We have run an OLS regression model to determine the significance level of the variables.

Productivity = f (User-Friendly Communication System, Diversified Workforce, high involvement production method, low involvement production method)

Specifically,

$$PAI = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where, PAI = Productivity

X<sub>1</sub> = User-Friendly Communication System

X<sub>2</sub> = Diversified Workforce

X<sub>3</sub> = high involvement production method

X<sub>4</sub> = low involvement production method



Where,  $\alpha$  is constant and  $\beta_1, \beta_2, \beta_3, \beta_4$  are coefficients to estimate, and  $e$  is the error term, which we assume as zero for this research.

### 6.0 Analysis and Findings

A total of 500 consumers responded to the questionnaire. After scrutinizing and quality controlling, a total of 380 samples were accepted as valid which was about 76% of the total respondents. The male respondents constitute 72% and the female 28%.

Table 1 shows the mean values depicting the overall satisfaction among the consumers.

**Table 1 Descriptive statistics of the brand outlets**

SQ determinants	Mean	Std. Deviation
User-Friendly Communication System	2.869	.55389
Diversified Workforce	3.959	.53459
high involvement production method	3.849	.69649
low involvement production method	3.716	.70643
<b>Overall Productivity</b>	<b>3.747</b>	<b>.76390</b>

Now, a regression analysis is required to run in order to identify if those means are above the neutral level of satisfaction dissatisfaction, and to determine the validity of the model used to explain the variables affecting the Productivity in Bangladesh.

The overall regression model and its variance may be summarized as follows:

**Table 2: Model Summary**

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.626	0.392	0.383	0.59705

a Predictors: (Constant), User-Friendly Communication System, Diversified Workforce, high involvement production method, low involvement production method

**Table 3: ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	90.299	6	15.050	42.219	.00
Residual	140.094	393	0.356		0
Total	230.392	399			

a Predictors: (Constant), User-Friendly Communication System, Diversified Workforce, high involvement production method, low involvement production method

b Dependent Variable: Productivity

The overall predictability of the model is shown under the table 2 above. The adjusted  $R^2$  value of 0.383 indicates that the model explains roughly about 38% of the factors are



responsible. The ANOVA table shown under table 3 depicting significant F values implies that the model is fit in explaining the overall Productivity in Bangladesh.

**Table 4: Regression Coefficients Analysis of the Model**

	Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
	B	Std. Error	Beta		
<b>(Constant)</b>	-.185	0.263		-.704	.482
User-Friendly Communication System	0.402	0.071	0.280	5.684	.000
low involvement production method	0.090	0.057	0.098	1.589	.113
Diversified Workforce	0.266	0.056	0.248	4.735	.000
high involvement production method	0.254	0.060	0.186	4.256	.000

a Dependent Variable: PAI

The intercept and coefficients shown above indicate the significant impact of only three variables, namely, User-Friendly Communication System, Diversified Workforce, and high involvement production method; and hence, the other three variable- was dropped from the final analysis since we have rejected any value greater than 0.01 (99% level of significance).

From the above findings we can develop the following regression model:

$$PAI = - 0.185 + 0.402 X_1 + 0.266 X_2 + 0.254 X_3$$

S.E. (0.263)      (0.071)      (0.056)      (0.060)  
 t values      (5.684)\*\*    (4.735)\*\*    (4.256)\*\*

$$R^2 \text{ (Adj.)} = 0.383, F = 42.219^{**}$$

\*\* - Significant at 99% level

Where, PAI = Productivity  
 X<sub>1</sub> = User-Friendly Communication System  
 X<sub>2</sub> = Diversified Workforce  
 X<sub>3</sub> = high involvement production method

### 7.0 Summary of Findings

The data collected regarding an employee notification system focused on whether factories have defined a known communications back up plan. It was found that communications officers in both rural and urban factories agreed that there was a plan in place. Another component of the study examined perceptions regarding the timeliness in which employees were notified of changes. From the data collected, respondents indicated that information was delivered to employees in a timely matter. The third component of employee notification dealt with the need for internal communications to



alert all employees of factory changes. The study found that 93.8% of respondents agreed or strongly agreed that internal communications systems were vital.

Concerning the current communication channel used to deliver information on organizational changes to its employees, it was found that respondents in both rural and non-rural areas agreed that the current method functioned to deliver these notifications. In regards to the effectiveness of current feedback methods, respondents did not agree about the effectiveness of their current communication systems. Communication officers indicated that their factories analyze the feedback from employees and makes changes to their communication systems based upon this feedback.

