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**EMPLOYEE ENGAGEMENT AS A MEDIATOR ON
HRM PRACTICES AND EMPLOYEE PERFORMANCE
RELATIONSHIP OF READY-MADE GARMENT
INDUSTRY IN BANGLADESH**



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Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
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**EMPLOYEE ENGAGEMENT AS A MEDIATOR ON HRM
PRACTICES AND EMPLOYEE PERFORMANCE RELATIONSHIP OF
READY-MADE GARMENT INDUSTRY IN BANGLADESH**



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Thesis Submitted to
School of Business Management,
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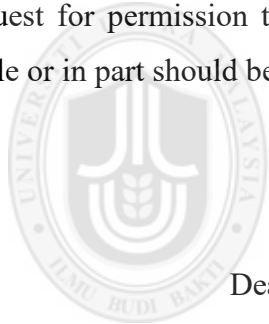


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ABSTRACT

The ready-made garment industry has made noteworthy contribution to the economy of Bangladesh that convinces the government to flourish its economy through industrialization than agriculture-based initiatives. With regards to this matter, practitioners and academicians are struggling to find the reasons for employees' high performance. Thus, the objective of this study was to assess the relationship between human resource management practices and employee performance through employee engagement of the ready-made garment industry in Bangladesh since the majority of the manufacturing employees are involved in this industry. The study followed the survey method for the collection of data from 392 operational level employees of different garment factories situated at Ashulia in Bangladesh. The data of this study was analyzed using the Partial Least Squares (Structural Equation Modeling) technique. The relationship between the exogenous and the endogenous latent construct was measured through the calculation of beta value, t-value, and p-value. The study revealed that the relationship between human resource management practices and employee performance is statistically significant. Similarly, the relationship between human resource management practices and employee engagement is also significant statistically except the compensation and engagement relationship. Moreover, employee engagement and employee performance relationship is statistically significant. In contrast, employee engagement does not mediate the relationship between compensation and performance, while the other aspects of human resource management practices and employee performance relationships are partially mediated by employee engagement. The findings of this study are expected to assist policy-makers and practitioners in formulating effective measures for the enhancement of employee performance in developing countries like Bangladesh.

Key Words: Developing economy, employee engagement, employee performance, human resource management practices, mediating, ready-made garment industry.

ABSTRAK

Industri pakaian sedia dipakai perlu diberik perhatian oleh kerajaan Bangladesh kerana industri ini banyak memberi sumbangan dalam ekonomi mereka dan tidak bergantung kepada industri berasaskan pertanian semata – mata. Berkaitan hal ini, pengamal dan ahli akademik berusaha keras untuk mencari punca kepada pencapaian prestasi pekerja yang tinggi. Oleh itu, kajian ini memberi tumpuan kepada bagaimana cara untuk meningkatkan prestasi para pekerja dalam industri pakaian sedia dipakai. Ia ekoran daripada penglibatan pekerja yang ramai dalam industri pakaian sedia dipakai. Kajian ini menjelaskan bahawa amalan pengurusan sumber manusia adalah sebagai pemboleh ubah ramalan bagi prestasi pekerja. Manakala penglibatan pekerja pula dianggap sebagai pemboleh ubah pengantara dalam kajian ini. Kaedah tinjauan telah digunakan dalam kajian ini bagi mengumpul data daripada 392 orang pekerja yang terdiri daripada mereka yang terlibat dalam operasi pembuatan pakaian dan pekerja daripada kilang – kilang pakaian yang berbeza di daerah Ashulia, Bangladesh. Data kajian ini dianalisis dengan menggunakan perisian *Partial Least Squares (Structural Equation Modeling)*. Manakala hubungan antara setiap pemboleh ubah diuji melalui pengiraan nilai beta, nilai – t dan nilai – p. Kajian ini menunjukkan bahawa hubungan antara amalan pengurusan sumber manusia dan prestasi pekerja adalah signifikan. Begitu juga hubungan antara amalan pengurusan sumber manusia dan penglibatan pekerja, kecuali pampasan dan penglibatan. Selain itu, hubungan antara penglibatan pekerja dengan prestasi pekerja juga didapati signifikan. Sebaliknya, penglibatan pekerja tidak menjadi pengantara hubungan antara ganjaran dan prestasi. Manakala aspek-aspek lain seperti amalan pengurusan sumber manusia dan prestasi pekerja pula menunjukkan bahawa wujud hubungan pengantara yang melibatkan pemboleh ubah pengantara iaitu penglibatan pekerja tetapi hanya sebahagian sahaja. Hasil kajian ini dijangka akan membantu pembuat dasar dan pengamal dalam merumuskan langkah-langkah yang berkesan untuk meningkatkan prestasi pekerja dalam konteks negara membangun seperti Bangladesh.

Kata Kunci: Pembangunan ekonomi, penglibatan pekerja, prestasi pekerja, amalan pengurusan sumber manusia, pengantara, industri pakaian yang sedia dipakai

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LIST OF ABBREVIATIONS

Abbreviation	Full form
AMOS	Analysis of Moment Structures
ATC	Agreement on Textile and Clothing
AVE	Average Variance Extracted
BGMEA	Bangladesh Garment Manufacturer and Exporter Association
CB-SEM	Covariance Based Structural Equation Modeling
CFA	Confirmatory Factor Analysis
CMB	Common Method Bias
CMV	Common Method Variance
COM	Compensation
d _G	Geodesic Distance
d _{ULS}	Square Euclidean Distance
DV	Dependent Variable
EFA	Exploratory Factor Analysis
ENG	Employee Engagement
EPB	Export Promotion Bureau
ERS	Employee Relations
EU	European Union
FDI	Foreign Direct Investment
GoF	Goodness of Fit
H	Hypothesis
HIID	Harvard Institute of International Development
HNT	Hierarchy of Needs Theory
HRM	Human Resource Management
HSC	Higher Secondary Certificate
IBM Corp.	International Business Machines Corporation

ILO	International Labor Organization
IV	Independent Variable
JSEC	Job Security
LISREL	Linear Structural Relations
MFA	Multi-Fiber Agreement
MV	Mediating Variable
NY	New York
PER	Employee Performance
PLS	Partial Least Squares
PLS-SEM	Partial Least Squares to Structural Equation Modeling
PRO	Promotion Opportunity
RMG	Ready-Made Garment
SEM	Structural Equation Modeling
SET	Social Exchange Theory
SPSS	Statistical Package for Social Sciences
SRMR	Standardized Root Mean Square Residual
SSC	Secondary School Certificate
SSE	Sum of the Squared prediction Error
SSO	Sum of the Squared Observations
TD	Training and Development
TIP	Trade and Industrial Policy
UK	United Kingdom
USA	United States of America
UWES	Utrecht Work Engagement Scale
VAF	Variance Accounted For
VB-SEM	Variance Based Structural Equation Modeling
VIF	Variance Inflation Factor
WTO	World Trade Organization

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The enhancement of employee performance through effective human resource management practices is the key concern to the management of the organization. In this connection, organization's governing body implements different human resource management practices at different working environments aimed at achieving the best outcomes for the organization by capitalizing employees' efforts. Consequently, the today's practitioners are not thinking about the traditional aspects rather they are looking for additional aspects as a means of flourishing the level of employee performance. As a result, today's practitioners concentrate more on the behavioral issue like employee engagement for the improvement of employee performance. Therefore, this chapter deals with the relationship among human resource management practices, employee engagement and employee performance with a view to develop new equation that can ensure the success of the organization through achieving better employee performance. More specifically, this chapter mainly covers the background of the study, problem statement, research questions and objectives, significance and contributions of the study. In addition, basic concepts of the key terms and the chapter schemes of the entire thesis are highlighted in this chapter and finally a constructive conclusion is provided.

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APPENDICES

Appendix – A

Survey Questionnaire



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Tel: 604-9285045, Fax: 604-9285761, [ww.cob.uum.edu.my](http://www.cob.uum.edu.my)

Dear Participant,

The purpose of the attached survey questionnaire is to understand the human resource management practices of the RMG industry in Bangladesh. The survey questionnaire consisted of some statements and you are requested to give the appropriate answer. This questionnaire is designed to assess your perception of your factory's human resource management practices, and the extent it affects your attitude and behavior at work.

There is no right or wrong answers in this survey. All your answers will reflect your personal opinion about the current human resource practices of your organization. Individual responses to this survey will be kept CONFIDENTIAL and will NOT be disclosed. Your factory will have NO access to the information you have provided herein. Besides, no reference will be made in writing or orally that could link you to this study. Only summarized data will be reported in the results.

Please read carefully the instruction at the beginning of the questionnaire and answer all the statements as accurately as possible. Your time and cooperation will be highly appreciated. Please take a few minutes to fill out this survey questionnaire.

Thank you in advance for taking your valuable time to complete this survey.

