



***MOTIVATIONAL FACTORS AND MEDIATING ROLE OF LEADERSHIP
ON EMPLOYEE ENGAGEMENT IN READY-MADE GARMENTS
INDUSTRY IN BANGLADESH***

DALOWAR HOSSAN

SPE 2020 3



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By

DALOWAR HOSSAN

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,
in Fulfilment of the Requirements for the Degree of Master of Science**

August 2019

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Master of Science

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August 2019

Chairman : Associate Professor Zuraina Binti Dato' Mansor, PhD
Faculty : Economics and Management

Special attention has been devoted to the relationship between motivational factors and employee engagement (EE) over the past years. Based on the literature review it has been discovered that motivational factors have great effects on EE, although motivational factors have strong appeal in employee engagement, the evidence corroborating the links between intrinsic motivational factors (IMF), extrinsic motivational factors (EMF) and EE is lacking, especially in the ready-made garments (RMG) sectors in Bangladesh. Given this deficiency, the study aims to investigate the effects of intrinsic motivational factors IMF, EMF on EE. In addition, the mediating effect of transformational leadership style (TFL) and transactional leadership (TAL) style on these relationships will also be examined. The quantitative technique had been used in the study, SPSS is utilized to analyse the data collected from 387 of respondents from the RMG industry in Bangladesh. The findings show EMF have more positive relationship with employee engagement than intrinsic motivational factors. Again, transformational leadership is more positively related with employee engagement than transactional leadership among the employee of RMG industry in Bangladesh. Both types of leadership mediate the relationship between motivational factors and employee engagement partially. Therefore, it is crucial for the leaders to combine the leadership styles in their practices. It is also important to understand the facts about motivation in order to foster employee engagement. Future research could be conducted by exploring the practices which are most relevant to EE, which contingency factors influence the connection of intrinsic IMF, EMF and EE.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Master Sains

**FAKTOR FAKTOR MOTIVASI DAN PENGANTARA KEPIMPINAN KE
ATAS PENGLIBATAN PEKERJA DALAM INDUSTRI PAKAIAN SIAP
SEDIA DI BANGLADESH**

Oleh

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Ogos 2019

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Perhatian khusus telah diberikan kepada hubungkait antara faktor motivasi dan penglibatan pekerja (EE) sejak beberapa tahun yang lalu. Walaupun literatur sedia ada menunjukkan bahawa faktor-faktor motivasi meninggalkan kesan penting kepada penglibatan pekerja, namun pengesahan terhadap hubungan antara faktor motivasi dalaman (IMF), faktor motivasi luaran (EMF), dan penglibatan pekerja (EE) masih lagi kurang, terutamanya dalam sektor pembuatan pakaian di Bangladesh. Berdasarkan kekurangan ini, kajian ini mengkaji kesan faktor motivasi dalaman (IMF), faktor motivasi luaran (EMF) terhadap penglibatan pekerja (EE). Di samping itu, kesan mediasi kepimpinan transformasi (TFL) dan kepimpinan transaksional (TAL) terhadap hubungan ini juga diselidiki. Analisis data kajian ini dibuat berdasarkan teknik kuantitatif dengan menggunakan SPSS. Seramai 387 responden dikenal pasti untuk dijadikan persampelan dalam kajian ini. Mereka terdiri daripada pekerja dalam industri pembuatan pakaian di Bangladesh. Penemuan kajian ini menunjukkan faktor motivasi luaran mempunyai hubungan yang lebih positif dengan penglibatan pekerja berbanding faktor motivasi dalaman. Selain itu, hubungan antara kepimpinan transformasi dan penglibatan pekerja adalah lebih positif berbanding dengan kepimpinan transaksional dalam kalangan pekerja industri pembuatan pakaian di Bangladesh. Kedua-dua jenis kepimpinan menjadi pengantara separa kepada hubungkait antara faktor motivasi dan penglibatan pekerja. Oleh itu, adalah menjadi keperluan penting bagi pemimpin untuk menggabungkan amalan-amalan berkaitan dalam tingkah laku mereka, dan juga memahami fakta motivasi untuk memupuk penglibatan pekerja. Kajian masa depan boleh dilakukan dengan meneroka amalan yang paling relevan dengan penglibatan pekerja (EE), dan mengenalpasti faktor kontingensi yang manakah lebih mempengaruhi hubungan faktor motivasi intrinsik (IMF), faktor motivasi ekstrinsik (EMF) dan penglibatan pekerja (EE).

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This thesis was submitted to the Senate of the Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Master of Science. The members of the Supervisory Committee were as follows:

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LIST OF ABBREVIATIONS

RMG	Ready Made Garments
IMF	Intrinsic Motivational Factors
EMF	Extrinsic Motivational Factors
TFL	Transformational Leadership
TAL	Transactional Leadership
EE	Employee Engagement



CHAPTER 1

INTRODUCTION

1.1 Background of the Study

The topic of Employee Engagement (EE) continuously attracts the practitioners' community such as the policymakers and employers (Bailey, Madden, Alfes & Fletcher, 2017), as they are looking for new ways to achieve higher levels of performance. This is also the reason why the issue of employee engagement becomes very significant especially within the management settings (Crawford et al., 2014). Additionally, employee engagement has been identified to be a powerful organizational lever for increasing employee productivity and improving various organizational performance measures (Ziegler, 2017). Erickson (2005) points out that organizations can enhance productivity since engagement is a state in which workers invest their psychological energy and commitment in their work.