Select communication methods were included for effectiveness. It was found that direct supervisor contact was the best way to collect feedback regarding communication; however, a significant difference was found between the responses of those ages 31-40 and those who were 51-60 ( $p = 0.041$ ) with regards to the effectiveness of direct supervisor contact as a means to solicit employee feedback. Those in the age group 31-40 were less likely to agree that direct contact with supervisors was an effective method to solicit employee feedback. Surveys of employees ranked just below direct supervisor contact and anonymous response cards were not preferred as a way to gather feedback. Respondents were asked to indicate whether the organization analyzed feedback to determine that the most effective and efficient communication tools are in place. While 68.8% of the respondents either agreed or strongly agreed that this feedback was solicited and used, 25% indicated that was not the case in their facilities. When asked if communication officers knew if the current methods in place were working, respondents from both rural and urban factories were in agreement that the facilities analyzed the feedback and made changes where necessary. It was found that respondents from urban factories strongly agreed that barriers to communication exist in their factories but more of the rural facilities disagreed. Communication officers working at both rural and urban factories agreed that barriers could be removed with the help of employee feedback. Employee engagement and its impact on employee performance were also examined.

Respondents strongly agreed that their facility was concerned about improving communication with employees, that employee job satisfaction was improved when employees felt involved, and managers are better leaders when the communication lines are open. Respondents also agreed that there is a link between employee stress and poor communication.

After analyzing factories/organizations actively assess their handling of workplace diversity issues, develop and implement diversity plans, multiple benefits are reported such as:

1. Diversity stimulates innovation and productivity and creates a world class culture that can outperform the competition.



2. A multicultural organization is better suited to serve a diverse external clientele in a more increasingly global market. Such organizations have a better understanding of the requirements of the legal, political, social, economic and cultural environments of foreign nations (Adler, 1991).
3. In research-oriented and hi-tech industries, the broad base of talents generated by a gender-and ethnic diverse organization becomes a priceless advantage. "Creativity thrives on diversity" (Morgan, 1989).
4. Multicultural organizations are found to be better at problem solving, possess better ability to extract expanded meanings, and are more likely to display multiple perspectives and interpretations in dealing with complex issues.
5. Organizations employing a diverse workforce can supply a greater variety of solutions to problems in service, sourcing, and allocation of resources.
6. Employees from diverse backgrounds bring individual talents and experiences in suggesting ideas that are flexible in adapting to fluctuating markets and customer demands.
7. A diverse collection of skills and experiences (e.g. languages, cultural understanding) allows a company to provide service to customers on a global basis.
8. A diverse workforce that feels comfortable communicating varying points of view provides a larger pool of ideas and experiences.

After critically examining the data related with workforce diversity and its impact on productivity, it has been found that: An organization's major objective is to earn profit and to enhance its productivity, no doubt that almost all the authors are saying that employing diversified workforce is the very essence in today's scenario but to manage such a diversified workforce is a big challenge in front of the management. Hiring diversified workforce will definitely leads to improved productivity, but may prove to disaster if not managed properly because not only the management but employees are also feeling some problems like language problem (which is acceptable and is not due to thoughts of the employees), attitude clashes, and difference in perceptions, which is directly related to human behavior which ultimately affects the productivity of any organization.

After considering all the findings in the research it becomes a compulsion for the researchers to suggest, the ways to handle the shortcomings found during the survey. It is really a big matter of concern for all HR professionals as one side we say that we should include new trends in HR policies and on the other hand, the latest trend like workforce diversity is treated as a problem. However, this problem can be solved by adopting various policies like:

1. Encouraging the use of common language in the organization among the employees
2. By conducting various motivational and mentorship programs
3. By keeping the channels of communication open among the employees and employers
4. By encouraging employee participation



5. Further one should accept the fact it is not the matter of culture in fact it is the matter of quality. Therefore, for improving productivity, quality has to be maintained and not thrown out.

## 7.0 Conclusion

When drawing conclusions of this study, one must understand that front line employees were not asked about the most efficient and effective forms of communication. It was assumed that the communication officer who completed the survey had obtained feedback from employees about the best forms of communication in their facilities. But, we have found that user-friendly communication system and diversified workforce can increase productivity in apparel industry of Bangladesh.

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### Appendix

Instructions: Please complete the survey below by marking Disagree, Strongly Disagree, Agree, or Strongly Agree, as well as the demographics. After you complete this survey, please place it in the return envelope and mail it back by February 1, 2019.

	Disagree	Strongly Disagree	Agree	Strongly Agree
1. The current communication channel in place in my department notifies employees of changes in the department/organization				
2. If the current system of notification is disabled, there is a well-known back up plan for communicating with employees				
3. Employees at my factory are notified in a timely matter with much detail when changes are taking place (protocols, HR information, etc.)				
4. The current methods of feedback from employees at my factory are effective in assessing needs for changing communication methods				
5. Communication barriers exist in my factory				
6. Communication barriers at my factory could be addressed by analyzing employee feedback				
7. Department supervisors should have their own internal communication system with employees				
8. My factory is concerned about improving communication with employees				
9. My factory analyzes all employee feedback				





10. Employee job satisfaction is higher when employees feel involved				
11. Poor internal communication is a source of stress for employees				
12. Managers are better leaders when communication lines are open between them and subordinates				
13. Internal communication systems should notify all employees of factory changes				
14. At the least, department managers should inform all subordinates of any changes				