Yours faithfully,

Shaheen Ahmed

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INSTRUCTIONS: Please read the following statements and indicate the extent of your agreement with the statements on a 7-point scale. **Please circle your appropriate answer.**

1 = Strongly Disagree (SD) || 2 = Disagree (D) || 3 = Disagree Somewhat (DS) || 4 = Neutral (N) || 5 = Agree Somewhat (AS) || 6 = Agree (A) || 7 = Strongly Agree (SA)

Section One: Statements about human resource management practices

Sl. No.	Entry Code	Statements / Items	Measurement Scale
1	TD_1	I hope my factory should provide extensive training for enhancement of employee performance.	1 2 3 4 5 6 7
2	TD_2	I expect my factory provide developmental training programs for employee every few years.	1 2 3 4 5 6 7
3	TD_3	Formal training is needed to be conducted for new employees for their skills development they need to perform their jobs.	1 2 3 4 5 6 7
4	TD_4	I expect my factory should provide formal training for employees to increase their promotion opportunity in the factory.	1 2 3 4 5 6 7
5	COM_1	I hope attractive wages/salaries for employees at my factory.	1 2 3 4 5 6 7
6	COM_2	I expect the employee will receive equitable wage/salary at my factory.	1 2 3 4 5 6 7
7	COM_3	I hope the amount of salary in the factory will have reflection on individual employee performance.	1 2 3 4 5 6 7
8	COM_4	I think satisfactory salary level encourages employees for better performance.	1 2 3 4 5 6 7

9	COM_5	I expect the salary should be enough to maintain the employees standard of living.	1	2	3	4	5	6	7
10	JSEC_1	I hope there should have an opportunity to stay in the factory as long as I wish.	1	2	3	4	5	6	7
11	JSEC_2	I hope the termination of employee from the factory should not be easy.	1	2	3	4	5	6	7
12	JSEC_3	I think job security is expected for better employee performance in the factory.	1	2	3	4	5	6	7
13	PRO_1	I think individual employee will have clear promotion paths within the factory.	1	2	3	4	5	6	7
14	PRO_2	I think promotion opportunity encourages employee to perform more.	1	2	3	4	5	6	7
15	PRO_3	I think employees' promotion expectation in the factory should be known by their controlling/immediate supervisor.	1	2	3	4	5	6	7
16	PRO_4	I think employees who deserve promotion should have scope to be promoted.	1	2	3	4	5	6	7
17	ERS_1	My supervisor demonstrates trust and confidence upon me.	1	2	3	4	5	6	7
18	ERS_2	I expect my supervisor treats me with dignity and respect.	1	2	3	4	5	6	7
19	ERS_3	I expect my supervisor gives me the authority I need to do my job.	1	2	3	4	5	6	7
20	ERS_4	I expect my supervisor provides me with a useful performance appraisal system.	1	2	3	4	5	6	7
21	ERS_5	I expect my supervisor's feedback about my work for better performance.	1	2	3	4	5	6	7
22	ERS_6	I expect my supervisor jointly sets performance objectives with me.	1	2	3	4	5	6	7

23	ERS_7	I expect my supervisor helps me to develop my career plan.	1	2	3	4	5	6	7
24	ERS_8	I expect my supervisor offer adequate time for me to attend training.	1	2	3	4	5	6	7

Section Two: Statement about employee engagement

Sl. No.	Entry Code	Statements / Items	Measurement Scale						
25	ENG_1	At my work, I feel full energy.	1	2	3	4	5	6	7
26	ENG_2	At my job, I feel strong and spirit.	1	2	3	4	5	6	7
27	ENG_3	I am enthusiastic about my job.	1	2	3	4	5	6	7
28	ENG_4	My job inspires me.	1	2	3	4	5	6	7
29	ENG_5	When I get up in the morning, I feel like going to work.	1	2	3	4	5	6	7
30	ENG_6	I feel happy when I am working intensely.	1	2	3	4	5	6	7
31	ENG_7	I am proud of the work that I do.	1	2	3	4	5	6	7
32	ENG_8	I am thrust in my work.	1	2	3	4	5	6	7
33	ENG_9	I get carried away when I am working.	1	2	3	4	5	6	7

Section Three: Statement about employee performance

Sl. No.	Entry Code	Statements / Items	Measurement Scale						
34	PER_1	I fulfill the responsibilities stated in the job description.	1	2	3	4	5	6	7
35	PER_2	I perform the tasks that are expected from me.	1	2	3	4	5	6	7
36	PER_3	I meet the performance requirements of the job of the factory.	1	2	3	4	5	6	7

37	PER_4	I expect my involvement with the activities that are relevant to my yearly performance assessment.	1	2	3	4	5	6	7
38	PER_5	I do not neglect the aspects of the job that I am obliged to perform.	1	2	3	4	5	6	7
39	PER_6	I was not fail to perform my essential duties.	1	2	3	4	5	6	7
40	PER_7	I adequately complete assigned duties.	1	2	3	4	5	6	7

Section Four: Statement about demographic information

41. Age: Years

42. Gender:

(i) Male

(ii) Female

43. Education:

(i) Below SSC

(ii) SSC

(iii) HSC

(iv) Bachelor

(v) Master

(vi) Others (Specify)

44. Marital status:

(i) Married

(ii) Unmarried

(iii) Divorced

(iv) Widow

45. Job position:

46. Job experience: Years.

Appendix – B

Cronbach's Alpha of the Pilot Study

Independent Variable-1: Employee Training and Development (TD)

Table B1

Reliability Statistics

Cronbach's Alpha	Number of Items
.782	4

Table B2

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TD_1	18.45	3.668	.672	.682
TD_2	18.60	4.052	.615	.715
TD_3	18.67	4.618	.407	.811
TD_4	18.64	3.503	.669	.683

Independent Variable-2: Employee Compensation (COM)

Table B3

Reliability Statistics

Cronbach's Alpha	N of Items
.867	5

Table B4

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
COM_1	23.93	6.361	.762	.822
COM_2	24.19	6.256	.713	.834
COM_3	23.76	6.966	.581	.865
COM_4	24.10	6.527	.704	.836
COM_5	24.40	5.954	.704	.837

Independent Variable-3: Employee Job Security (JSEC)

Table B5

Reliability Statistics

Cronbach's Alpha	Number of Items
.805	3

Table B6

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JSEC_1	12.52	2.304	.548	.835
JSEC_2	12.64	2.089	.693	.692
JSEC_3	12.40	1.857	.724	.653

Independent Variable-4: Employee Promotion Opportunity (PRO)

Table B7

Reliability Statistics

Cronbach's Alpha	Number of Items
.804	4

Table B8

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
PRO_1	18.19	4.060	.618	.756
PRO_2	18.60	3.857	.669	.730
PRO_3	18.86	4.174	.525	.799
PRO_4	18.29	3.672	.669	.729

Independent Variable-5: Employee Relations with Supervisor (ERS)

Table B9

Reliability Statistics

Cronbach's Alpha	Number of Items
.881	8

Table B10

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
ERS_1	40.74	13.369	.743	.856
ERS_2	40.93	14.409	.518	.879
ERS_3	41.24	14.186	.555	.875
ERS_4	40.93	13.044	.727	.857
ERS_5	40.81	13.036	.836	.847
ERS_6	41.21	13.880	.522	.881
ERS_7	41.29	13.721	.648	.866
ERS_8	40.69	14.024	.653	.866

Dependent Variable: Employee Performance (PER)

Table B11

Reliability Statistics

Cronbach's Alpha	Number of Items
.865	7

Table B12

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PER_1	37.07	10.361	.734	.833
PER_2	37.45	10.595	.560	.857
PER_3	37.45	10.644	.584	.853
PER_4	37.02	11.195	.516	.861
PER_5	37.57	9.226	.757	.828
PER_6	37.29	11.087	.621	.849
PER_7	37.14	10.321	.711	.836

Mediating Variable: Employee Engagement (ENG)

Table B13

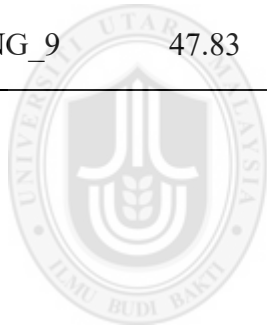
Reliability Statistics

Cronbach's Alpha	Number of Items
.841	9

Table B14

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
ENG_1	48.07	15.190	.675	.813
ENG_2	48.24	14.771	.668	.812
ENG_3	48.21	15.636	.520	.828
ENG_4	48.62	15.607	.564	.824
ENG_5	48.74	16.247	.458	.834
ENG_6	48.14	13.540	.740	.801
ENG_7	48.10	15.649	.488	.832
ENG_8	48.14	15.199	.562	.824
ENG_9	47.83	17.215	.298	.848



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Appendix – C

Item-wise Missing Value Analysis

Table C1

Univariate Statistics

Items	N	Mean	Std. Deviation	Missing		No. of Extremes ^a	
				Count	Percent	Low	High
TD_1	392	6.10	.757	0	.0	13	0
TD_2	392	6.03	.771	0	.0	14	0
TD_3	392	6.00	.820	0	.0	14	0
TD_4	392	6.08	.743	0	.0	12	0
COM_1	392	6.09	.768	0	.0	15	0
COM_2	392	6.12	.795	0	.0	12	0
COM_3	392	6.19	.737	0	.0	12	0
COM_4	392	6.00	.777	0	.0	.	.
COM_5	391	6.07	.746	1	.3	13	0
JSEC_1	392	6.24	.673	0	.0	14	0
JSEC_2	392	6.19	.800	0	.0	13	0
JSEC_3	392	6.15	.703	0	.0	14	0
PRO_1	392	6.14	.732	0	.0	15	0
PRO_2	392	6.04	.718	0	.0	.	.
PRO_3	392	5.91	.859	0	.0	9	0
PRO_4	392	6.09	.803	0	.0	14	0
ERS_1	392	5.93	.841	0	.0	0	0
ERS_2	392	5.93	.834	0	.0	0	0
ERS_3	392	6.10	.767	0	.0	14	0
ERS_4	392	5.89	.825	0	.0	4	0
ERS_5	392	5.81	.854	0	.0	8	0
ERS_6	392	6.15	.844	0	.0	13	0

ERS_7	392	5.96	.830	0	.0	0	0
ERS_8	392	5.94	.841	0	.0	0	0
ENG_1	392	6.04	.759	0	.0	14	0
ENG_2	392	5.98	.811	0	.0	0	0
ENG_3	391	5.99	.816	1	.3	13	0
ENG_4	392	6.13	.776	0	.0	8	0
ENG_5	392	6.03	.796	0	.0	9	0
ENG_6	391	5.99	.802	1	.3	0	0
ENG_7	392	6.07	.804	0	.0	12	0
ENG_8	392	6.09	.804	0	.0	10	0
ENG_9	392	6.04	.802	0	.0	12	0
PER_1	392	6.34	.682	0	.0	14	0
PER_2	392	6.18	.757	0	.0	15	0
PER_3	391	6.28	.690	1	.3	9	0
PER_4	392	6.28	.685	0	.0	11	0
PER_5	392	6.40	.660	0	.0	8	0
PER_6	392	6.32	.714	0	.0	13	0
PER_7	392	6.30	.719	0	.0	13	0
AGE	392	24.63	2.486	0	.0	0	6
GENDER	390	1.88	.329	2	.5	.	.
EDU	391	2.08	.577	1	.3	.	.
M_STATUS	390	1.11	.325	2	.5	.	.
POSITION	392	3.00	.051	0	.0	.	.
EXP	389	5.32	2.122	3	.8	0	35

a. Number of cases outside the range (Q1 - 1.5*IQR, Q3 + 1.5*IQR).