Researchers have clearly demonstrated that EE is associated with a range of positive individual and organizational outcomes, however, according to some recent findings, there is a trend which shows employee engagement is decreasing day by day (Bergstrom & Martinez, 2016; Hewitt, 2018). Such situation reflects that most of the global workforce are not engaged.

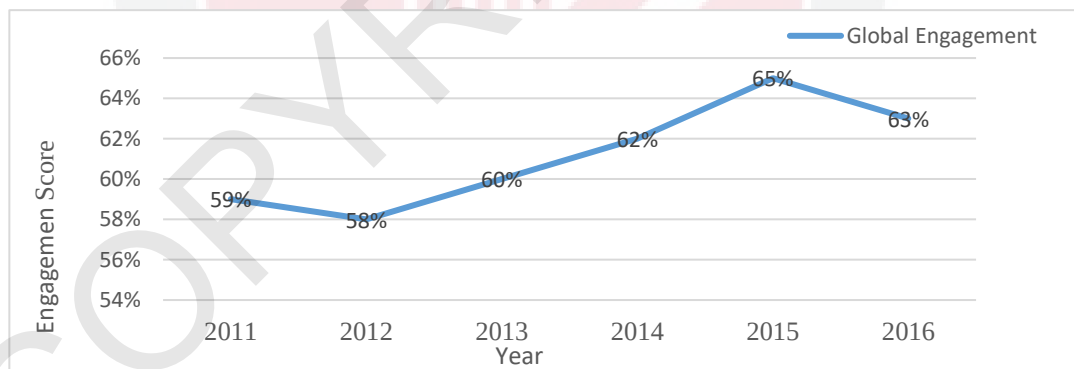


Figure 1.1 : Global Employee Engagement

(Source: Trends in Global Employee Engagement, Hewitt, 2017)

Hewitt (2017) observes that last year EE has retracted around the world. Figure 1.1 above indicate a two-point drop of engagement among employees in 2016. This is reported by “Trends in Global Employee Engagement”, and it is stated that the reasons of scarcity of rewards and recognition, employee value proposition, senior leadership, career opportunities and enabling infrastructure are related to the drop of EE.

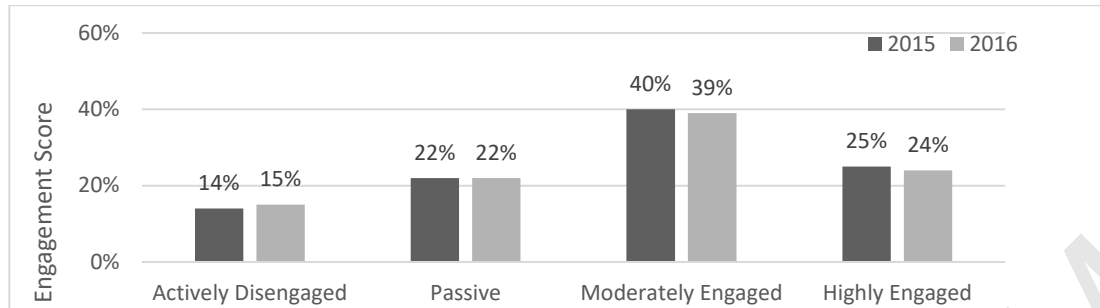


Figure 1.2 : Engagement profiles 2015 vs 2016
(Source: Trends in Global Employee Engagement, Hewitt, 2017)

According to Figure 1.2, only 24 percent of all employees fall into the highly engaged category, 39 percent can be categorized as moderately engaged and another 15 percent of all employees are actively disengaged, putting the global engagement score at 63 percent compared to 65 percent the previous year.

Additionally, Hewitt (2017) also states the “trends in global employee engagement” for Asia Pacific (APAC) with a three-point drop this year that is just 62 percent of employees in APAC can be categorized as engaged compared to 65 percent a year ago. Whereas, globally only 63 percent are engaged in 2016 as shown in Figure 1.3.

