Chapter - 7

Strategy for Productivity Improvement in Textile Units of Bangladesh

7.1 Introduction

7.2 Empirical Analysis of the Significant Factors Affecting Productivity of Textile Units of Bangladesh Performance

7.3 Implications for Productivity Performance of Public and Private Sector Textile Units

7.4 Productivity Improvement Models

7.5 Strategy for Productivity Improvement

7.6 Conclusion

7.7 References
Chapter - 7
Strategy for Productivity Improvement in Textile Units of Bangladesh

7.1 Introduction:

The study is mainly concentrated to carve out the strategy for productivity improvement in textile industry of Bangladesh. Attempt has been made in this chapter to identify influencing factors of productivity performance on the basis of empirical analysis and the problems of productivity performance in textile units of Bangladesh on the basis of annual reports of textile units, directors reports and scheduled unstructured interviews with important personnel i.e. Directors, Managers, Employees and workers related with productivity of textile units. Keeping in view the factors affecting productivity, the Research Scholar has recommended a set of strategy for improvement of productivity performance of textile units of Bangladesh.

7.2 Empirical Analysis of the Significant Factors Affecting Productivity Performance of Textile Units:

In this section, an attempt has been made to make empirical analysis of the significant factors affecting productivity performance of textile units of Bangladesh. For this purpose, univariate and step-wise regression analyses have been used.

The results of univariate regression analysis of public sector selected textile units for the period i.e., 1990-1991 to 1999-2000 are given in table 7.2.1. It is
found that \( X_1 \) (Labour Productivity in Terms of Manpower Cost), \( X_2 \) (Fixed Assets Productivity), \( X_3 \) (Material Productivity) and \( X_5 \) (Return on Capital Employed) are four variables, which have significant and positive relationship with total productivity. While \( X_1 \) (Labour Productivity in Terms of Manpower Cost), \( X_2 \) (Fixed Assets Productivity), \( X_3 \) (Return on Capital Employed) and \( X_3 \) (Material Productivity) explain 93.60, 78.16, 45.07, and 39.31 per cent of variation in total productivity respectively. Out of these four variables, \( X_5 \) (Return on Capital Employed) is relatively more important as one unit increase in \( X_5 \) (Return on Capital Employed) will lead to 0.93 units increase in total productivity. \( X_4 \) (Inventory Turnover Ratio) has negative relationship with total productivity and this variable explains 29.12 per cent of variations in productivity. One unit increase in \( X_4 \) will lead to 0.05 units decrease in productivity.

Table 7.2.1

Univariate Regression Analysis of Selected Public Sector Textile Units

<table>
<thead>
<tr>
<th></th>
<th>Intercept</th>
<th>( X_1 )</th>
<th>( X_2 )</th>
<th>( X_3 )</th>
<th>( X_4 )</th>
<th>( X_5 )</th>
<th>( R^2 )</th>
</tr>
</thead>
<tbody>
<tr>
<td>( X_1 )</td>
<td>0.39</td>
<td>0.20*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.936</td>
</tr>
<tr>
<td></td>
<td>(8.39)</td>
<td>(10.82)</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>( X_2 )</td>
<td>0.39</td>
<td></td>
<td>0.27*</td>
<td></td>
<td></td>
<td></td>
<td>0.7816</td>
</tr>
<tr>
<td></td>
<td>(4.13)</td>
<td></td>
<td>(5.35)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>( X_3 )</td>
<td>0.64</td>
<td></td>
<td></td>
<td>0.36*</td>
<td></td>
<td></td>
<td>0.3931</td>
</tr>
<tr>
<td></td>
<td>(5.81)</td>
<td></td>
<td></td>
<td>(2.27)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>( X_4 )</td>
<td>1.12</td>
<td></td>
<td></td>
<td></td>
<td>-0.05</td>
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<td>0.2921</td>
</tr>
<tr>
<td></td>
<td>(6.3)</td>
<td></td>
<td></td>
<td></td>
<td>(-1.82)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>( X_5 )</td>
<td>1.11</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.93*</td>
<td>0.4507</td>
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<tr>
<td></td>
<td>(8.66)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(2.56)</td>
<td></td>
</tr>
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</table>