Appendix – D

Walker’s Chi-Square Table

Table D1

Critical values for the Chi Square Distribution

df	Significance Level				
	0.10	0.05	0.025	0.01	0.005
1	2.7055	3.8415	5.0239	6.6349	7.8794
2	4.6052	5.9915	7.3778	9.2104	10.5965
3	6.2514	7.8147	9.3484	11.3449	12.8381
4	7.7794	9.4877	11.1433	13.2767	14.8602
5	9.2363	11.0705	12.8325	15.0863	16.7496
6	10.6446	12.5916	14.4494	16.8119	18.5475
7	12.017	14.0671	16.0128	18.4753	20.2777
8	13.3616	15.5073	17.5345	20.0902	21.9549
9	14.6837	16.919	19.0228	21.666	23.5893
10	15.9872	18.307	20.4832	23.2093	25.1881
11	17.275	19.6752	21.92	24.725	26.7569
12	18.5493	21.0261	23.3367	26.217	28.2997
13	19.8119	22.362	24.7356	27.6882	29.8193
14	21.0641	23.6848	26.1189	29.1412	31.3194
15	22.3071	24.9958	27.4884	30.578	32.8015
16	23.5418	26.2962	28.8453	31.9999	34.2671
17	24.769	27.5871	30.191	33.4087	35.7184
18	25.9894	28.8693	31.5264	34.8052	37.1564
19	27.2036	30.1435	32.8523	36.1908	38.5821
20	28.412	31.4104	34.1696	37.5663	39.9969

21	29.6151	32.6706	35.4789	38.9322	41.4009
22	30.8133	33.9245	36.7807	40.2894	42.7957
23	32.0069	35.1725	38.0756	41.6383	44.1814
24	33.1962	36.415	39.3641	42.9798	45.5584
25	34.3816	37.6525	40.6465	44.314	46.928
26	35.5632	38.8851	41.9231	45.6416	48.2898
27	36.7412	40.1133	43.1945	46.9628	49.645
28	37.9159	41.3372	44.4608	48.2782	50.9936
29	39.0875	42.5569	45.7223	49.5878	52.3355
30	40.256	43.773	46.9792	50.8922	53.6719
35	46.0588	49.8018	53.2033	57.342	60.2746
40	51.805	55.7585	59.3417	63.6908	66.766
50	63.1671	67.5048	71.4202	76.1538	79.4898
60	74.397	79.082	83.2977	88.3794	91.9518
70	85.527	90.5313	95.0231	100.4251	104.2148
80	96.5782	101.8795	106.6285	112.3288	116.3209
90	107.565	113.1452	118.1359	124.1162	128.2987
100	118.498	124.3421	129.5613	135.8069	140.1697

Appendix – E

Test of Normality

Table E1

Skewness and Kurtosis Statistics and z-value

Indicators	N		Standard Deviation	Skewness	Std. error (Skewness)	z-value	Kurtosis	Std. error (Kurtosis)	z-value
	Valid	Missing							
TD_1	392	0	0.757	-1.051	0.123	-8.545	4.344	0.246	17.659
TD_2	392	0	0.771	-0.821	0.123	-6.675	1.3501	0.246	5.488
TD_3	392	0	0.82	-0.816	0.123	-6.634	1.183	0.246	4.809
TD_4	392	0	0.743	-0.688	0.123	-5.593	0.8	0.246	3.252
COM_1	392	0	0.768	-1.077	0.123	-8.756	2.289	0.246	9.305
COM_2	392	0	0.795	-0.781	0.123	-6.350	0.69	0.246	2.805
COM_3	392	0	0.737	-0.896	0.123	-7.285	1.286	0.246	5.228
COM_4	392	0	0.777	-0.888	0.123	-7.220	1.653	0.246	6.720
COM_5	392	1	0.746	-0.829	0.123	-6.740	1.419	0.246	5.768
JSEC_1	392	0	0.673	-1.032	0.123	-8.390	2.328	0.246	9.463
JSEC_2	392	0	0.8	-1.56	0.123	-12.683	4.219	0.246	17.150

JSEC_3	392	0	0.703	-1.102	0.123	-8.959	2.842	0.246	11.553
PRO_1	392	0	0.732	-1.17	0.123	-9.512	2.888	0.246	11.740
PRO_2	392	0	0.718	-1.053	0.123	-8.561	2.669	0.246	10.850
PRO_3	392	0	0.859	-0.819	0.123	-6.659	1.317	0.246	5.354
PRO_4	392	0	0.803	-0.938	0.123	-7.626	1.473	0.246	5.988
ERS_1	392	0	0.841	-0.549	0.123	-4.463	0.332	0.246	1.350
ERS_2	392	0	0.834	-0.485	0.123	-3.943	0.114	0.246	0.463
ERS_3	392	0	0.767	-0.747	0.123	-6.073	0.719	0.246	2.923
ERS_4	392	0	0.825	-0.48	0.123	-3.902	0.346	0.246	1.407
ERS_5	392	0	0.854	-0.558	0.123	-4.537	0.774	0.246	3.146
ERS_6	392	0	0.844	-0.614	0.123	-4.992	-0.513	0.246	-2.085
ERS_7	392	0	0.83	-0.472	0.123	-3.837	-0.066	0.246	-0.268
ERS_8	392	0	0.841	-0.489	0.123	-3.976	0.187	0.246	0.760
ENG_1	392	0	0.759	-0.764	0.123	-6.211	1.122	0.246	4.561
ENG_2	392	0	0.811	-0.576	0.123	-4.683	0.419	0.246	1.703
ENG_3	392	1	0.816	-0.606	0.123	-4.927	0.438	0.246	1.780
ENG_4	392	0	0.776	-0.588	0.123	-4.780	0.048	0.246	0.195
ENG_5	392	0	0.796	-0.422	0.123	-3.431	-0.273	0.246	-1.110

ENG_6	392	1	0.802	-0.435	0.123	-3.537	-0.18	0.246	-0.732
ENG_7	392	0	0.804	-0.491	0.123	-3.992	-0.415	0.246	-1.687
ENG_8	392	0	0.804	-0.544	0.123	-4.423	-0.154	0.246	-0.626
ENG_9	392	0	0.802	-0.513	0.123	-4.171	-0.081	0.246	-0.329
PER_1	392	0	0.682	-1.373	0.123	-11.163	3.628	0.246	14.748
PER_2	392	0	0.757	-0.954	0.123	-7.756	1.317	0.246	5.354
PER_3	392	1	0.69	-1.005	0.123	-8.171	2.019	0.246	8.207
PER_4	392	0	0.685	-1.102	0.123	-8.959	2.542	0.246	10.333
PER_5	392	0	0.66	-1.08	0.123	-8.780	1.756	0.246	7.138
PER_6	392	0	0.714	-1.11	0.123	-9.024	1.671	0.246	6.793
PER_7	392	0	0.719	-1.303	0.123	-10.593	3.071	0.246	12.484

Appendix – F

Test of Normality

Table F1

Kolmogorov-Smirnov and Shapiro-Wilk Method

Items	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TD_1	.304	392	.000	.783	392	.000
TD_2	.297	392	.000	.813	392	.000
TD_3	.274	392	.000	.827	392	.000
TD_4	.288	392	.000	.811	392	.000
COM_1	.307	392	.000	.782	392	.000
COM_2	.254	392	.000	.819	392	.000
COM_3	.273	392	.000	.787	392	.000
COM_4	.306	392	.000	.808	392	.000
COM_5	.299	391	.000	.800	391	.000
JSEC_1	.301	392	.000	.716	392	.000
JSEC_2	.300	392	.000	.733	392	.000
JSEC_3	.320	392	.000	.741	392	.000
PRO_1	.317	392	.000	.750	392	.000
PRO_2	.340	392	.000	.759	392	.000
PRO_3	.264	392	.000	.832	392	.000
PRO_4	.277	392	.000	.810	392	.000
ERS_1	.246	392	.000	.849	392	.000
ERS_2	.243	392	.000	.851	392	.000
ERS_3	.279	392	.000	.813	392	.000
ERS_4	.249	392	.000	.849	392	.000
ERS_5	.243	392	.000	.846	392	.000
ERS_6	.250	392	.000	.819	392	.000

ERS_7	.242	392	.000	.850	392	.000
ERS_8	.231	392	.000	.845	392	.000
ENG_1	.298	392	.000	.812	392	.000
ENG_2	.256	392	.000	.841	392	.000
ENG_3	.257	391	.000	.841	391	.000
ENG_4	.238	392	.000	.823	392	.000
ENG_5	.237	392	.000	.839	392	.000
ENG_6	.248	391	.000	.845	391	.000
ENG_7	.236	392	.000	.834	392	.000
ENG_8	.233	392	.000	.833	392	.000
ENG_9	.248	392	.000	.839	392	.000
PER_1	.272	392	.000	.688	392	.000
PER_2	.278	392	.000	.785	392	.000
PER_3	.268	391	.000	.754	391	.000
PER_4	.278	392	.000	.735	392	.000
PER_5	.295	392	.000	.724	392	.000
PER_6	.263	392	.000	.742	392	.000
PER_7	.268	392	.000	.730	392	.000

a. Lilliefors Significance Correction

Appendix – G

Multicollinearity Test (Item-wise VIF and Tolerance Values)

Table G1

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	.177	.372		.475	.635					
TD_1	-.023	.045	-.025	-.509	.611	.392	-.027	-.019	.586	1.707
TD_2	.112	.042	.126	2.627	.009	.414	.138	.100	.627	1.595
TD_3	-.036	.040	-.043	-.909	.364	.332	-.048	-.035	.636	1.572
TD_4	.026	.044	.028	.584	.559	.347	.031	.022	.639	1.566
COM_1	.088	.045	.099	1.977	.049	.443	.104	.075	.574	1.741
COM_2	.002	.040	.003	.057	.954	.346	.003	.002	.680	1.471
COM_3	.112	.045	.121	2.471	.014	.425	.130	.094	.599	1.668
COM_4	-.008	.043	-.009	-.181	.857	.376	-.010	-.007	.595	1.680
COM_5	-.037	.045	-.040	-.821	.412	.368	-.043	-.031	.601	1.664