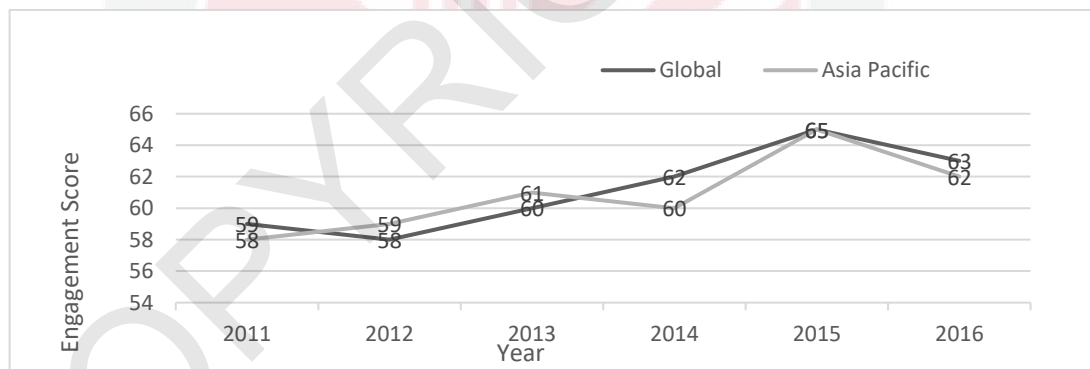


Figure 1.3 : Employee Engagement: Asia Pacific vs The World
(Source: Trends in Global Employee Engagement, Hewitt, 2017)

In APAC, Hewitt (2017) discovers that lack of rewards and recognition, work fulfillment, career opportunities and senior leadership are responsible for the decline of EE. Engagement opportunities like rewards and recognition (-2%), senior leadership (-1%), career opportunities (-4%), work fulfillment (-3%) exist in this region. This is indicated in figure 1.4.

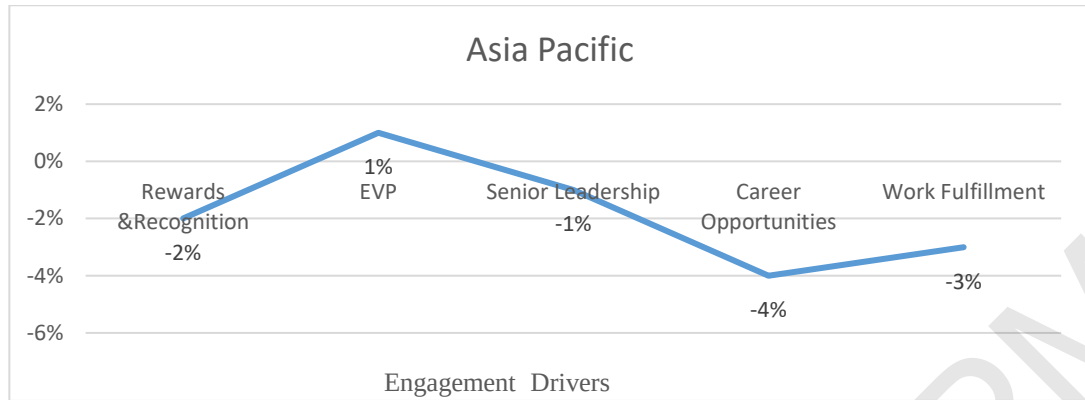


Figure 1.4 : Key Drivers of Employee Engagement in APAC
(Source: Trends in Global Employee Engagement, Hewitt, 2017)

EE can influence organizational results; however, the questions remain how this can be actually cultivated among employees. Studies in this area such as Mansor, Jaharudin & Nata (2018) agree that various factors can impact EE in the organizations globally and these include reward and recognition, senior leadership, career development opportunities, employee value proposition and enabling infrastructure (Hewitt, 2018). Anitha (2014) indicates EE factors such as leadership, team, relationship with peer, training, career development and reward should be considered to promote EE.

EE and motivation are quite interrelated (Bergstrom & Martinez, 2016; Mulliner, 2018). Some literature such as Kahn (1990) and Marelli (2011) state that motivation can increase EE. There is a relationship between improvement of motivation and enhancement of EE in organization (Silvera, 2013; Khan & Iqbal, 2013). Seijts & Crim (2006) and Buckingham & Coffman (1999) pointed EE factors can attract, focus and keep the most talented employees, and factors such as connection, career advancement, clarity in communication, conveyance of expectations, congratulations or recognition, contributions, control over own job, collaboration among employees, credibility in leaders and confidence in the company. The antecedents of EE are similar to the factors of motivation according the Table 1.1.

Table 1.1 : Antecedents of employee engagement and the motivational factors

Antecedents of Employee Engagement	Motivational Factors (according to Herzberg Two factor theory)
AbuKhalifeh & Som (2013): Employee communication, reward and recognition, employee development, extended employee care. Wollard & Shuck (2011): Authentic corporate culture, clear expectations, corporate social responsibility, encouragement, feedback, job characteristics, job control. job fit, level of task challenge, manager expectations, manager self-efficacy, mission and vision, opportunities for learning, perception of workplace safety, positive workplace climate, rewards, supportive organizational culture, talent management use of strengths, Leadership. Mansor, Jaharudin & Nata (2018): Nature of work, meaningful work, employee development opportunity, recognition and reward, relationship between colleagues and managers, quality communication, Leadership.	Intrinsic Factors: Achievement, job itself, growth, recognition, creativity, independence, responsibility, ability utilization, moral value Extrinsic Factors: Job security, salary, relationship with peer, relationship with supervisor, working environment, company policy, authority, work variety, advancement.