Source: Tables 4.3.1, 4.3.3, 4.3.12, 4.3.16, 4.3.20, 5.3.1, 5.3.3, 5.3.12, 5.3.16, and 5.3.20

- Indicates significant at 5 per cent level of significance
- Bracket indicates calculated value of ‘t’
Table 7.2.2 shows the univariate regression analysis of private sector textile units during the period under reference. It is observed that $X_1$ (Labour Productivity in Terms of Manpower Cost), $X_3$ (Value Added Productivity in Terms of Material Cost), $X_4$ (Inventory Turnover) and $X_5$ (Return on Capital Employed) are significant variables. Out of them $X_1$ (Labour Productivity in Terms of Manpower Cost), $X_3$ (Value Added Productivity in Terms of Material Cost) and $X_5$ have positive and $X_4$ has negative relationship with total productivity. Out of $X_1$ (Labour Productivity in Terms of Manpower Cost) $X_3$ (Value Added Productivity in Terms of Material Cost) and $X_5$ have positive and $X_4$ has negative relationship with total productivity. Out of $X_1$ (Labour Productivity in Terms of Manpower Cost) $X_3$ (Value Added Productivity in Terms of Material Cost) and $X_5$ (Return on Capital Employed) is relatively more important as one unit increase in $X_5$ (Return on Capital Employed) will lead to 2.58 units increase in productivity. Although $X_2$ (Fixed Assets Productivity) is an insignificant factor but one unit increase will lead to 0.27 unit increase in total productivity. $X_4$ (Inventory Turnover Ratio) has negative relationship with productivity and $X_4$ (Inventory Turnover Ratio) explains 37.87 per cent of variations in productivity. One unite increase in $X_4$ (Inventory Turnover Ratio) will lead to 0.12 units decreases in the productivity in case of private sector textile units.
Table 7.2.2

Univariate Regression Analysis of Selected Private Sector Textile Units

<table>
<thead>
<tr>
<th></th>
<th>Intercept</th>
<th>$X_1$</th>
<th>$X_2$</th>
<th>$X_3$</th>
<th>$X_4$</th>
<th>$X_5$</th>
<th>$R^2$</th>
</tr>
</thead>
<tbody>
<tr>
<td>$X_1$</td>
<td>0.03</td>
<td>0.12</td>
<td>0.27</td>
<td>0.51</td>
<td>-0.12</td>
<td>1.27</td>
<td>0.5825</td>
</tr>
<tr>
<td></td>
<td>(0.08)</td>
<td>(3.34)</td>
<td>(1.51)</td>
<td>(3.24)</td>
<td>(-2.21)</td>
<td>(58.04)</td>
<td></td>
</tr>
<tr>
<td>$X_2$</td>
<td>0.97</td>
<td>0.27</td>
<td>1.68</td>
<td></td>
<td>-0.12</td>
<td>1.27</td>
<td>0.2226</td>
</tr>
<tr>
<td></td>
<td>(4.57)</td>
<td>(1.51)</td>
<td>(9.2)</td>
<td></td>
<td>(-2.21)</td>
<td>(58.04)</td>
<td></td>
</tr>
<tr>
<td>$X_4$</td>
<td>0.87</td>
<td>0.51</td>
<td></td>
<td>-0.12</td>
<td></td>
<td>2.58</td>
<td>0.5684</td>
</tr>
<tr>
<td></td>
<td>(6.49)</td>
<td>(3.24)</td>
<td></td>
<td>(-2.21)</td>
<td></td>
<td>(4.94)</td>
<td></td>
</tr>
<tr>
<td>$X_5$</td>
<td>1.68</td>
<td></td>
<td>-0.12</td>
<td></td>
<td>2.58</td>
<td></td>
<td>0.3787</td>
</tr>
<tr>
<td></td>
<td>(9.2)</td>
<td></td>
<td>(-2.21)</td>
<td></td>
<td>(4.94)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Same as Table 7.2.1

- Indicates significance at 5 per cent level significant

Bracket indicates calculated value of ‘t’.