JSEC_1	.099	.051	.098	1.938	.053	.448	.102	.074	.568	1.761
JSEC_2	.089	.044	.104	2.017	.044	.450	.106	.077	.543	1.840
JSEC_3	-.120	.050	-.124	-2.407	.017	.343	-.127	-.092	.547	1.829
PRO_1	.025	.048	.026	.512	.609	.422	.027	.020	.544	1.837
PRO_2	.085	.049	.090	1.748	.081	.430	.092	.067	.551	1.815
PRO_3	.031	.039	.039	.801	.424	.372	.042	.030	.604	1.657
PRO_4	.067	.042	.079	1.587	.113	.430	.084	.060	.590	1.696
ERS_1	.038	.038	.047	1.004	.316	.325	.053	.038	.657	1.521
ERS_2	.031	.040	.038	.773	.440	.341	.041	.029	.613	1.632
ERS_3	.038	.042	.042	.891	.373	.377	.047	.034	.642	1.558
ERS_4	.034	.038	.042	.913	.362	.339	.048	.035	.694	1.442
ERS_5	.036	.040	.046	.909	.364	.341	.048	.035	.573	1.746
ERS_6	.028	.036	.034	.762	.447	.340	.040	.029	.712	1.405
ERS_7	.065	.041	.079	1.596	.111	.369	.084	.061	.591	1.691
ERS_8	-.033	.038	-.040	-.867	.387	.261	-.046	-.033	.665	1.503

ENG_1	.052	.043	.058	1.214	.226	.391	.064	.046	.639	1.565
ENG_2	.060	.042	.071	1.432	.153	.358	.076	.055	.587	1.704
ENG_3	-.025	.042	-.029	-.591	.555	.329	-.031	-.022	.582	1.718
ENG_4	-.016	.040	-.019	-.410	.682	.271	-.022	-.016	.703	1.422
ENG_5	.102	.040	.119	2.528	.012	.367	.133	.096	.650	1.537
ENG_6	-.001	.041	-.001	-.028	.978	.304	-.001	-.001	.626	1.598
ENG_7	.035	.039	.042	.900	.369	.323	.048	.034	.674	1.484
ENG_8	.077	.038	.091	2.019	.044	.366	.106	.077	.714	1.400
ENG_9	-.018	.040	-.021	-.442	.659	.282	-.023	-.017	.658	1.519

a. Dependent Variable: PER_1

Appendix – H

Test of Common Method Bias

Table H1

Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.120	32.801	32.801	4.271	10.677	10.677
2	1.445	3.613	36.414	3.396	8.490	19.167
3	1.326	3.314	39.729	2.924	7.311	26.478
4	1.220	3.050	42.779	2.857	7.141	33.619
5	1.197	2.993	45.772	2.715	6.786	40.406
6	1.056	2.641	48.413	2.251	5.628	46.034
7	1.017	2.542	50.956	1.969	4.922	50.956
8	.990	2.475	53.431			
9	.958	2.396	55.827			
10	.913	2.284	58.110			
11	.863	2.157	60.267			
12	.858	2.144	62.412			
13	.832	2.079	64.491			
14	.803	2.007	66.498			
15	.786	1.964	68.462			
16	.766	1.915	70.377			
17	.719	1.797	72.174			
18	.699	1.749	73.923			

19	.694	1.735	75.658
20	.659	1.646	77.304
21	.640	1.601	78.906
22	.616	1.540	80.446
23	.594	1.486	81.932
24	.581	1.452	83.384
25	.574	1.435	84.818
26	.535	1.338	86.156
27	.520	1.301	87.458
28	.500	1.250	88.708
29	.461	1.152	89.860
30	.452	1.131	90.991
31	.442	1.104	92.095
32	.421	1.053	93.148
33	.406	1.016	94.163
34	.395	.988	95.152
35	.381	.951	96.103
36	.350	.874	96.978
37	.343	.857	97.834
38	.306	.765	98.599
39	.282	.705	99.305
40	.278	.695	100.000

Extraction Method: Principal Component Analysis.

Appendix – I

Cronbach's Alpha of the Survey Study

Independent Variable-1: Employee Training and Development (TD)

Table I1

Reliability Statistics

Cronbach's Alpha	Number of Items
.702	4

Table I2

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TD_1	18.11	3.063	.534	.609
TD_2	18.18	3.010	.541	.604
TD_3	18.20	3.179	.411	.688
TD_4	18.13	3.247	.468	.649

Independent Variable-2: Employee Compensation (COM)

Table I3

Reliability Statistics

Cronbach's Alpha	Number of Items
.736	5

Table I4

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
COM_1	24.39	4.757	.529	.679
COM_2	24.36	4.943	.436	.715
COM_3	24.29	4.905	.511	.686
COM_4	24.48	4.850	.487	.695
COM_5	24.41	4.821	.531	.678

Independent Variable-3: Employee Job Security (JSEC)

Table I5

Reliability Statistics

Cronbach's Alpha	Number of Items
.699	3

Table I6

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JSEC_1	12.34	1.687	.476	.655
JSEC_2	12.39	1.404	.490	.650
JSEC_3	12.43	1.468	.592	.512

Independent Variable-4: Employee Promotion Opportunity (PRO)

Table I7

Reliability Statistics

Cronbach's Alpha	Number of Items
.727	4

Table I8

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
PRO_1	18.03	3.321	.560	.643
PRO_2	18.14	3.331	.574	.636
PRO_3	18.27	3.152	.479	.693
PRO_4	18.08	3.330	.470	.694

Independent Variable-5: Employee Relations with Supervisor (ERS)

Table I9

Reliability Statistics

Cronbach's Alpha	Number of Items
.739	8

Table I10

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
ERS_1	41.78	12.484	.407	.718
ERS_2	41.78	12.361	.434	.712
ERS_3	41.62	12.513	.461	.708
ERS_4	41.82	12.289	.456	.708
ERS_5	41.91	12.125	.463	.706
ERS_6	41.57	12.456	.409	.717
ERS_7	41.75	12.613	.391	.721
ERS_8	41.77	12.310	.438	.711

Dependent Variable: Employee Performance (PER)

Table I11

Reliability Statistics

Cronbach's Alpha	Number of Items
.799	7

Table I12

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PER_1	37.76	8.273	.559	.767
PER_2	37.92	8.068	.532	.773
PER_3	37.82	8.554	.472	.783
PER_4	37.82	8.303	.546	.770
PER_5	37.70	8.635	.480	.781
PER_6	37.78	8.304	.515	.775
PER_7	37.81	7.978	.600	.759

Mediating Variable: Employee Engagement (ENG)

Table I13

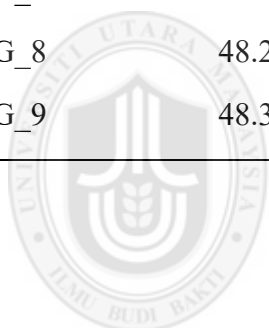
Reliability Statistics

Cronbach's Alpha	Number of Items
.790	9

Table I14

Item-Total Statistics

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
ENG_1	48.30	15.805	.468	.771
ENG_2	48.36	15.083	.550	.759
ENG_3	48.35	15.277	.513	.764
ENG_4	48.22	15.851	.448	.773
ENG_5	48.31	15.690	.458	.772
ENG_6	48.35	15.353	.511	.765
ENG_7	48.27	15.780	.436	.775
ENG_8	48.25	15.912	.413	.778
ENG_9	48.31	15.493	.487	.768



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Appendix – J

Assessment of Outer Weights

Table J1

Item-wise Outer Weights

Items	TD	COM	JSEC	PRO	ERS	ENG	PER
TD_1	0.372						
TD_2	0.324						
TD_3	0.351						
TD_4	0.326						
COM_1		0.363					
COM_3		0.339					
COM_4		0.325					
COM_5		0.336					
JSEC_1			0.412				
JSEC_2			0.424				
JSEC_3			0.426				
PRO_1				0.372			
PRO_2				0.328			
PRO_3				0.331			
PRO_4				0.308			
ERS_2					0.345		
ERS_3					0.386		
ERS_5					0.368		
ERS_8					0.313		
ENG_1						0.394	
ENG_3						0.359	
ENG_6						0.320	
ENG_9						0.321	
PER_1							0.294
PER_2							0.261
PER_4							0.276
PER_6							0.274
PER_7							0.282

Appendix – K

Coefficient of Determination (R^2) and Adjusted Coefficient of Determination (R^2_{adj})

Table K1

Comparison between R^2 and R^2_{adj} - Mean, STDEV, T-Values, P-Values

	Constructs	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
R^2	Employee Engagement	0.457	0.458	0.068	6.747	0.000***
	Employee Performance	0.691	0.686	0.061	11.360	0.000***
R^2_{adj}	Employee Engagement	0.450	0.451	0.069	6.559	0.000***
	Employee Performance	0.686	0.681	0.062	11.108	0.000***

Note: $p \leq 0.01$ ***; $p \leq 0.05$ **; $p \leq 0.10$ *

Appendix – L

Constructs Cross-Validated Redundancy (Case wise)

Table L1

Constructs Cross-Validated Redundancy – Case-wise

	Constructs	SSO	SSE	Q ² (=1-SSE/SSO)
Case 1	Employee Engagement	304.044	241.496	0.206
	Employee Performance	379.847	258.007	0.321
Case 2	Employee Engagement	298.804	233.521	0.218
	Employee Performance	381.466	261.972	0.313
Case 3	Employee Engagement	329.061	263.448	0.199
	Employee Performance	408.965	281.212	0.312
Case 4	Employee Engagement	315.892	244.700	0.225
	Employee Performance	379.125	260.617	0.313
Case 5	Employee Engagement	320.198	259.035	0.191
	Employee Performance	410.597	281.949	0.313