The importance of leadership has been highlighted to influence employees to be engaged or disengaged (Mansor, Jaharudin & Nata, 2018; Wollard & Shuck, 2011; Wildermuth & Pauken, 2008). This is because leaders are the individuals in the organization who set the tone and culture (Moody, 2012; Batista-Taran, Shuck, Gutierrez, & Baralt, 2013) and they have the authority to use contingent reward, set clear goals and communicate with the followers (Bass & Avolio, 1995) or, use their power or authority to influence a group of individuals to achieve a common goal (Northhouse, 2013, Akter, 2016). Thus, the influence of the Leadership on EE is acknowledged (McBain, 2007; Moody, 2012).

According to past research, there are many reasons which prevent EE and create employee unrest such as unhealthy environment, lack of skill work force, political instability, low wage, management problem, inadequate infrastructure etc. (Ahmed, 2014). As a result, employees are not satisfied in the workplace (Sarker & Afroze, 2014).

1.2 Readymade Garments (RMG) in Bangladesh

The manufacturing sector such as garments, jute and jute related goods, leather and leather related products, home textile, foot wear are contributing towards the utmost percent of Bangladesh Economy. Within the various segment of the manufacturing

sector, the Readymade Garments (RMG) is one of the successful manufacturing sectors with greater contribution to the national GDP (Hossan, Sarker & Afroze, 2012a; Khatun, 2017). It is the highest foreign exchange earner. The percentage has been maintained within the fiscal year as indicated in Table 1.2, which is 81.68 of total export of Bangladesh in 2014-2015; 82.02% in 2015-2016 and 81.23% in 2016-2017.



Table 1.2 : Export of RMG, total export of all sectors in Bangladesh, comparison between export of RMG and total export of all sectors, value of total apparel export, number of factories and employment

Year	Export of RMG as manufacturing (USD Million)	Total Export of all sectors in BD (USD Million)	Percentage of RMG's to Total Export	Y on Y Growth (%) Value of Total Apparel Export	Number of Garment Factories	No. of Employee (Million)
2007-08	10699.80	14110.80	75.83%	16.161	4743	2.80
2008-09	12347.77	15565.19	79.33%	15.402	4925	3.50
2009-10	12496.72	16204.65	77.12%	1.206	5063	3.60
2010-11	17914.46	22924.38	78.15%	43.353	5150	3.60
2011-12	19089.73	24301.90	78.55%	6.561	5400	4.00
2012-13	21515.73	27027.36	79.61%	12.709	5876	4.00
2013-14	24491.88	30186.62	81.13%	13.833	4222	4.00
2014-15	25491.40	31208.94	81.68%	4.081	4296	4.00
2015-16	28094.16	34257.18	82.01%	10.211	4328	4.00
2016-17	28149.84	34655.92	81.23%	0.199	4482	4.00

(Source: Trade information (BGMEA, 2018); Data Source Export Promotion Bureau Compiled by BGMEA, 2018).

RMG industry is the biggest earner of foreign currency for Bangladesh (Islam & Hamzah, Saimoon 2017). however it is gradually decreasing its exports on European and USA market, where share of the export to these two markets have dropped from 93% to 85% between 2009 to 2014 (Binte Rab & Hoque, 2017). Not only that the rate of the market growth of RMG in the world also is declining from 2015 to 2017 as shown in figure 1.5. The rate has been declined from 8.21% in 2015 to 1.90 % in 2017.

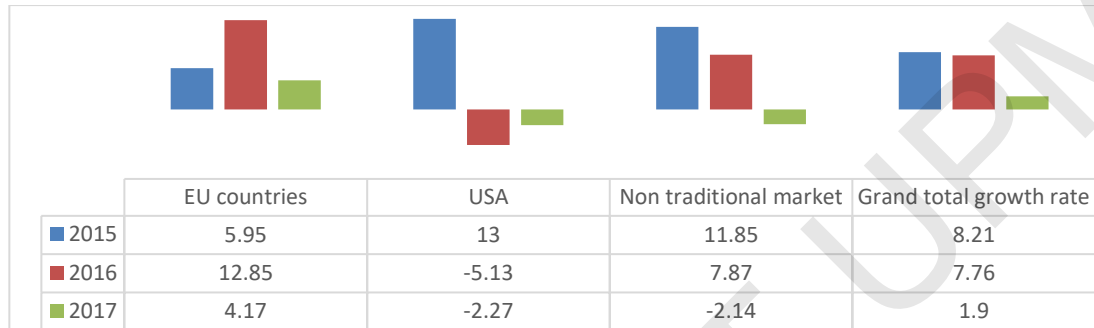


Figure 1.5 : Bangladesh's RMG export to world 2015 to 2017
(Source: Trade information by BGMEA, 2018)

It is stated that due to the availability of cheap labour in Bangladesh, the manufacturers have created ambitious target to earn more than \$50 billion by 2021 for higher demand from worldwide (Islam & Hamzah, Saimoon, 2017). Mickensey (2011) points out a promising future for RMG is forecasted as \$45 billion by 2015. However, the sector real contribution was only \$26 billion in the year 2016 (BGMEA, 2018; Leahey, 2015). This indicates a lower production from the expectation (TextileToday, 2016). According to a study by Rubel, Kee, Quah & Rimi (2017), the employee of RMG industry in Bangladesh are not engaged and they suggest that causing the low productivity of the factories.