In comparative analysis, it is found that $X_4$ (Inventory Turnover Ratio) was negative in both the samples $X_2$ (Fixed Assets Productivity) productivity was significant in the case of public sector and insignificant in the case of private sector.

The results of step-wise multiple regression analysis for selected public sector textile units are presented in Table 7.2.3. It can be seen that variable $X_1$ (Labour Productivity in terms of Manpower Cost) appeared as the first variable and then subsequent variables were added one by one to show the maximum fit of total productivity. $X_1$ (Labour Productivity in terms of Manpower Cost) explains 93.60 per cent variations in total productivity and one unit increase in $X_1$ (Labour Productivity in terms of Manpower Cost) will
lead to 0.20 units increase in total productivity. With the introduction of next variables, i.e., \(X_2\) (Fixed Assets Productivity) reveals that both the variables \((X_1 \& X_2)\) jointly explain 94.14 per cent of variation in productivity. When next variable \(X_5\) (Return on Capital Employed) is added, then the three variables taken together explain 96.66 per cent of variations in total productivity. With the addition of \(X_1\) of (Labour Productivity in Terms of Manpower Cost), the coefficient of determination \(R^2\) has increased sharply from 96.66 per cent to 99.11 per cent and \(X_5\) (Return on Capital Employed) and \(X_1\) (Labour Productivity in Terms of Manpower Cost) have become significant. All the selected variables explain 99.15 per cent of variations in total productivity of the selected public sector textile units during the period under reference. Out of five selected variables, variable \(X_5\) (return on capital employed) was the most important as one unit increase of it will increase 0.59 units in productivity in the case of public sector textile units.

Table 7.2.3
Stepwise Regression Analysis of Public Sector Textile Units

<table>
<thead>
<tr>
<th>Intercept</th>
<th>(X_1)</th>
<th>(X_2)</th>
<th>(X_3)</th>
<th>(X_4)</th>
<th>(R^2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.39</td>
<td>0.20</td>
<td>-0.06</td>
<td>-0.06</td>
<td>0.02</td>
<td>0.936</td>
</tr>
<tr>
<td>(8.39)</td>
<td>(10.82)</td>
<td>(-0.82)</td>
<td>(-1.06)</td>
<td>(2.11)</td>
<td></td>
</tr>
<tr>
<td>0.41</td>
<td>0.24</td>
<td>-0.06</td>
<td>0.26</td>
<td>0.21</td>
<td>0.9417</td>
</tr>
<tr>
<td>(7.88)</td>
<td>(4.38)</td>
<td>(-0.82)</td>
<td>(2.11)</td>
<td>(3.73)</td>
<td></td>
</tr>
<tr>
<td>0.54</td>
<td>0.22</td>
<td>-0.06</td>
<td>0.61</td>
<td>0.21</td>
<td>0.9666</td>
</tr>
<tr>
<td>(7.28)</td>
<td>(4.77)</td>
<td>(-1.02)</td>
<td>(5.24)</td>
<td>(3.73)</td>
<td></td>
</tr>
<tr>
<td>0.68</td>
<td>0.09</td>
<td>0.04</td>
<td>0.61</td>
<td>0.21</td>
<td>0.9911</td>
</tr>
<tr>
<td>(12.07)</td>
<td>(2.35)</td>
<td>(0.11)</td>
<td>(5.24)</td>
<td>(3.73)</td>
<td></td>
</tr>
<tr>
<td>0.65</td>
<td>0.11</td>
<td>0.08</td>
<td>0.59</td>
<td>0.21</td>
<td>0.9915</td>
</tr>
<tr>
<td>(6.75)</td>
<td>(2.18)</td>
<td>(0.18)</td>
<td>(4.49)</td>
<td>(3.27)</td>
<td></td>
</tr>
</tbody>
</table>