Appendix – M

Assessment of Items Total Cross-Validated Redundancy

Table M1

Items Total Cross-Validated Redundancy

Items	SSO	SSE	Q ² (=1-SSE/SSO)
ENG_1	392.000	291.924	0.255
ENG_3	392.000	304.030	0.224
ENG_6	392.000	321.522	0.180
ENG_9	392.000	324.723	0.172
PER_1	392.000	260.209	0.336
PER_2	392.000	281.025	0.283
PER_4	392.000	267.188	0.318
PER_6	392.000	271.345	0.308
PER_7	392.000	263.991	0.327

Appendix – N

Items Cross-Validated Redundancy (Case-wise)

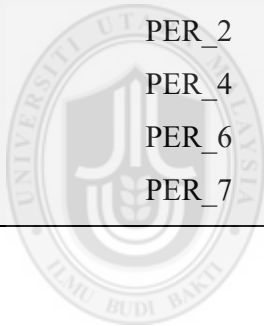
Table N1

Items Cross-Validated Redundancy – Case-wise

	Items	SSO	SSE	Q ² (=1-SSE/SSO)
Case 1	ENG_1	59.900	48.159	0.196
	ENG_3	90.488	62.000	0.315
	ENG_6	79.688	60.703	0.238
	ENG_9	73.968	70.634	0.045
	PER_1	60.552	47.965	0.208
	PER_2	93.999	61.686	0.344
	PER_4	61.378	43.697	0.288
	PER_6	66.501	48.711	0.268
	PER_7	97.416	55.948	0.426
	ENG_1	71.324	50.942	0.286
	ENG_3	77.256	60.985	0.211
	ENG_6	73.249	57.365	0.217
	ENG_9	76.976	64.230	0.166
	Case 2	PER_1	77.102	51.390
	PER_2	73.521	58.562	0.203
	PER_4	79.423	47.321	0.404
	PER_6	76.529	60.811	0.205
	PER_7	74.891	43.887	0.414
Case 3	ENG_1	94.789	69.084	0.271
	ENG_3	69.377	59.678	0.140
	ENG_6	87.473	70.023	0.199
	ENG_9	77.421	64.663	0.165
	PER_1	87.014	52.618	0.395
	PER_2	69.929	56.540	0.191
	PER_4	85.906	55.199	0.357
	PER_6	84.248	54.792	0.350
	PER_7	81.868	62.063	0.242

	ENG_1	83.614	61.321	0.267
	ENG_3	72.146	58.135	0.194
	ENG_6	84.493	68.932	0.184
	ENG_9	75.638	56.312	0.256
Case 4	PER_1	90.478	57.530	0.364
	PER_2	66.431	42.640	0.358
	PER_4	90.536	64.812	0.284
	PER_6	75.203	50.923	0.323
	PER_7	56.477	44.713	0.208

	ENG_1	82.373	62.418	0.242
	ENG_3	82.732	63.231	0.236
	ENG_6	67.097	64.500	0.039
	ENG_9	87.996	68.885	0.217
Case 5	PER_1	76.854	50.706	0.340
	PER_2	88.119	61.597	0.301
	PER_4	74.757	56.158	0.249
	PER_6	89.519	56.109	0.373
	PER_7	81.348	57.379	0.295



UUM

Universiti Utara Malaysia

Appendix – O

Model Fit

Table O1

Model Fit Summary – Mean, STDEV, T-Values, P-Values

Criterion		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
SRMR (Standardized Root Mean Square Residual)	Saturated Model	0.063	0.048	0.004	16.379	0.000***
	Estimated Model	0.063	0.048	0.004	16.437	0.000***
d_ULS (Square Euclidean Distance)	Saturated Model	1.628	0.952	0.153	10.621	0.000***
	Estimated Model	1.628	0.948	0.152	10.674	0.000***
d_G (Geodesic Distance)	Saturated Model	0.533	0.408	0.024	21.863	0.000***
	Estimated Model	0.533	0.409	0.025	21.266	0.000***

Note: $p \leq 0.01$ ***; $p \leq 0.05$ **; $p \leq 0.10$ *

Appendix – P
Brief Profiles of the Professors

Table P1
Brief Profile of Dr. Nazrul Islam

Description	Achievements
Current Position	Professor and Dean Uttara University, Dhaka – 1230, Bangladesh.
Research Area	Human Resource Management, Behavioral Management, Social Issues.
Research Publications	International Referred Journals: 35 National Referred Journal: 30 International Conference Paper: 30
Book Publications	1. Global Technological Change Impact on Textile and Garment Workers; Ahmed Publishing House, Dhaka. 2. Entrepreneurship Development: An Operational Approach with Special Emphasis on Bangladesh; University Press Limited, Dhaka
PhD Title	The Impact of Global Technological Change on Textile and Garment Workers: A Comparative Study of Bangladesh and Thailand.
Others	Supervision of PhD Students (At present): 05.

Table P2
Brief Profile of Dr. Md. Mayenul Islam

Description	Achievements
Current Position	Professor Bangladesh Open University, Gazipur – 1705, Bangladesh.
Research Area	Human Resource Management, Behavioral Management, Industrial Psychology.
Research Publications	International Referred Journals: 7 National Referred Journal: 19
Book Publications	1. Principles of Management (Study Guide); Published by Bangladesh Open University, Bangladesh 2. Human Resource Management; Published by Bangladesh Open University, Bangladesh.
Books Edited	1. Principles of Management; Published by Bangladesh Open University, Bangladesh. 2. Taxation; Published by Bangladesh Open University, Bangladesh. 3. Organizational Behavior; Published by Bangladesh Open University, Bangladesh.
PhD Title	Absenteeism in Manufacturing Industries of Bangladesh: A Comparative Study of Public and Private Sectors.
Others	Supervision of PhD Students (At present): 01.

Appendix – Q

The Experts' Opinions about the Questionnaire

Q1: Opinion of Dr. Md. Mayenul Islam



বাংলাদেশ উন্মুক্ত বিশ্ববিদ্যালয়
BANGLADESH OPEN UNIVERSITY

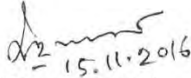
শুল্ক অব বিজনেস
SCHOOL OF BUSINESS

Expert Opinion of the Content Validity of the Questionnaire

I feel immense pleasure to go through the questionnaire of the study titled “Mediating Role of Employee Engagement on HRM Practices and Employee Performance Relationship of Ready-Made Garment Industry in Bangladesh” which has been prepared in the context of developing country like Bangladesh. In my opinion, the language of the items of the questionnaire is easy to understand for the lower level employees and is appropriate to discover the actual scenario about HRM practices, employee performance and employee engagement level of the ready-made garment industry in Bangladesh. I think the survey questionnaire of the study has been adapted very consciously for the employees of RMG industry in Bangladesh.

The detailed opinions of the items of the questionnaire are presented in the respective boxes of the variables in some pages attached herewith.

Faithfully Yours,


15.11.2016
(Dr. Md. Mayenul Islam)

Professor in Management
School of Business
Bangladesh Open University
Gazipur – 1705
Bangladesh.
e-mil: islammayenul@yahoo.com

Dr. Md. Mayenul Islam
Professor in Management
School of Business
Bangladesh Open University
Gazipur-1705



Section One: Statements about human resource management practices

Sl. No.	Entry Code	Statements / Items
1	TD_1	I hope my factory should provide extensive training for enhancement of employee performance
2	TD_2	I expect my factory provide developmental training programs for employee every few years
3	TD_3	Formal training is needed to be conducted for new employees for their skills development they need to perform their jobs
4	TD_4	I expect my factory should provide formal training for employees to increase their promotion opportunity in the factory
5	COM_1	I hope attractive wages/salaries for employees at my factory
6	COM_2	I expect the employee will receive equitable wage/salary at my factory
7	COM_3	I hope the amount of salary in the factory will have reflection on individual employee performance
8	COM_4	I think satisfactory salary level encourages employees for better performance
9	COM_5	I expect the salary should be enough to maintain the employees standard of living
10	JSEC_1	I hope there should have an opportunity to stay in the factory as long as I wish
11	JSEC_2	I hope the termination of employee from the factory should not be easy
12	JSEC_3	I think job security is expected for better employee performance in the factory
13	PRO_1	I think individual employee will have clear promotion paths within the factory
14	PRO_2	I think promotion opportunity encourages employee to perform more
15	PRO_3	I think employees' promotion expectation in the factory should be known by their controlling/immediate supervisor
16	PRO_4	I think employees who deserve promotion should have scope to be promoted
17	ERS_1	My supervisor demonstrates trust and confidence upon me
18	ERS_2	I expect my supervisor treats me with dignity and respect
19	ERS_3	I expect my supervisor gives me the authority I need to do my job
20	ERS_4	I expect my supervisor provides me with a useful performance appraisal system

Handwritten signature and date:
15.11.2016
Md. Mozibur Islam
Assistant (Administration)
Faculty of Business
Bangladesh Open University
Gazipur-1705



21	ERS_5	I expect my supervisor's feedback about my work for better performance
22	ERS_6	I expect my supervisor jointly sets performance objectives with me
23	ERS_7	I expect my supervisor helps me to develop my career plan
24	ERS_8	I expect my supervisor offer adequate time for me to attend training

Comments:

The HRM practices of the study covers five dimensions such as training and development, compensation, job security, promotion opportunity and employee relations. The items of the HRM practices have been adapted very carefully to find out the present situation of HRM practices of Ready-Made Garment (RMG) Industry in the context of Bangladesh.

Section Two: Statement about employee engagement

Sl. No.	Entry Code	Statements / Items
25	ENG_1	At my work, I feel full energy.
26	ENG_2	At my job, I feel strong and spirit.
27	ENG_3	I am enthusiastic about my job.
28	ENG_4	My job inspires me.
29	ENG_5	When I get up in the morning, I feel like going to work.
30	ENG_6	I feel happy when I am working intensely.
31	ENG_7	I am proud of the work that I do.
32	ENG_8	I am thrust in my work.
33	ENG_9	I get carried away when I am working.

Comments:

The above items for the measurement of employee engagement level of the employees' of Ready-Made Garment industry are appropriate in the context of developing country like Bangladesh. The language of the statements is simple and easily understandable to the expected respondents and will find out the real picture about the employees' work engagement level in the context of RMG Industry in Bangladesh.