Additionally, past researchers also suggested that employers of RMG industry have been facing few issues lately, for example, one of them is lack of EE in the workplace (BGMEA, 2018). This is supported by a motion by Textile Today (2016) which mentioned that export earnings of woven garment has declined by 9.36 per cent in July-December 2016 and even RMG sector is growing but the rate is slower than expected in the last three years. It is expected that lack of proper infra-structure and poor livelihoods of the workers are causing employees to be disengaged, demotivated and low production (TextileToday, 2016).

Figure 1.6 represents the overall problem of labour unrest. Hygienic and sanitation problem (7%), political violence (9%), emergency exit problem (15%), eve teasing problem (13%), communication gap between worker and owner (11%), safety and environment problem (8%), discrimination problem (12%), wage (3%), medicine and medical care (9%), and force to work (13%). All these are responsible for labour unrest in Bangladesh, which causes the labour unrest in this industry.

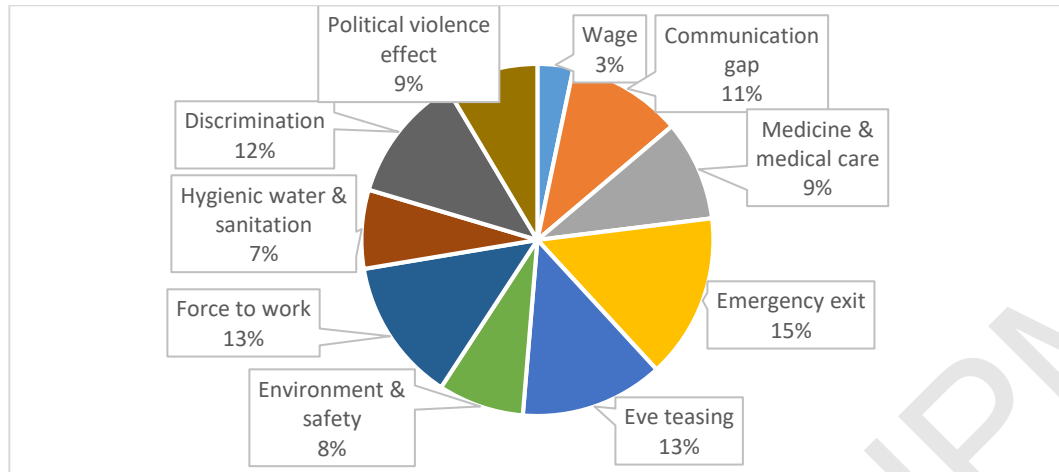


Figure 1.6 : Percentage of different problems for labor unrest

(Sources: A study on the major causes of labour unrest and its effect on the RMG sector of Bangladesh, Hasan & Islam, 2015)

1.2.1 Motivational Problems of RMG Employee

Generally, it is understood that the basic needs for every living individual include food, clothing, education and homes. Choudhury & Rahman (2017) and Ahmed et al. (2013) present many limitations and disadvantages receive by employees in RMG factories especially those in the lower level. The salary which the workers receive is extremely inadequate to fulfill their basic needs. Furthermore, they live in the costly area where most of the factories are located and they have to bear the difficulties. Akterujjaman (2016) reports that RMG factories do not provide housing facility to their workers. Though they include house rent in the basic salary, it only covers 40% of the rent according to the circular gazetted by the government in 2013, but 50% of the employee's expenditure goes to house rent (Akterujjaman, 2016). Due to the poor salary, these workers are unable to send their children to school, and they have to face a sub-standard living conditions (Ahmed et al., 2013).

Ahmed et al. (2013) states that most of the factories are located in the housing areas in the city and they are not built according to the standards and rules that are required by the laws of the country. This has caused a numbers of accidents and the lives of the workers are threatened. Bangladesh Garment Manufacturers and Exporters Association (BGMEA) and the government are not serious to improve the situation in this sector. When compared to other job sector, job insecurity is higher in RMG sector in Bangladesh (Priyo et al., 2010) cited by Akter (2016). Fear of losing their jobs and lack of alternative job opportunities force the workers to continue although they are not satisfied with the employment (Akter, 2016; Bansari, 2010; Rahman & Ehasan, 2017).

Further Ahmed et al. (2013), Choudhury & Rahman (2017) indicate there are too much inhuman workload where employees are forced to work from dawn to dusk but are paid with a minimum salary. A regular working day of eight hours would result in a standard of 48 hours per week. However, 85% of the workers have to work overtime. Although the bulk of the workers (57%) remain working within the 2-hours limit, more than one fourth of the respondents are used to work under excessive overtime, working more than ten hours a day or 60 hours a week (Akter, 2016; Mujeeb, 2015).