Source Same as 7.2.1

215
The step-wise multiple regression analysis of selected private sector textile units of Bangladesh are shown in table 7.2.4. It is seen that variable $X_5$ appeared as the first variable and thereafter-subsequent variables were added one by one to display the maximum fit of total productivity. $X_5$ (Return on Capital Employed) explain 75.33 per cent of variations in total productivity and one unit increase in it will lead to 2.58 units increase in total productivity. With the introduction of next variable i.e., $X_1$ (Labour Productivity in terms of Manpower Cost), it is revealed that both the variables collectivity explain 95.07 per cent of variations in productivity. With the introductions of variable $X_1$ (Labour Productivity in terms of Manpower Cost) the coefficient of determination ($R^2$) sharply increased from 75.33 to 95.07 per cent. When next variable i.e., $X_3$ (Labour Productivity in Terms of Manpower Cost) is added, it becomes clear that three variables jointly explain 95.81 per cent of the variations in total productivity. With the addition of variable $X_4$ (Inventory Turnover Ratio) and $X_2$ (Fixed Assets Productivity) the five variables jointly explain 96.01 per cent of variation in total productivity. Out of five variables $X_5$ (Return on Capital Employed) and $X_1$ (Labour Productivity in terms of Manpower Cost) were the significant and positive variable and $X_4$ (Inventory Turnover Ratio) and $X_2$ (Fixed Assets Productivity) were negative and insignificant variables in the case of private sector textile units during the study period.

In comparison, it is revealed that $X_2$ (Fixed Assets Productivity) changed from negative to positive, when $X_5$ (Return on Capital Employed), $X_3$ (Material Productivity), and $X_4$ (Inventory Turnover Ratio) were added for public sector textile selected units. In the case of private sector textile units, $X_4$ (Inventory Turnover Ratio) and $X_2$ (Fixed Assets Productivity) were two negative variables in explaining the variations of productivity. However, $X_1$ (Labour Productivity in Terms of Manpower Cost) $X_3$ (Material Productivity) and $X_5$ (Return on Capital Employed) were the main important
factors affecting the total productivity in the case of public and private sector textile units during the study period. If these productivities are increased then the overall productivity will increase in both the sectors.

Table 7.2.4
Stepwise Regression Analysis of Private Sector Textile Units

<table>
<thead>
<tr>
<th>Intercept</th>
<th>$X_5$</th>
<th>$X_1$</th>
<th>$X_3$</th>
<th>$X_4$</th>
<th>$X_2$</th>
<th>$R^2$</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.27 (58.04)</td>
<td>2.58* (4.94)</td>
<td>0.47 (3.11)</td>
<td>0.31 (1.42)</td>
<td>0.34 (1.36)</td>
<td>0.37 (1.25)</td>
<td>0.7533</td>
</tr>
<tr>
<td>0.47 (3.11)</td>
<td>1.98* (7.23)</td>
<td>0.08* (5.29)</td>
<td>0.14 (1.02)</td>
<td>0.13 (0.89)</td>
<td>0.08 (0.35)</td>
<td>0.9507</td>
</tr>
<tr>
<td>0.31 (1.42)</td>
<td>1.39 (2.21)</td>
<td>0.08* (5.37)</td>
<td>0.14 (1.02)</td>
<td>0.13 (0.89)</td>
<td>-0.09 (-0.36)</td>
<td>0.9581</td>
</tr>
<tr>
<td>0.34 (1.36)</td>
<td>1.32 (1.87)</td>
<td>0.08* (4.98)</td>
<td>0.13 (0.89)</td>
<td>-0.09 (-0.36)</td>
<td>-0.11 (-0.35)</td>
<td>0.9592</td>
</tr>
<tr>
<td>0.37 (1.25)</td>
<td>1.52 (1.45)</td>
<td>0.09* (3.53)</td>
<td>0.08 (0.35)</td>
<td>-0.09 (-0.36)</td>
<td>-0.11 (-0.35)</td>
<td>0.9601</td>
</tr>
</tbody>
</table>