Dr. Md. Maventl Islam
15.11.2016
Dr. Md. Maventl Islam
Professor (Management)
School of Business
Bangladesh Open University
Gazipur-1705



Section Three: Statement about employee performance

Sl. No.	Entry Code	Statements / Items
34	PER_1	I fulfill the responsibilities stated in the job description
35	PER_2	I perform the tasks that are expected from me
36	PER_3	I meet the performance requirements of the job of the factory
37	PER_4	I expect my involvement with the activities that are relevant to my yearly performance assessment
38	PER_5	I do not neglect the aspects of the job that I am obliged to perform
39	PER_6	I was not fail to perform my essential duties
40	PER_7	I adequately complete assigned duties

Comments:

The above items for the measurement of employee performance seem suitable for the employees' of Ready-Made Garment industry in Bangladesh. The wording of the items organized with simple manner to make easily understandable to the RMG employees in Bangladesh. In my opinion, the items are considered appropriately to measure the employee performance in the context of RMG Industry in Bangladesh.

Section Four: Statement about demographic information

41. Age: Years
42. Gender: (i) Male (ii) Female
43. Education: (i) Below SSC (ii) SSC (iii) HSC (iv) Bachelor (v) Master (vi) Others (Specify)
44. Marital status: (i) Married (ii) Unmarried (iii) Divorced (iv) Widow
45. Job position:
46. Job experience: Years.

Comments:

The items of demographic variable are enough to describe the profile of the respondents of RMG industry in Bangladesh. These items may be used for some other analyses of the study if necessity arises.

CV3
15/11/2015
Md. Masumil Islam
Professor (Management)
School of Business
Bangladesh Open University
Gazipur-1705

Q2: Opinoin of Dr. Nazrul Islam



UTTARA UNIVERSITY

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Phone: 58951116, 58955794, 58952280, 9009844, 9009895, 8932325, 8932541, 58955310, 58957316, 58953325, 7913551, 7913365, 58953854
Fax: 880-2-58952047, E-mail: info@uttarauniversity.edu.bd, Web: www.uttarauniversity.edu.bd

Ref:

Date:

Expert Opinion of Content Validity of the Questionnaire

I am pleased immense pleasure to go through the questionnaire of the study titled “Mediating Role of Employee Engagement on HRM Practices and Employee Performance Relationship of Ready-Made Garment Industry in Bangladesh” which has been prepared in the context of Bangladesh. In my opinion, the language of the items of the questionnaire is easy to understand for the lower level employees and is appropriate to discover the actual scenario about HRM practices, employee performance and employee engagement level of the ready-made garment industry of Bangladesh. I think the survey questionnaire of the study has been adapted very consciously for the employees of RMG industry in Bangladesh.

The detailed opinions of the items of the questionnaire are presented in the respective boxes of the variables in the attached pages.

Faithfully Yours,


(Dr. Nazrul Islam) 20.11.16

Dean and Professor in Management
School of Business
Uttara University, Dhaka
Bangladesh.
E-mil: nazrulku@gmail.com

Dr. Nazrul Islam
Professor & Dean
School of Business
Uttara University



UTTARA UNIVERSITY

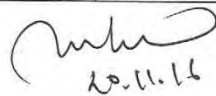
House-4, Road-15, Sector-6, Uttara Model Town, Uttara, Dhaka-1230, Bangladesh.
Phone: 58951116, 58955794, 58952280, 9009844, 9009895, 8932325, 8932541, 58955310, 58957316, 58953325, 7913551, 7913365, 58953854
Fax: 880-2-58952047, E-mail: info@uttarauniversity.edu.bd, Web: www.uttarauniversity.edu.bd

Ref:

Date:

Section One: Statements about human resource management practices

Sl. No.	Entry Code	Statements / Items
1	TD_1	I hope my factory should provide extensive training for enhancement of employee performance
2	TD_2	I expect my factory provide developmental training programs for employee every few years
3	TD_3	Formal training is needed to be conducted for new employees for their skills development they need to perform their jobs
4	TD_4	I expect my factory should provide formal training for employees to increase their promotion opportunity in the factory
5	COM_1	I hope attractive wages/salaries for employees at my factory
6	COM_2	I expect the employee will receive equitable wage/salary at my factory
7	COM_3	I hope the amount of salary in the factory will have reflection on individual employee performance
8	COM_4	I think satisfactory salary level encourages employees for better performance
9	COM_5	I expect the salary should be enough to maintain the employees standard of living
10	JSEC_1	I hope there should have an opportunity to stay in the factory as long as I wish
11	JSEC_2	I hope the termination of employee from the factory should not be easy
12	JSEC_3	I think job security is expected for better employee performance in the factory
13	PRO_1	I think individual employee will have clear promotion paths within the factory
14	PRO_2	I think promotion opportunity encourages employee to perform more
15	PRO_3	I think employees' promotion expectation in the factory should be known by their controlling/immediate supervisor
16	PRO_4	I think employees who deserve promotion should have scope to be promoted
17	ERS_1	My supervisor demonstrates trust and confidence upon me
18	ERS_2	I expect my supervisor treats me with dignity and respect
19	ERS_3	I expect my supervisor gives me the authority I need to do my job


20.11.16

Dr. Nazrul Islam
Professor & Dean
School of Business

Page 2 of 4



UTTARA UNIVERSITY

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Fax: 880-2-58952047, E-mail: info@uttarauniversity.edu.bd, Web: www.uttarauniversity.edu.bd

Ref:			Date
20	ERS_4	I expect my supervisor provides me with a useful performance appraisal system	
21	ERS_5	I expect my supervisor's feedback about my work for better performance	
22	ERS_6	I expect my supervisor jointly sets performance objectives with me	
23	ERS_7	I expect my supervisor helps me to develop my career plan	
24	ERS_8	I expect my supervisor offer adequate time for me to attend training	

Comments:

The HRM practices of the study covers five dimensions such as, training and development, compensation, job security, promotion opportunity, and employee relations. The items of HRM practices have been adapted very carefully to find out the present situation of HRM practices of Ready-Made Garment (RMG) Industry in the context of Bangladesh.

Section Two: Statement about employee engagement

Sl. No.	Entry Code	Statements / Items
25	ENG_1	At my work, I feel full energy.
26	ENG_2	At my job, I feel strong and spirit.
27	ENG_3	I am enthusiastic about my job.
28	ENG_4	My job inspires me.
29	ENG_5	When I get up in the morning, I feel like going to work.
30	ENG_6	I feel happy when I am working intensely.
31	ENG_7	I am proud of the work that I do.
32	ENG_8	I am thrust in my work.
33	ENG_9	I get carried away when I am working.

Comments:

The above items for the measurement of employee engagement level of the employees' of Ready-Made Garment industry in Bangladesh are appropriate. The language of the statements is simple and easily understandable to the respondents and it will find out the real scenario about the employees' work engagement level in the context of RMG Industry in Bangladesh.

20.11.16

Dr. Nazrul Islam
Professor & Dean
School of Business
Uttara University



UTTARA UNIVERSITY

House-4, Road-15, Sector-6, Uttara Model Town, Uttara, Dhaka-1230, Bangladesh.
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Fax: 880-2-58952047, E-mail: info@uttarauniversity.edu.bd, Web: www.uttarauniversity.edu.bd

Ref: **Section Three: Statement about employee performance**

Date:

Sl. No.	Entry Code	Statements / Items
34	PER_1	I fulfill the responsibilities stated in the job description
35	PER_2	I perform the tasks that are expected from me
36	PER_3	I meet the performance requirements of the job of the factory
37	PER_4	I expect my involvement with the activities that are relevant to my yearly performance assessment
38	PER_5	I do not neglect the aspects of the job that I am obliged to perform
39	PER_6	I was not fail to perform my essential duties
40	PER_7	I adequately complete assigned duties

Comments:

The above items for the measurement of employee performance seem suitable for the employees' of Ready-Made Garment industry in Bangladesh. The wording of the items organized with simple manner to make easily understandable to the RMG workers in Bangladesh. In my opinion, the items can be considered appropriate to measure the employee performance in the context of RMG Industry in Bangladesh.

Section Four: Statement about demographic information

41. Age: Years

42. Gender:

(i) Male (ii) Female

43. Education:

(i) Below SSC (ii) SSC (iii) HSC (iv) Bachelor
(v) Master (vi) Others (Specify)

44. Marital status:

(i) Married (ii) Unmarried (iii) Divorced
(iv) Widow

45. Job position:

46. Job experience: Years.

Comments:

The items of demographic variable are enough to describe the profile of the respondents of RMG industry in Bangladesh. These items may be used for some other analyses of the study if necessity arises.

20.11.16

Dr. Nazrul Islam
Professor & Dean
School of Business
Uttara University

Appendix – R

Certification of the Translation of Questionnaire into Bengali Language



বাংলাদেশ উন্মুক্ত বিশ্ববিদ্যালয়
BANGLADESH OPEN UNIVERSITY


শুল্ক অব বিজ্ঞান
SCHOOL OF BUSINESS

Questionnaire Translation Certification

I feel pleasure to certify that the questionnaire of the study titled “Mediating Role of Employee Engagement on HRM Practices and Employee Performance Relationship of Ready-Made Garment Industry in Bangladesh” has been translated appropriately into Bengali. I go through both the questionnaires minutely and find the Bengali questionnaire is accurately translated from the English version of the questionnaire of the study. In my opinion, the survey questionnaire of the study has been designed carefully for the employees’ of RMG industry in Bangladesh.

Both the English version and the Bengali version questionnaire of the study are presented in the following pages respectively.