There are few other issues for Bangladesh RMG Workers. First, their holidays are not properly schedule. Every RMG factory do not adhere to ILO convention as it should be; workers do not get adequate holidays during weekend, to celebrate festival, or during holidays declared by the government (Akterujjaman, 2016). Secondly, the salary is given after the 15th of the month in order to minimize job turn over in the factory (Ahmed et al., 2013). In addition to this, the benefits like bonus, overtime, etc. payments are given only after an indefinite period. These are proofs on how employees are mistreated by the owners, managers, and officers. Such treatments create labour demotivation in the industry (Rahman & Ehasan, 2017).

Schaufeli (2017) states that the work engagement is negatively related with the state of democracy in the country. Karmaker & Saha (2016) discover that there is a strong relationship between political unrest and level of productivity of the RMG industry. Political turbulence can reduce foreign currency by increasing buyer uncertainty and cost pressures. Due to political instability, buyers prefer to place orders in other countries. They do not totally cut their relationship with Bangladesh but reduce the risk by dealing with others, which ultimately have a negative impact on productivity (Berg et al., 2011; Islam, Rakib, Adnan, 2016; Karmaker & Saha, 2016; Mujeeb, 2015). During the strikes outbreak or locally known as hartals, it is vital workers arrive in time at the workplace if a line manager or supervisor is absent. It reduces the efficiency of an industry (Ahsan & Iqbal, 2015). Again the labour unrest also takes place at a time when the main opposition party is leading the movement for political reforms in the country (Ahmed et al., 2013; Choudhury & Rahman, 2017). These are some of the reasons related to employee dissatisfaction and disengagement in RMG sector of Bangladesh.

1.3 Problem Statement

Engagement is significant concept and attracting the attention of academicians, practitioners and policy makers (Crawford et al., 2014; Bailey et al., 2017). It is noted that employee with the highest level of commitment will perform 20% better and 7% less likely to quit the job (Lockwood, 2007; Gupta, Ganguli & Ponnamm, 2015). Companies that fail to take EE seriously often suffer from poor productivity, staff retention and weak profit margins and fast staff turnover. These situations call for more challenges to human resource managers to retain employees (Mishra & Mishra, 2017).

Many organisations realise the need to engage employees in achieving their goal beyond motivational factors (Sinha & Trivedi, 2014; Smith & Macko, 2014). However, researchers also indicate that uncertainty exists in determining the related factors due to complexity caused by context, type of industry and organizational structures which lead to the need to study case-by-case situations especially when trying to identify the best engagement drivers for each company (Mansor, Jaharudin & Nata, 2018). This is because each employee belongs to different environment with respect to culture, language, family background, and economic conditions; thus, creating a vast workforce diversity to deal with. Their belief and value structure differ not only cross-sectional but also in time trend (Mishra & Mishra, 2017). In other studies, Harter, Schmidt & Hayes (2002) and Bergstrom & Martinez (2016) point out generally industries and sectors grant benefits to engaged employees. In addition, to attain EE, it is the responsibility of the managers in the company (Buelens & Van den Broeck, 2007; Jurkiewicz, Massey & Brown, 1998). Based on this statement, it is believed that the situations arise in RMG of Bangladesh could be tackle by studying the influence of the drivers for the engagement.

Manufacturing sector is the backbone of the economy in many countries. It fuels growth, productivity, employment, and strengthen agriculture and service sectors. According to Gallup blog reported by Harter (2017), manufacturing workers are the least engaged occupation, with three-quarters of employees are disengaged. Several reasons help explain this situation, from cost-control pressures to troubles attracting and retaining skilled workers due to talent shortage (Harter, 2017). Gallup found that when business have higher engagement they are not only outperformed but able to decrease in absenteeism and turnover, which are common issues in manufacturing industry. Further, Gallup also reports that safety issues arise in facilities when disengaged workers take their eye off the ball, its 2016 report noted that firms with higher engagement levels, had less than 70% safety-related incidents (Harter, 2017).

Ready Made Garments (RMG) industry is very important to people of Bangladesh. There are 5876 factories in 2012 but the number has decreased to 4222 in the following year (BGMEA, 2018). Researchers indicate that the decreased in number could be relevant to employee disengagement, labour unrest and political instability of the country (Ahmed et al., 2013; Choudhury & Rahman, 2017; Rahman & Ehasan, 2017). Labour unrest in RMG sector occurs due to minimum facility and safety, living conditions, deferred benefits, sub-standard international conspiracy and coercive role of law enforcing agency, pressure from worker and hooligan, illiteracy, political instability, too much workload, no promotion opportunity etc. (Rahman & Ehasan, 2017). Additionally, Sarker & Afroze (2014) point out that if the employers from RMG industry are able to provide appropriate financial and non-financial benefits to the employees, they will be satisfied. This situation leads to the assumption EE relevant to RMG industry need attention. It is also suggest that a study is needed to solve the issue of reducing number of productivity, factories closing due to labour unrest. By specifically addressed the motivation and leadership factors and its relationship with the engagement of the employees in RMG sectors.

The study aim to solve the problem of labour unrest in RMG factories and the issues are discussed from various angles. The first point, as suggested by previous literature, managers need to understand what motivates employees, and how motivation can be inspired to the employees (Fisher, 2009). This is necessary because motivation not only engage employees to work, but encourage them to give their best (Krogh, 2010). Employees are the resources of the companies and motivation and satisfaction are important to boost their performance. However, it is not up to the employees to motivate themselves but it is the job of the leader (Krogh, 2010). This notion is agreed by Akter (2016), Khatun (2017), Akterujjaman (2016) who suggest RMG sector should have appropriate leadership style as well as motivational factors that will enhance EE. However, Hofstede (1980) points out that motivational factors that are discussed in the McClelland Motivation Theory, Maslow's hierarchy of needs, Herzberg's two factor theory, fail to focus specifically on the style of leadership. For example, McClelland pays a lot of attention to the power of motive. Maslow postulates a hierarchy of human needs, from 'basic' to 'higher' that are, the most basic physiological needs, followed by security, social needs, esteem needs and, finally, a need for "self-actualization." The latter incorporates McClelland's theory of achievement. Maslow's theory of hierarchy of needs postulates that a higher need will become active if only the lower needs are sufficiently satisfied. Herzberg's two factor theory of motivation distinguishes between hygienic factors (largely corresponding to Maslow's lower needs-physiological, security, social) and motivators (Maslow's higher needs-esteem, self-actualization). The RMG factories and employees in Bangladesh have needs that are relevant to these hygiene and motivators. For example, Samaddar (2016) discloses that most of the factories have no proper dust and temperature control system, lack of training, poor supervision, and improper infrastructure. The noise level inside most of the factories is more than 75dB. They also discover employees work more than 9 hours in a day or, 48 hours in a week.

The second point is also based on past literature which suggest leadership is able to increase group performance and job satisfaction through motivation (Nader, 2019). . Scott & McMullen (2010); Society for Human Resource Management (2013) state EE and organizational performance are part of the major driver in motivation. In addition, leadership is needed to support the motivation factor in this research. Past studies on EE focus on the influencing factor related with employee satisfaction, productivity, socio economic factors, labour unrest, leadership and so on (Ahmed, 2016; Akter, 2016; Bergstrom & Martinez, 2016; Jensen, 2018; Othman, Hamzah, Abas & Zakuan, 2017; Ziegler, 2017). But none of them have focused on mapping out the EE through IMF and EMF and leadership perspective jointly. Literature suggests the concepts of EE and motivation should be dealt separately, but there is no extensive attempt to investigate the relationship between the two concepts (Putra, Cho & Liu, 2017). Bergstrom & Martinez, (2016); Khan & Iqbal, (2013) examine the relationship between intrinsic motivational factors (IMF), extrinsic motivational factors (EMF), as well as EE in various private and public organizations. However, they did not discuss on the effect of leadership strategies in their study. Thus, there is a need for more empirical research to support the theoretical proposition on the relationship of IMF, EMF and EE, the inclusion of mediators or moderators as intervening variables could also be examined comprehensively (Khan & Iqbal, 2013). For example, Shuck & Herd, (2012) suggest the relationship between employee motivation and EE can be

moderated by leadership style. Again, Shabane, Schultz & Hoek, (2017) reveal that leadership mediates the relationship satisfaction with remuneration and retention. Therefore, this study intends to elaborate the relationship of IMF, EMF and EE with mediating effect of transformational and TAL.

The third point, is based on the limited research that has been carried out in the third world countries that link both leadership and EE (Othman, Hamzah, Abas & Zakuan, 2017). On the other hand, more researches have been focusing on the western context, or within the nursing and teaching environment. Many of these studies have also been conducted worldwide by Human Resource Consultancy firms among thousands of employees. Macey & Schneider, (2008) state the focus of such studies is to determine the major drivers for EE, yet the existence of empirical material on the topic is very limited,

Therefore, based on the points discuss in this section, it is anticipated that by examining the impact of motivational factors on EE, identifying the relationship between motivational factors and leadership, exploring the effect of leadership on EE, and investigating the mediating effect of leadership between MF and EE in the context of employee of RMG industry in Bangladesh, would able to solve the issue of labour unrest within RMG factories as well as improve the EE within. No such studies have examined these relationships jointly in Bangladeshi context.

1.4 Research Questions

1. What is the relationship between motivational factors (intrinsic and extrinsic) and employee engagement among the employee of RMG industry in Bangladesh?
2. What is the relationship between motivation factors (intrinsic and extrinsic) and leadership (transformational and transactional) among the employee of RMG industry in Bangladesh?
3. What is the relationship between leadership (transformational and transactional) and employee engagement among the employee of RMG industry in Bangladesh?
4. Does the transformational and transactional leadership styles mediate the relationships between intrinsic motivational factors and extrinsic motivational factors as well as employee engagement among the employees in the RMG industry in Bangladesh?

1.5 Objectives

1. To examine the relationship between motivational factors (intrinsic and extrinsic) and employee engagement among the employee of RMG industry in Bangladesh.

2. To observe the relationship between motivational factors (intrinsic and extrinsic) and leadership (transformational and transactional) among the employee of RMG industry in Bangladesh.
3. To determine the relationship between leadership (transformational and transactional) and employee engagement among the employee of RMG industry in Bangladesh.
4. To investigate the mediating effects of transformational leadership style and transactional leadership style on intrinsic motivational factor and extrinsic motivational factor as well as employee engagement among the employees of RMG industry in Bangladesh.

1.6 Significance of the Research

The present study is relevant since there is no research carried out to show the high benefits of EE in the organizations (Harter, Schmidt & Hayes, 2002; Paradise, 2008; Smith & Macko, 2014). The contribution of this research is discussed based on the following elements.

1.6.1 Theoretical Contribution

First, this research is significant because it develops its own conceptual framework by introducing transformational and TAL as mediating variables. Many researchers have explored the relationship among IMF, EMF and EE in public and private sector organizations. But they did not discuss about the effect of leadership strategies in their study (Khan & Iqbal, 2013; Bergstrom & Martinez, 2016). Therefore, this study contributes to the body of knowledge by exploring the mediating effect of transformational and TAL; the relationship between IMF and EMF and EE in a real organizational context. The importance of this study lies in its contribution to theory and practice and robustness of the research methodology.

Second, the validity and reliability of motivational theories and instruments across the countries with different cultures creates a strong case for investigating the model of motivational theories outside the western context. From the theoretical perspective, the study advances and provides insight into the links among intrinsic and EMF, transformational leadership (TFL) and transactional leadership (TAL) style as well as employees engagement at the RMG factories in Bangladesh. These relation have not, to date, been studied in RMG sector, particularly in developing countries like Bangladesh. Therefore extending this research to the level of analysis would contribute to the literature.

1.6.2 Practical Contribution

A significant number of studies have been conducted on employee's performance and EE in the developed economy, but very limited in the context of developing countries in general, for example Bangladesh in particular (Ahmed, Ahmad & Joarder, 2016). Since the study of this nature has never been conducted before, the findings would contribute to the ongoing knowledge in this area.

1.7 Operational Definition

Employee Engagement: Employee engagement means the members of organization give their best performance everyday by putting extra time, energy and brain power to achieve organization goal (Perrin, 2003).

Intrinsic Motivations: Intrinsic motivation refers as energizing behaviour which comes from enjoyment, satisfaction of curiosity, interest, and challenges at work (Amabile, 1993). This motivational factor is dependent on achievement, the job itself, promotion and growth, recognition, creativity, independence, moral values, responsibility and the ability to utilize (Herzberg, 1959).

Extrinsic Motivations: Extrinsic motivation refers to behavior when individual is engaged in the work for achieving success which is separated from the job itself (Amabile, 1993). This factor consists of job security, salary, relationship with peers, relationship with supervisor, working environment, company policy and procedure, authority, and variety (Herzberg, 1959).

The Transformational Leadership Style

Transformational leaders have compelling visions and emotional attachment with the fellow workers and try to create changes in the organization (Burns, 1978). Whereas according to Kuhnert & Lewis (1987), there is a strong bond between transformational leaders and the followers. They share common beliefs and visions.

The Transactional Leadership Style

Transactional leaders look for the opportunity to exchange the role between a leader and the followers. According to Burns (1978) the followers in return will receive certain valued outcomes such as wages when they adhere to the command of their leaders. Transactional leaders could identify the roles of the employees and motivate them to accomplish their desired outcomes. The leaders encourage their followers to perform specific tasks in exchange for values. This is done as a contract (Hoyt & Blascovich, 2003). Thus, transactional leaders are seen as effective leaders because they manage to gain the support of the followers.

1.8 Scope of Study

This study is explanatory in nature and it studies the effect of IMF and EMF on EE; role of transformational and TAL and only limited to RMG industry in Bangladesh. It focuses on the employees who work under the supervisor of managers. This research includes some current employees working in selected RMG industry in the year 2018. This study investigates the influence of intrinsic and extrinsic motivation using Herzberg two factors theory and transformational and TAL as mediator. Bass & Avolio Multifactor Leadership Questionnaire (MLQ 5X) scale is used to measure their effect on dependent variables which is EE.

1.9 Organization of the Study

This research comprises of six chapters. Chapter one constitutes introduction part, which deals with the background of the study and problem statement, research objective, research questions, significance of the study, operational definition, scope of the study and organisation of the study. Chapter two is the review of related literatures. Chapter three consists of hypothesis development and conceptual framework. Chapter four presents the research methodology, that is data collection instruments, method and source of data collection, and methods of data analysis. Chapter five is composed based on data analysis and the results of the study. Finally, the last chapter presents discussion of the findings, implication and recommendation.

1.10 Chapter Summary

The main purpose of the study is highlighting Motivational Factors on EE moderated by the leadership styles in the RMG industry of Bangladesh. The study includes a core of context on the research background, the research problems, research questions and objectives. The focus of attention has been drawn on the importance of IMF and EMF in relation to EE by playing the role of TFL and TAL. The entire context of the study is in a developing country, Bangladesh wherein greater fine tune or upgrade in service industry is much sought-after need.

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