Source: Same as 7.2.1

7.3 Implications for Productivity Performance of Public and Private Sector Textile Units:

From the foregoing analysis and the Researcher’s personal face-to-face unstructured interviews with the different strata of personnel of the public and private sector textile units of Bangladesh, the following points pertaining to productivity performance have emerged:

1. Lack of Capital
2. Power Failure
3. Back dated Technology
4. Poor Quality of Products
5. Shortage of Raw Cotton and Spare Parts
6. Competition with Imported Textile Products
7. Trade Union.
8. Excess Manpower
9. Labour Management Relation
10. Marketing Strategy
11. Government Policy
12. Economic Conditions and Business Climate.
13. Labour Unrest
14. Interest Rate
15. Textile Products Cross the Border.

These points are briefly discussed in the following paragraphs:

The Fifth Five Year Plan (1997-2002) has estimated that the total demand-supply gap of fabric will increase from 2633 million meters in 1996-97 to 3917 million meters in the year 2001-2002 and the demand-supply gap of yarn. Raw cotton and handmade fibers were 2533 million meters, 398 million kg and 182 million kg respectively in the year 1996-97. On the other hand, the projected demand supply in the year 2001-2002 will be 3947 million meters, 639 million kg and 254 million kg respectively. The fifth five year plan also estimates requirement of establishing 213 spinning mills, 230 weaving mills and 249 dyeing & finishing mills by the year 2002, to bridge the demand gap in the textile sector. The huge capital required, for establishing such numbers of spinning, weaving and dyeing & finishing to meet those gaps, is not feasible to be financed by the local banks and investors alone. The Government of Bangladesh provides highly liberal incentives for encouraging both domestic and foreign private investment, although foreign investment has not yet picked up as much as expected.

Power failure is the other vital important problems faced by the textile sector. Power is most important facilities in any manufacturing industry. Under
capacity utilisation is the main problem for textile units due to power failure, as a result, they have not been able to make profit

At present, almost all the textile units have been using backdated technology, especially in public sector. Then, labour productivity is below the standard level and also below the private sector labour productivity level. The government is not interested to replace the new technology on account of lack of capital, absenteeism, interference of trade union etc.

Poor quality of products is the common phenomenon, which causes mainly due to inferior input quality and age-old technology, circularity of low capacity utilization leading to severe liquidity crisis, low labour morale due to deterioration, production environment, inflexibility of government procedure leading to delay in procurement of raw materials, interference of trade union etc.

In the year 1996-97, raw cotton and man-made fibers demand-supply gaps were 369 million kg and 169 million kg respectively. The projected raw cotton and man-made fibers demand-supply gaps in year 2001-2002 will be increased to 555 million kg and 254 million kg respectively. To meet those demand-supply gaps, it is essential to establish new industry and also to ensure utilization of full capacity of the existing textile units. But due to shortage of capital and absence of infrastructure facilities the textile industries were not established and due to that full capacities were not utilized.

Another problem of textile industry is shortage of spare parts, in the country. Most of the spare parts are imported. Due to the shortage of spare parts of machinery, full capacity of the machinery of textile units could not be properly utilized. The textile industry had to face more unjustified and unethical competition with foreign products. The textile products come from
across the borders at much cheaper price than local products or imported products. These types of problems have been faced not only in the private sector but also in the public sector textile units.