Faithfully Yours,


(M. Ekramul Hoque, Ph.D)
Professor (Management)
School of Business
Bangladesh Open University
Gazipur – 1705
Bangladesh.
e-mail: ekramdean@yahoo.com

M. Ekramul Hoque, Ph.D
Professor (Management)
School of Business
Bangladesh Open University



English Version of the Questionnaire



School of Business Management, College of Business
Universiti Utara Malaysia, Kedah Darul Aman, Malaysia.
Tel: 604-9285045, Fax: 604-9285761, www.cob.uum.edu.my

Dear Respondent,

The purpose of the attached survey questionnaire is to understand the human resource management practices of the RMG industry in Bangladesh. The survey questionnaire consisted of some statements and you are requested to give the appropriate answer. This questionnaire is designed to assess your perception of your factory's human resource management practices, and the extent it affects your attitude and behavior at work.

There is no right or wrong answers in this survey. All your answers will reflect your personal opinion about the current human resource practices of your organization. Individual responses to this survey will be kept CONFIDENTIAL and will NOT be disclosed. Your factory will have NO access to the information you have provided herein. Besides, no reference will be made in writing or orally that could link you to this study. Only summarized data will be reported in the results.

Please read carefully the instruction at the beginning of the questionnaire and answer all the statements as accurately as possible. Your time and cooperation will be highly appreciated for answering the survey questionnaire. Thank you very much for giving your valuable time to complete this survey.

Yours faithfully,

Shaheen
15/11/2016
Professor (Management)
School of Business
Bangladesh Open University

Shaheen Ahmed

PhD Candidate, School of Business Management, College of Business
Universiti Utara Malaysia
06010 UUM Sintok, Kedah Darul Aman, Malaysia.
Phone: +6 014 974 2090; e-mail: shaheenmahmed@yahoo.com



INSTRUCTIONS: Please read the following statements and indicate the extent of your agreement with the statements on a 7-point scale. **Please circle your answer.**

1 = Strongly Disagree (SD) || 2 = Disagree (D) || 3 = Disagree Somewhat (DS) || 4 = Neutral (N) || 5 = Agree Somewhat (AS) || 6 = Agree (A) || 7 = Strongly Agree (SA)

Section One: Statements about human resource management practices

Sl. No.	Statements / Items	Measurement Scale						
1	I hope my factory should provide extensive training for enhancement of employee performance	1	2	3	4	5	6	7
2	I expect my factory provide developmental training programs for employee every few years	1	2	3	4	5	6	7
3	Formal training is needed to be conducted for new employees for their skills development they need to perform their jobs	1	2	3	4	5	6	7
4	I expect my factory should provide formal training for employees to increase their promotion opportunity in the factory	1	2	3	4	5	6	7
5	I hope attractive wages/salaries for employees at my factory	1	2	3	4	5	6	7
6	I expect the employee will receive equitable wage/salary at my factory	1	2	3	4	5	6	7
7	I hope the amount of salary in the factory will have reflection on individual employee performance	1	2	3	4	5	6	7
8	I think satisfactory salary level encourages employees for better performance	1	2	3	4	5	6	7
9	I expect the salary should be enough to maintain the employees standard of living	1	2	3	4	5	6	7
10	I hope there should have an opportunity to stay in the factory as long as I wish	1	2	3	4	5	6	7
11	I hope the termination of employee from the factory should not be easy	1	2	3	4	5	6	7
12	I think job security is expected for better employee performance in the factory	1	2	3	4	5	6	7
13	I think individual employee will have clear promotion paths within the factory	1	2	3	4	5	6	7
14	I think promotion opportunity encourages employee to perform more	1	2	3	4	5	6	7

Signature
15.11.2016
Dr. Ekramul Hoque, Ph.D.
Professor (Management)
School of Business
Bangladesh Open University



15	I think employees' promotion expectation in the factory should be known by their controlling/immediate supervisor	1	2	3	4	5	6	7
16	I think employees who deserve promotion should have scope to be promoted	1	2	3	4	5	6	7
17	My supervisor demonstrates trust and confidence upon me	1	2	3	4	5	6	7
18	I expect my supervisor treats me with dignity and respect	1	2	3	4	5	6	7
19	I expect my supervisor gives me the authority I need to do my job	1	2	3	4	5	6	7
20	I expect my supervisor provides me with a useful performance appraisal system	1	2	3	4	5	6	7
21	I expect my supervisor's feedback about my work for better performance	1	2	3	4	5	6	7
22	I expect my supervisor jointly sets performance objectives with me	1	2	3	4	5	6	7
23	I expect my supervisor helps me to develop my career plan	1	2	3	4	5	6	7
24	I expect my supervisor offer adequate time for me to attend training	1	2	3	4	5	6	7

Section Two: Statement about employee engagement

25	At my work, I feel full energy.	1	2	3	4	5	6	7
26	At my job, I feel strong and spirit.	1	2	3	4	5	6	7
27	I am enthusiastic about my job.	1	2	3	4	5	6	7
28	My job inspires me.	1	2	3	4	5	6	7
29	When I get up in the morning, I feel like going to work.	1	2	3	4	5	6	7
30	I feel happy when I am working intensely.	1	2	3	4	5	6	7
31	I am proud of the work that I do.	1	2	3	4	5	6	7
32	I am thrust in my work.	1	2	3	4	5	6	7
33	I get carried away when I am working.	1	2	3	4	5	6	7

M. Ekramul Hoque, Ph.D
Professor (Management)
School of Business
Bangladesh Open University



Section Three: Statement about employee performance

34	I fulfill the responsibilities stated in the job description	1	2	3	4	5	6	7
35	I perform the tasks that are expected from me	1	2	3	4	5	6	7
36	I meet the performance requirements of the job of the factory	1	2	3	4	5	6	7
37	I expect my involvement with the activities that are relevant to my yearly performance assessment	1	2	3	4	5	6	7
38	I do not neglect the aspects of the job that I am obliged to perform	1	2	3	4	5	6	7
39	I was not fail to perform my essential duties	1	2	3	4	5	6	7
40	I adequately complete assigned duties	1	2	3	4	5	6	7

Section Four: Statement about demographic information

41. Age: Years

42. Gender:

(i) Male

(ii) Female

43. Education:

(i) Below SSC (ii) SSC (iii) HSC (iv) Bachelor (v) Master
vi) Others (Specify)

44. Marital status:

(i) Married

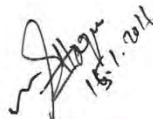
(ii) Unmarried

(iii) Divorced

(iv) Widow

45. Job position:

46. Job experience: Years.


15.1.2016
M. Ekramul Haque, Ph.D.
Professor (Management)
School of Business
Bangladesh Open University



Bengali Version of the Questionnaire



স্কুল অব বিজনেস ম্যানেজমেন্ট, কলেজ অব বিজনেস
ইউনিভার্সিটি উত্তরা মালয়েশিয়া, কেদাহ দারুল আমান, মালয়েশিয়া
ফোনঃ ৬০৪-৯২৮৫০৪৫, ফ্যাক্সঃ ৬০৪-৯২৮৫৭৬১, www.cob.uum.edu.my

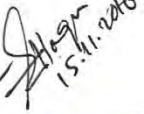
প্রিয় উত্তরদাতা,

সংযুক্ত জরিপ প্রশ্নমালার উদ্দেশ্য হচ্ছে বাংলাদেশে তৈরী পোশাক শিল্পের মানব সম্পদ ব্যবস্থাপনা পদ্ধতি সম্পর্কে ধারণা লাভ করা। জরিপ প্রশ্নমালায় কতিপয় বক্তব্য উপস্থাপন করা হয়েছে এবং আপনাকে যথাযথ উত্তর প্রদান করার জন্য অনুরোধ জানানো যাচ্ছে। আপনার কর্মরত ফ্যাক্টরীতে মানবসম্পদ ব্যবস্থাপনা পদ্ধতি সম্পর্কে আপনার দৃষ্টিভঙ্গির মূল্যায়ন এবং তা আপনার মনোভাব এবং কার্যে কতটুকু প্রভাব বিস্তার করে তা জানার জন্যই এই প্রশ্নমালাটি প্রণয়ন করা হয়েছে।

অত্র জরিপ প্রশ্নমালায় সঠিক কিংবা ভুল উত্তর বলে কিছুই নেই। আপনার প্রতিটি উত্তর আপনার কর্মরত প্রতিষ্ঠানের বর্তমান মানবসম্পদ ব্যবস্থাপনা পদ্ধতি সম্পর্কে আপনার ব্যক্তিগত মতামতের প্রতিফলন মাত্র। এই জরিপ কার্যক্রমে আপনার প্রদত্ত মতামত গোপনীয়তার সাথে সংরক্ষণ করা হবে এবং কোনভাবেই তা প্রকাশ করা হবে না। এমনকি আপনার কর্মরত ফ্যাক্টরী কর্তৃপক্ষও আপনার প্রদত্ত তথ্যাবলী সম্পর্কে অবগত হবেন না। অধিকন্তু লিখিত অথবা মৌখিকভাবে এমন কিছু প্রকাশ করা হবে না যাতে আপনার সম্পৃক্ততা কোনভাবে প্রকাশ পায়। শুধুমাত্র সকলের প্রদত্ত মতামতের সার-সংক্ষেপ প্রতিবেদন আকারে প্রকাশ করা হবে।

প্রশ্নপত্রের নির্দেশনা সমূহ মনোযোগ দিয়ে পড়ুন এবং যতটা সম্ভব প্রতিটি বক্তব্যের উত্তর যথাযথভাবে প্রদান করুন। অনুগ্রহপূর্বক এই জরিপ প্রশ্নমালাটি পূরন করার জন্য কিছু সময় দিন। জরিপ প্রশ্নমালা পূরণের জন্য আপনার সময় ও সহযোগিতা একান্তভাবে কাম্য। এই জরিপ প্রশ্নমালাটি পূরনে আপনার মূল্যবান সময় দেয়ার জন্য আপনাকে ধন্যবাদ জানাচ্ছি।

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স্কুল অব বিজনেস ম্যানেজমেন্ট

কলেজ অব বিজনেস

ইউনিভার্সিটি উত্তরা মালয়েশিয়া

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নির্দেশনাসমূহঃ অনুগ্রহপূর্বক নিচের বিবৃতিসমূহ পাঠ করুন এবং বিবৃতিসমূহের ব্যাপারে আপনার সম্মতির মাত্রা ৭-
পয়েন্ট পরিমাপক স্কেলে নির্দেশ করুন। আপনার প্রত্যাশিত উত্তরসমূহ বৃত্তাকারে প্রদান করুন।