Trade unionism is the most important problem for the textile industry mainly in public sector. The management of the textile industry has totally failed to control the trade union malpractices. Moreover a few textile units were locked out for unlawful and unauthorized demand of the trade unions. For this reason, production disrupted and productivity related to labour has declined alarmingly. Some private sector textile units also have faced this type of problem.

The public sector textile units of Bangladesh have faced the problems of excess manpower. For this reason the labour productivity has declined. Ayubur Rahman Bhuyan on, “International Competitiveness of Bangladesh Cotton Yarn”, conducted one research work and evaluated the conversion cost of yarn in public and private sector. He concluded that conversion cost of yarn in respect of labour in public sector textile units was $1.20 per kg. On the other hand, in private sector it was $0.54 per kg. Labour Productivity etc. The public sector textile units conversion cost of yarn in respect of labour were more than the private sector. The main reason was excess manpower.

As regards labour input in the context of productivity, the first and foremost precondition for managing people for increased productivity is to recognize that employees are the vital resource and to understand how their varied talents and behavior affect productivity. In this context Labour–management relation factor affect productivity. It is well accepted that good relation with labour increases productivity and poor relation, on the other hand, decreases productivity.
Marketing strategy is yet another important factor affecting productivity. Now-a-days market is competitive. In this context private sector textile mills have used advertising, sales discount, contract to customer, and other promotional activities for marketing strategy. As a result, private sector textile units have increased their sales volume, production etc. that increased productivity. Private sector textile units have assured their quality of textile products because market is so competitive. On the other hand, public sector textile units have not any quality control system of their own. As a result private sector textile units made profit through quality assurance of textile products and were able to increase their productivity.

In Bangladesh, the Government was not stable for the last 25 years. Frequent change in Government affected the textile policy, which also affected productivity performance. Other economic conditions i.e. availability of finance and business climate, such as, availability of power, water, transport, communication and raw materials working in favour of textile production, productivity will increase otherwise productivity will be hampered. But in our country, non-availability of these economic condition and absence of business conditions affected the rate of productivity to a large extent.

The public sector textile units have more labour unrest than private sector, due to strong trade union. So, trade union always interferes and create hurdle in the management and production of the public sector textile units. As a result, productivity performance of private sector textile units was better than public sector textile units.

Capital is an important element for a manufacturing industry. Banks and other financial institutions provide capital with interest. If interest rate is high then cost of production will be increased and that will have a negative impact on productivity.
At last, textile products generally filter illegally from other countries affecting our local textile products, which ultimately is an alarming factor affecting productivity.

7.4 Productivity Improvement Models:

So far the factors affecting productivity of textiles units have been examined. In this context important strategy of productivity improvement models are given below. Improved work procedure contributes towards improved productivity. The flowing actions help to improve the work procedure and productivity.

i) Standardization and simplification of production lines

ii) Elimination of wastage arising out of waiting time of material, labour and machines

iii) Reducing non-productive work

iv) Correct designing of the products

v) Use of machinery, which are the most suitable ones for the operations involved

vi) Introduction of method of improvement including the introduction of low-cost automation

vii) Efficient production planning scheduling and work loading

viii) Placing right worker for each operation

ix) Use of right materials as per technical specification

x) Optimum utilization of space and machine time

xi) Proper maintenance of machines and machine tools

xii) Introduction and operation of a well-balanced incentive scheme

xiii) Introduction of a cost reduction program

xiv) Introduction of schemes for motivating workers achieving higher productivity
xv) Introduction of a scheme of performance appraisal with emphasis on productivity

xvi) Introduction of a system to ensure co-ordination among various functions and at various levels of management

xvii) The application of the best general management principles and practices to ensure best result

Another researcher Abdu Rob found that the socio-political economic environment giving rise to productivity issues include illegal border trade, administrative delays, under the table payment, extortion by threats, inconsistent import policy, defective taxation system etc. These problems need solution at macro level for productivity improvement.