১ = দৃঢ়ভাবে অসম্মত ২ = অসম্মত ৩ = কিছুটা অসম্মত
৪ = নিরপেক্ষ ৫ = কিছুটা সম্মত ৬ = সম্মত
৭ = দৃঢ়ভাবে সম্মত

সেকশন- ১ : মানবসম্পদ ব্যবস্থাপনা পদ্ধতি সম্পর্কিত বিবৃতিসমূহ

ক্রমিক নং	বিবৃতিসমূহ	পরিমাপক স্কেল						
১	আমার মনে হয় কর্মীদের কাজের পরিমাণ বৃদ্ধির জন্য ফ্যাক্টরীর উচিত বিশদ প্রশিক্ষণের ব্যবস্থা করা।	১	২	৩	৪	৫	৬	৭
২	আমি প্রত্যাশা করি আমার ফ্যাক্টরীতে কয়েক বছর পরপর কর্মীদের জন্য উন্নয়নমূলক প্রশিক্ষণ ব্যবস্থা করা হোক।	১	২	৩	৪	৫	৬	৭
৩	কর্মীদের কার্যাবলী সঠিকভাবে সম্পাদনের জন্য তাদের দক্ষতা বৃদ্ধির লক্ষ্যে আনুষ্ঠানিক প্রশিক্ষণ ব্যবস্থার আয়োজন করা দরকার।	১	২	৩	৪	৫	৬	৭
৪	আমি আশা করি প্রতিষ্ঠানের অভ্যন্তরে কর্মীদের পদোন্নতির সুযোগ বৃদ্ধির জন্য তাদের আনুষ্ঠানিক প্রশিক্ষণের ব্যবস্থা করা উচিত।	১	২	৩	৪	৫	৬	৭
৫	আমি আমার ফ্যাক্টরীর কর্মীদের জন্য আকর্ষণীয় বেতন আশা করি।	১	২	৩	৪	৫	৬	৭
৬	আমি আশা করি আমার ফ্যাক্টরীতে কর্মীগণ সমতাপূর্ণ বেতন লাভ করবে।	১	২	৩	৪	৫	৬	৭
৭	আমি আশা করি প্রতিটি কর্মীর কার্যের পরিমাণ অনুযায়ী ফ্যাক্টরীতে তার প্রাপ্য বেতন সঠিক হবে।	১	২	৩	৪	৫	৬	৭
৮	আমি মনে করি সন্তোষজনক বেতন স্তর কর্মীদের অধিকতর কার্যসম্পাদনে উৎসাহিত করে।	১	২	৩	৪	৫	৬	৭
৯	আমি আশা করি কর্মীর প্রাপ্ত বেতন তার জীবন যাত্রার ব্যয় নির্বাহের জন্য যথেষ্ট হওয়া উচিত।	১	২	৩	৪	৫	৬	৭
১০	আমি আশা করি আমার যতদিন ইচ্ছা এই ফ্যাক্টরীতে কাজ করার সুযোগ থাকা উচিত।	১	২	৩	৪	৫	৬	৭
১১	আমার মনে করি ফ্যাক্টরীতে কর্মীদের চাকুরীচ্যুত করা সহজ হওয়া উচিত নয়।	১	২	৩	৪	৫	৬	৭
১২	আমি মনে করি চাকুরীর নিরাপত্তা ফ্যাক্টরীতে কর্মীর উত্তম কার্যসম্পাদনের জন্য সহায়ক।	১	২	৩	৪	৫	৬	৭


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১৩	আমি মনে করি ফ্যাক্টরীর অভ্যন্তরে প্রত্যেক কর্মীর পদোন্নতির পথ সুনির্দিষ্ট হবে।	১	২	৩	৪	৫	৬	৭
১৪	আমি মনে করি পদোন্নতির সুযোগ কর্মীকে অধিক কার্যসম্পাদনে উৎসাহিত করে।	১	২	৩	৪	৫	৬	৭
১৫	আমি মনে করি ফ্যাক্টরীতে কর্মীদের পদোন্নতির অগ্রহ তার নিয়ন্ত্রণকারী সুপারভাইজারের জন্য উচিত।	১	২	৩	৪	৫	৬	৭
১৬	আমি মনে করি একজন কর্মী যার পদোন্নতি পাবার যোগ্যতা আছে তার পদোন্নতির সুযোগ থাকা উচিত।	১	২	৩	৪	৫	৬	৭
১৭	আমার প্রতি আমার সুপারভাইজারের বিশ্বাস রয়েছে এবং আমার কাজের ব্যাপারে সে আত্মবিশ্বাসী।	১	২	৩	৪	৫	৬	৭
১৮	আমি আশা করি আমার সুপারভাইজার আমার সাথে আত্মসন্মান ও মর্যাদাপূর্ণ ব্যবহার করবে।	১	২	৩	৪	৫	৬	৭
১৯	আমি প্রত্যাশা করি আমার কাজ করার ক্ষেত্রে আমার সুপারভাইজার আমাকে কর্তৃত্ব প্রদান করবে।	১	২	৩	৪	৫	৬	৭
২০	আমি আশা করি আমার সুপারভাইজার আমাকে প্রয়োজনীয় কার্যসম্পাদন মূল্যায়ন পদ্ধতি সম্পর্কে জানাবেন।	১	২	৩	৪	৫	৬	৭
২১	আমি আমার কাজ সম্পর্কে সুপারভাইজারের মনোভাব প্রত্যাশা করি যাতে আমি অধিকতর ভালো কার্যসম্পাদন করতে পারি।	১	২	৩	৪	৫	৬	৭
২২	আমি আশা করি আমার সুপারভাইজার আমাকে নিয়ে একত্রে কার্যসম্পাদনের টার্গেট নির্ধারণ করবে।	১	২	৩	৪	৫	৬	৭
২৩	আমি আশা করি আমার ক্যারিয়ার পরিকল্পনা প্রণয়নে সুপারভাইজার আমাকে সহায়তা করবে।	১	২	৩	৪	৫	৬	৭
২৪	আমি আশা করি আমার সুপারভাইজার প্রশিক্ষণ কর্মসূচীতে যোগদানের জন্য আমাকে যথেষ্ট সময় দিবেন।	১	২	৩	৪	৫	৬	৭

সেকশন- ২ : কর্মীদের কার্যসম্পৃক্ততা সম্পর্কিত বিবৃতিসমূহ :

২৫	আমি আমার কার্য সম্পাদনের ক্ষেত্রে পুনর্শক্তি অনুভব করি।	১	২	৩	৪	৫	৬	৭
২৬	আমি আমার কাজ করার ক্ষেত্রে পূর্ণ শারীরিক শক্তি ও উদ্যম অনুভব করি।	১	২	৩	৪	৫	৬	৭
২৭	আমি আমার কাজের ব্যাপারে স্বতঃস্ফূর্ত থাকি।	১	২	৩	৪	৫	৬	৭
২৮	আমার কাজই আমাকে উৎসাহ প্রদান করে।	১	২	৩	৪	৫	৬	৭
২৯	আমি যখন সকালে উঠি তখন মনে হয় আমি আমার কাজে ছুটে যাই।	১	২	৩	৪	৫	৬	৭
৩০	আমি আনন্দ অনুভব করি যখন আমি আমার কাজে গভীরভাবে মনোনিবেশ করি।	১	২	৩	৪	৫	৬	৭


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৩১	আমি আমার কাজ নিয়ে গর্ববোধ করি।	১	২	৩	৪	৫	৬	৭
৩২	আমি আমার কাজ করার জন্য ব্যাকুল থাকি।	১	২	৩	৪	৫	৬	৭
৩৩	আমি যখন কাজ করতে থাকি তখন মনে হয় আরও কাজ করি।	১	২	৩	৪	৫	৬	৭

সেকশন- ৩ : কর্মীর কার্যসম্পাদন সম্পর্কিত বিবৃতিসমূহ

৩৪	আমার কার্য বর্ণনায় উল্লিখিত দায়িত্বসমূহ আমি পালন করে থাকি।	১	২	৩	৪	৫	৬	৭
৩৫	আমার কাছে যে কাজগুলো আশা করা হয় আমি সেই কাজগুলো সম্পাদন করে থাকি।	১	২	৩	৪	৫	৬	৭
৩৬	আমি ফ্যাক্টরী কর্তৃক নির্ধারিত কাজের পরিমাণ সম্পাদন করে থাকি।	১	২	৩	৪	৫	৬	৭
৩৭	আমি বাৎসরিক কার্যসম্পাদন মূল্যায়নের সাথে সম্পর্কিত কার্যবলীর সাথে আমি আমার সম্পৃক্ততা আশা করি।	১	২	৩	৪	৫	৬	৭
৩৮	আমি ফ্যাক্টরীতে যেসব কাজ করতে বাধ্য সেসব কাজের ক্ষেত্রে আমি অবহেলা করি না।	১	২	৩	৪	৫	৬	৭
৩৯	আমি প্রয়োজনীয় কর্তব্যসমূহ পালনে ব্যর্থ হইনি।	১	২	৩	৪	৫	৬	৭
৪০	আমি আমার উপর অর্পিত কর্তব্যসমূহ ভালোভাবে সম্পাদন করতে পেরেছি।	১	২	৩	৪	৫	৬	৭

সেকশন- ৪ : ব্যক্তিগত তথ্যাবলী সম্পর্কিত বিবৃতিসমূহ

৪১. বয়স বছর।
৪২. লিঙ্গ :
(i) পুরুষ (ii) মহিলা
৪৩. শিক্ষা :
(i) এসএসসি'র নীচে (ii) এসএসসি (iii) এইচএসসি
(iv) ব্যাচেলর/স্নাতক (v) মাস্টার্স
(vi) অন্যান্য (উল্লেখ করুন)
৪৪. বৈবাহিক অবস্থা
(i) বিবাহিত (ii) অবিবাহিত (iii) তালাকপ্রাপ্ত (iv) বিধবা
৪৫. কর্মরত পদের নাম :
৪৬. কার্য অভিজ্ঞতা : বছর


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