Discussing the managerial task of diagnosing the problem behaviour of employees for productivity improvement are given below:

a) The establishment of acceptable performance standard in terms of specific, measurable, desired behaviour

b) Identifying the present performance level of employees, in terms of specific, measurable behaviour considered being undesirable and unacceptable

c) Clearly identifying the needed improvement in employee behaviour consistent with the management objective to be accomplished

Anwarul Islam conducted a research work and concluded that productivity improvement program will be most effective if it is easily understood and can be maintained with a minimum amount of paper works, procedures and meetings.
The basic elements involved in the productivity improvement program are, support of top management, role of labour, organizational arrangements, productivity measurement, evaluation and continuation.

It may be pointed out that at marine midland of USA, a seven-point productivity improvement process was applied:
- First, definition as to what is aimed to be accomplished
- Second, strategy focusing on priority areas of potential improvement
- Third, top management awareness and support,
- Fourth, education and awareness in the targeted areas,
- Fifth, dedication of resources and organisational support to carry out the changes,
- Sixth, results in a cost-efficient way,
- Seventh and last but not least, a management of the result

7.5 Productivity Improvement Strategy:

From the aforesaid analysis and discussion, the following strategies for productivity improvement in textile industries of Bangladesh are recommended:

1) Government and private financial institutions should come forward in providing loan for textile units with easy terms and conditions and with minimum rate of interest
2) Textile units should be modernized through BMRE
3) Supply of good quality raw materials and skilled labour force should be engaged for productivity improvement of textile units
4) Awareness needs to be created in the minds of management and labour in respect of productivity improvement Labour-management co-
operation for productivity improvement can be achieved only if the concept of productivity is properly understood.

5) Management should emphasize sensible manpower planning, proper recruitment practices, understanding job objectives, motivation of labour, improve labour-management-relation for productivity improvement of textile units of Bangladesh.

6) Educational training and development facilities on regular and continuous basis should be provided for the personnel of the organization in the field of technology and environment to their enhanced capacity to increase productivity.

7) Government should take necessary steps for produce raw materials import, spare parts from abroad to meet the shortage of raw materials and spare parts.

8) The concerned authority should take part in the productivity improvement policies of the government and plans for textile units.

9) Understanding the meaning of the productivity improvement must be easily understood and communicated to every employee of the textile units.

10) Identifying backdrop for productivity and then to conduct research and development activities for overcoming the backdrop.

11) Increased competitiveness of the enterprise through product improvement and lower production costs is need of the hour. It is possible only through use of modern technology, good quality of raw materials and skilled labour.

12) Promoting creativity and innovation on environment should be encouraged through new ideas for productivity improvement of textile units.

13) Government should take many steps to stop the broader trade because illegal broader trade creates problems to increase the sales volume of textile units.
14) Labour unrest is more and frequent in Bangladesh. The study attributed this to political and economic reasons. Macro and micro management needs to give due attention to overcome the labour unrest problems to increase productivity in textile units.

15) Government should ensure the availability of power supply.

16) Full capacity utilization should be ensured through availability of raw materials, spare parts, skilled labour, machinery condition and working capital.

17) Quality of work industries should be provided to improve productivity to allow employees a better and enjoyable work environment.

7.6 Conclusion:

Productivity improvement strategy is affected due to various factors such as, lack of capital, power failure, age-old machinery, poor quality of products, shortage of raw cotton and spare parts, competition with imported textile products, trade union, labour unrest, excess manpower, poor labour management relation, insatiable government policy high interest rate, illegal border trade etc. To overcome these factors, the textile units should take the following productivity improvement strategy as such, easy term loan for textile units, replace quality of raw materials, awareness needs to be created in the minds of management and labour in respect of productivity improvement, increase profitability, stop the illegal border trade, ensure full capacity utilization etc. The succeeding chapter is the summary and findings of the study. This chapter also highlights the direction for future researches besides the suggestions and recommendations proffered by the Researcher to improve the productivity performance of public and private sector textile units of Bangladesh.
7.7 References:


