

**FACTORS THAT INFLUENCE IMPLEMENTATION OF QUALITY  
MANAGEMENT SYSTEM OF BANGLADESHI GARMENTS INDUSTRY**



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in Bangladeshi Garments Industry

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### **Abstract**

Garments industry has made a crucial contribution to this aforesaid revolution of the Bangladesh national economy as well as uphold world's second biggest exporter of clothing after china. But in this competitive world to sustain this leading sector have to maintain some modern system which is recognized by all renowned buyers as well as stakeholders.

Quality Management System would be elucidated to get rid of this issue. Bangladeshi garment industry follows QMS but not organized way. In this paper, which factors may influence the implementation of quality management system in the Bangladeshi garment industry, challenges to implement, current practices will be discussed.

The researcher used qualitative method (Interviews through Skype and Telephone) to collect data. The sample size was 6. Those holding functional managers to renowned garments as well as deal with renowned buyers are considered only. To assess the QMS practices in garment factory of Bangladesh is a gigantic task. From the research, It seems that there is no garment industry which is using QMS properly somewhat they are using some of them. It is also predictable that in future if Quality Management System is maintained in a proper way, the Bangladeshi garment industry will lead in this thriving sector.

**Keywords:** Bangladeshi Garments Industry, BGMEA, Quality Management System.

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# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the study:

Garments industry is considered as the backbone of the Bangladeshi economy. Garments industries have been a really significant element of Bangladesh's economy from the last few decades. Bangladesh is the world's second biggest exporter of clothing after China. The ready-made garments (RMG) sector has a larger prospective than any other sector in terms of providing employment to a great share percent of the work source in the country and foreign exchange earnings to reduce poverty and make a contribution to the national economy. According to the ministry of Industry, Bangladesh; currently, the textile industry reports for 45% of all manufacturing employment. More than 78% of Bangladesh's export earnings come from the garment industry, which is 15 percent share of GDP.

1950 was the starting point of Garments Industry in the Western world. In order to have power over the level of imported Ready Made Garments products from developing countries into developed countries, the Multi Fibre Agreement (MFA) was made in 1974. The MFA agreement imposed an export rate 6 percent increase every year from a developing country to a developed country. In the early 1980s, Bangladesh started receiving investment in the Ready Made Garments sector. Some Bangladeshis received free training from the Korean Company "Daewoo". After these workers came back to Bangladesh, many of them broke ties with the factory; they were working for and started their own factories.

Actually, in Bangladesh, ready-made garments (RMG) sectors which were exported oriented made their journey in the late 1970s like a small nontraditional sector. In 1978 Race Garments exported its first delivery to the USA at that time Bangladesh exported ready-made garments only US\$ 69 thousand. After that, within a period of about two decades exports has raised up to US\$4.5 billion by FY2002. The garments industry sector registered an exceptional growth rate of 15 percent per year over the early decade alone which is remarkable. Indeed this was a especially very

high growth rate for expanding industry anywhere in the world. This high growth rate of industries helped to boost garments industries, in 1983 the no of garments industries were only 50 but in 2002 within few decades the number was 3400, with the number of garments workers reaching approximately 1.5 million of whom almost 80% were female (Bhattacharya Debapriya, Rahman Mustafizur & Raihan Ananya: 2002). According to Ministry of Industry in Bangladesh currently there are more than five thousands garments industries with almost 4 million workers. Initially the market for this product was limited to a few west European countries, which have been subsequently expanded to the U.S.A. Canada, Scandinavian, Nordic, Middle East countries. It is a fact that increasing production and export earnings of Ready Made Garments hold the key to save the country from the present economic depression. The sector has now obtained a significant place in our national economy.

However, after the World Trade Organization (WTO) regime this garments industry sector is facing severe competition in the international market. These industries are not at the same stage in evaluation to their competitors in the scope of competitiveness like timely delivery, reliability, durability, consistency, quality and innovation. The promoter of quality management system approach like Crosby, deming and juran considered that implementation of quality management idea helps the industries to accomplish the best levels of quality and performance.

For instance, “Productivity increases with improvement of quality. Low quality means high cost and loss of competitive position”. (Deming,1986). In the same way, Crosby (1980, p.1) says , “if you concentrate on making quality certain, you can probably increase your profit by an amount equal to 5% to 10% of your sales”. Hendricks and Singhal (1999) provide experiential confirmation from six hundred quality award winning industries located in the USA that Total Quality Management implementation has a constructive effect on organizational excellence. They point out that those industries got award they contained a much better performance in comparison of those industries that didn’t get award, in terms of total sales, operating income, delivery service/ product timely, provide the best quality product in terms of customer satisfaction.

For achieving competitive advantage day by day quality has been considered as a significant issue, in today's internationally competition (Jha and Joshi, 2010). During the last few decades the use of quality management has become expanding among organizations (Hansson, 2003). In most companies the activities of quality is mostly similar to the way an organization operates its regular business. Now a day's holding a customer is very important factors in the global business market. On the other hand capital, resources as well as labor are also a very important element, but without the satisfaction of customer these elements cannot make the best growth of companies (Karim,2009). In any organization requirement of customers should get the first priority. Industries are becoming more alarmed about satisfaction of customers because they have more opportunity now than before. The ultimate goal of any organizations is survived by holding prestigious positions in the global market. So survival is only possible through customer satisfaction and satisfaction will come through quality products and services with the best prices.

Quality management system is an explanation of the philosophy, culture and attitude of a company that struggles to provide customers with Total Quality Management with products and services that satisfy customer needs. The main concepts of TQM is to expect quality in all features of the organizations operations with process being done right at first time as well as defects and waste got rid of from operations. It is a combination of quality and management tools aimed at emerging business and cutting down losses due to wasteful practices (Moballeghi, M and Shivaraj, n.d). The last two decades have been an era of incredible disruption and change in the business environment (Mamun and Islam, 2002). Competition in many industries has become globally in scope, and the pace of innovation in products and services has gone faster (Karim, 2009). It has been excellent information for customers from the time when increasing competition has usually led to lower prices, best quality and more option for customers. So to survive with this, it is very much important to have an approval of the ways in which industries are converting them to be more competitive. Many organizations have followed several ways of improvement programs, starting with the Just-in-Time (JIT), Total Quality Management (TQM), Six Sigma, Lean Production and so on (Talib et al., 2010). The

emergence of quality as a top priority in many corporate entities is primarily clear to the globalization of world trade and the competitive pressure brought about by the escalating demands of consumers, who want better products and services (Tiagragan et al., 2001). Implementation of TQM program can enhance quality, reduce cost, increase output, eliminate delays in responding to customers and ultimately increase profits (Garrison and Noreen, 2003).

### **1.2 Statement of the Problem:**

Bangladeshi Garment industry gets the optimistic image throughout the world. To keep on this image, quality assurance of garments products is one of the fundamental factors to sustain in this competitive business field. In developed countries like UK, USA and Japan, Total Quality Management has been the topical issue for many years in all business sectors particularly in manufacturing industry (Chowdhury 2010). Actually, Bangladesh traditionally drops back in industrialization (Sharker et al., 2006). After liberation, the Government of Bangladesh has been endeavoring to improve its industrial growth (Karim, 2009).

However, it faces manifold problems; some of them are excessive cost of production, Consistency, Unable to deliver timely, innovation and quality. Developing countries like Bangladesh are now enjoying an excellent favorable atmosphere in terms of supply of skilled manpower as well as not very high labor cost compare with other countries. In here people are becoming much aware and aggressive about acquiring knowledge and training on modern business and information technology. From a cost-effectively traditionalist culture Bangladesh is slowly processing towards the new era of open market policies and globalization. The theory of quality management and classy production process is new in Bangladesh and the country is in a fractional consciousness sate (Mamun & Islam, 2002). In Bangladesh, some industries across the garment industry area have been practicing total quality to survive globally competitive in the face of severe competition resulting from the fast globalization of businesses. But the no of them are very insufficient even though there are more than 5000 garments industry in Bangladesh. The organizations adopting quality management practices have experienced an overall improvement in

corporate performance (Rahman, 1999). As a consequence, some grouping have started in the middle of industries to struggle for the best quality management as well as product from the time when more and more industries are waking up with new quality products in the meantime competition has increased in the locally as well as global market in the last few decades. A small number of researches have been accomplished in this certain area (Afrin and Mamun, 2001) in exacting on Quality Management system implementation in garment industries. For management researchers Bangladesh garments industry has become a focal point in last few years because it plays an important role in Bangladeshi national economy.

Research on Quality Management system field in relation to garments industry of Bangladesh, however, has not got much attention. Few researches have been done in this specific field (Mamun and Afrin, 2001; Mamun and Islam, 2002; Rahman and Masud, 2011) especially on Quality Management system implementation at garment industries. The organizations adopting quality management performs have practiced generally improvement in corporate performance (Rahman, 1999; Masud, 2011). To date no large-scale experimental survey has been done to see the effects of Quality Management system implementation on product quality in Bangladeshi garment industries. All this warrant an investigation to explore the effects of Quality Management system practice in product quality.

### **1.3 Objective of the Study:**

This study intends to analyze Bangladeshi Garments industries that are falling far behind in evaluation to their international competitors in the dimensions of competitiveness like timely delivery, consistency, reliability, innovation and quality. The specific objectives are as follows

- To formulate Growth and developments of Garments industry sector in Bangladesh

- To know the quality management system of Bangladeshi Garments Industries
- To exhibit the modern system of improving quality management tools and techniques handling in garments industry of Bangladesh.

#### **1.4 Research Question:**

The following major research question is guiding this paper.

Major Q: What are the factors that make an impact to successful or unsuccessful implementation of quality management system within Bangladeshi garment industry?

These sub research question will help to make sense about major question.

Q1. Which type of quality management system strategy will be surplus for successful garments industry in Bangladesh?

Q2. What are the practices of QMS in the garment sector of Bangladesh?

Q3. What are the challenges to implement quality management system in Bangladeshi garments industry?

Q4. What are the benefits of implementation Quality Management System in garments industry?

#### **1.4 Scope of the Study:**

The quality management system of garments industry is a vital topic to us because it acts an important role to the development of our economy. It is a broad theory but the researcher maintains restrained his study on of expansion and developments of garments sector its quality management system, its problems and possible solution.

According to ministry of Industry in Bangladesh there are more than 5000 garments industries. But only few of them follow the quality management system

properly. This study emphasized on both industries so that the gathering data can be compared.

### **1.5 Limitation of the Study:**

The main constraint of the study is inadequate access to information, which has hampered the scope of analysis required for the study. Another limitation of this study is time.

On the other hand, the researcher could not go to collect primary data from different industry, Workers and owner in Bangladesh. To assess the Quality Management System practices in garments factory of Bangladesh is gigantic task. Relevant books and information's are not available in the Stamford library. Even though the researcher has done at his best to make this paper informative and likely to get accept.

### **1.6 Significance of the Study:**

The garment industry of Bangladesh has been the key export division and a main source of foreign exchange for the last 25 years. At present, the country generates about \$6 billion worth of products each year by exporting garment (Management System of Bangladesh Readymade Garments Industry, n.d, para 1). So this sector is very important part in Bangladeshi national economy. Indeed garments industry in Bangladesh produces their product after getting order from foreign buyer. Therefore in here quality of a product is very big issue. Buyers want to get high quality product with most possible lower price. In this case quality management system can play an important role in this sector. Generally Quality means customer needs is to be satisfied. Failure to maintain an adequate quality standard can therefore be unsuccessful. But maintaining an adequate standard of quality also costs effort. From the first investigation to find out what the potential customer for a new product really wants, through the processes of design, specification, controlled manufacture and sale (Alagulakshmi, Subhathra & Vanitha, n.d.). For the textile and apparel industry, product quality is calculated in terms of quality and standard of fibers, yarns, fabric construction, color fastness, designs and the final finished garments (Quality

Management System in the Garments Industry, n.d. para 1). So by implementing quality management system garments industry can develop their quality of product in terms of customer satisfaction.

The result of this study will provide the information about successful industries those who are practicing quality management system and problems of those who are not using quality management system as well as possible solutions. However this study contributes the confidence of the vendor of garments industries in Bangladesh that they could receive the information about successful garments industries those who got succeed by implementing quality management system.

### **1.7 Definition of Terms:**

For a better understanding between readers and writer, it is necessary to define the meaning of words in this study.

**Readymade Garment (RMG):** Readymade garments are a well known concept to all. It means to make various types of dress by cloth and thread to sell in the local market as well as in the global market. More clearly saying, the readymade garments industries are established only to manufacture usable garments.

**Gross Domestic Product (GDP):** GDP is commonly used as an indicator of the economic health of a country, as well as to gauge a country's standard of living. Critics of using GDP as an economic measure say the statistic does not take into account the underground economy - transactions that, for whatever reason, are not reported to the government. Others say that GDP is not intended to gauge material well-being, but serves as a measure of a nation's productivity, which is unrelated.

**Multi-Fibre Agreement (MFA):** An international trade agreement on textile and clothing that was active from 1974 till 2004. The agreement imposed quotas on the amount that developing countries could export in the form of yarn, fabric and clothing to developed countries. It expired on 1 January 2005. Under the MFA, the

United States and the European Union restricted imports from developing countries in an effort to protect their own domestic industries. Under the agreement, each developed country was assigned a quota or quantities of a specific item which could be exported to the U.S. and EU.

**Quality:** The term quality refers the excellence of a product. When we say the quality of a product is good. We mean that the product is good for the purpose for which it has been made.

**Quality Management System:** A quality management system is a management technique used to communicate to employees what is required to produce the desired quality of products and services and to influence employee actions to complete tasks according to the quality specifications.

**TQM-Total Quality Management:** Total Quality Management (TQM) is a comprehensive and structured approach to organizational management that seeks to improve the quality of products and services through ongoing refinements in response to continuous feedback. TQM requirements may be defined separately for a particular organization or may be in adherence to established standards, such as the International Organization for Standardization's ISO 9000 series. TQM can be applied to any type of organization; it originated in the manufacturing sector and has since been adapted for use in almost every type of organization imaginable, including schools, highway maintenance, hotel management, and churches. As a current focus of e-business, TQM is based on quality management from the customer's point of view.

**BGMEA:** BGMEA (Bangladesh Garments Manufacturers & Exporters Association) is the apex trade body that represents the export oriented woven, knit and sweater garment manufacturers and exporters of the country. Readymade Garment (RMG) is the leading sector of Bangladesh in terms of employment, production and foreign exchange earnings. Readymade garment (RMG) alone earned about 78.6% of

the yearly foreign exchange earning of the country. About 4.0 million people are employed in the garment sector.

**BKMEA:** BKMEA (Bangladesh Knitwear Manufacturers & Exporters Association) is an apex trade organization consisting of 1758 member factories. This is formed in 1996 to look after the interest of knitwear industry in Bangladesh. It works on productivity improvement, compliance, research and development, training and all national and international policy issues for the sake of knitwear industry.

**Dependability and Uniformity:** Uniformity and dependability create an inverse relationship between quality and cost. When the degree of uniformity and dependability of a product is high, the quality of a product is high, and the overall cost to both the manufacturer and the consumer is less (Gitlow, Oppenheim & Levine, 2005).

## **CHAPTER 2**

### **LITERATURE REVIEWS**

This chapter outlines the theoretical framework that informs the study, and presents a broad literature review of the different approaches to understanding the fundamental requirements for developing, implementing and maintaining a quality management system in terms of Bangladeshi Garments Industry.

#### **2.1 Overview of Garments Industry in Bangladesh:**

Bangladesh is an overpopulated country. Unemployment and mismanagement in public sector resulting in financial trouble on the nation, the export oriented garments industries sector expanded as making solve of unemployment problem and foreign exchange earning to the national economy. Historically first decade of this garments industry sector entrepreneurs developed this sector absolutely with their own attempts without any help and guide line from government agency, in the time of beginning 70's it was totally unfamiliar to both groups entrepreneurs as well as economist that garments as a potential industry. Some of the developing countries of south east asia like Hongkong, South Korea, Taiwan were moving into the industry of high technology products, manufacturing of basic like clothing and labor based products were being moved to lesser developed countries of area. It happened in the mid of 70's. (Al-Amin, 2013). They moved these manufacturing industries because of increasing labor cost in the garments industry of Hongkong, Korea and Taiwan. In this situation, many companies from those countries had withdrawn to per capita income. In this circumstance Bangladesh was targeted.

Actually in Bangladesh garments industries are grown up recently. In the time of British period, there were no garments industries in the area of the India –Pakistan subcontinent. The growth of Garment industries in BD is comparative recent one. The first garments industry in Bangladesh was established at Dhaka in 1960 and within 1971 the number of industries increased to five. But at that time garments industries were done their business in local market only. After that in the mid of 1976 and 1977,

some entrepreneurs came out with new intention that to establish 100% export oriented garments industry. Mr. Reaz of Reaz Garments and Mr. Ashrf of Asharf Garments are the opener of this sector and began their Garments business. However in this sector the revolution came in eighties. Since then, the garments industry sector in Bangladesh has been playing an important role to figure out its economy and trade export. After getting freedom of Bangladesh, when the traditional items of export could not give expected result, at that time in 70's entrepreneurs young, dynamic and educated started to give emphasis on the expansion of nontraditional items of port. Beginning in the late 70's, the garments sector of Bangladesh became very important part of growth of economy in middle of eighties. For the period of last six years, the garments sector walked onward from its primary stage into matured stage. Garments industry expanded their business globally to be a nontraditional export oriented by the year of 1983. By that time, those entrepreneurs felt the necessity of a sectoral trade body, non Govt. in nature, free from traditional bureaucracy, to help the RMG sector and boost up the foreign exchanges earnings of the country urgently needed at that time. Responding to that necessity, 19 Garments manufacturers and exporters joined together and by their untiring efforts made Bangladesh Garment Manufacturers and exporters Association (BGMEA) incorporated on February 20, 1983. Today it proudly declares registered membership of Garment manufacturers and exporters, to establish a healthy business environment for a close and mutually beneficial relationship among the manufacturers, exporters and importers in the process ensuring a steady growth in the foreign exchange earnings of the country. Now BGMEA has been playing a very burly role for growth of garments sector.

The RMG sector of Bangladesh is divided three types those are small, medium and a few large private owned ventures, which produce products for the most part under contract, as per the foreign buyer's designs and specifications. While the numbers of garments industries were 21 in the country in 1981, that number of industries increased to 3000 in 2000. The following table shows the trends of the growth of RMG sector as well as number of workers in Bangladesh during a period from 1986-2012. But now the growth rate of RMG units decline to 25% only because of political instability, recently different accidents happened in Garments

Industry, lack of orders from international buyers, labor strike, not getting help from government as well as change of industrial rules. However within these constraints Garments Industries are survived so far. According to BGMEA I have shown the movement of expansion of garments industry in Bangladesh in the following table.

**Table 2.1** Movement of expansion in BD garments industry

YEAR	NUMBER OF GARMENT FACTORIES	EMPLOYMENT IN MILLION WORKERS
1984-85	384	0.12
1985-86	594	0.20
1986-87	629	0.28
1987-88	685	0.31
1988-89	725	0.32
1989-90	759	0.34
1990-91	834	0.40
1991-92	1163	0.58
1992-93	1537	0.80
1993-94	1839	0.83
1994-95	2182	1.20
1995-96	2353	1.29
1996-97	2503	1.30
1997-98	2726	1.50
1998-99	2963	1.50
1999-00	3200	1.60
2000-01	3480	1.80
2001-02	3618	1.80
2002-03	3760	2.00
2003-04	3957	2.00
2004-05	4107	2.00
2005-06	4220	2.20
2006-07	4490	2.40
2007-08	4743	2.80
2008-09	4925	3.50
2009-10	5063	3.60
2010-11	5150	3.60
2011-12	5400	4.00

Source: - Research Cell of BGMEA

## 2.2 Contribution of the Garments Industry:

Readymade Garments business started its journey in the last of 70s as a tiny non-traditional sector with a slight export base and after 1983 it came out as a prime export earning sector; presently it contributes around 78 percent of the total export earnings (Zafor, 2009). According to BGMEA, last one and half decade, Garments sector export earnings have expanded by more than 8 times with an excellent growth

rate of 16.5 percent per annum. In terms of GDP, Garments sectors role is highly significant; now it's around 13 percent of GDP but in fiscal year 1991 it was only 3 percent (BGMEA database). Here you can get a clear overview of this sectors contribution to BD national economy. Indeed it plays an important role to support the development of other main segments of the economy like insurance, banking, distribution, tourism & hotel, railway container services, road transportation, etc. A study was conducted in 1999, the researcher found the industry behind just about USD 2.0 billion worth of economic activities (Rahman & Bhattacharya, n.d.), when the value of exports were a little more than 4.0 billion USD.

Mainly the advantages what the BD RMG sectors are getting that its cheap labor force, which offers a viable perimeter over its competitors. At present the sector has provided jobs about four million peoples, most of them are women those are from rural areas. The garments industry created huge employments opportunities that helps Bangladeshis social growth as well as empowerment of women and decreases poverty.

## **2.3 Conceptualization of Quality Management System:**

### **2.3.1 Quality:**

To know about quality management system at first we have to know about what is quality. According to the American Society for Quality, “quality” can be defined in the following ways:

- Based on customer’s perceptions of a product/service’s design and how well the design matches the original specifications.
- The ability of a product/service to satisfy stated or implied needs.
- Achieved by conforming to established requirements within an organization.

As the definition of quality has emerged, its meaning has shifted. A more current definition of quality states that: “quality is a predictable degree of uniformity and dependability, at low cost and suited to the market” (Gitlow, Oppenheim & Levine, 2005)

### **2.3.2 Quality Management System:**

There are a variety of definitions on Quality Management System that describes a management approach to long term success through customer satisfaction. In a Quality Management System effort, all members of an organization participate in improving processes, products, services, and the culture in which they work. The methods for implementing this approach come from the teachings of such quality leaders as Philip B. Crosby, W. Edwards Deming, Armand V. Feigenbaum, Kaoru Ishikawa, and Joseph M. Juran (quality glossary definition, n.d.). A quality management system (QMS) is a tool used by management that is designed to ensure product quality and customer satisfaction. A system is the organizational structure, responsibilities procedures and resources needed to conduct a major function within a business or to support a common business need. Systems are usually made up of many major processes that take an input, add value to it, and produce an output (Przekop, 2006; Page-8).

#### **2.3.2.1 History of Quality Management System:**

As early as the 1950s, Quality management systems were originally associated with Japanese management and manufacturing techniques. The introduction of quality circles in Japan in the postwar years was inspired by the lectures of W. Edwards Deming (1900-1993), a statistician for the U.S. government (Quality circles, n.d. para 1). His methods include statistical process control (SPC) and problem-solving techniques that were very effective in gaining the necessary momentum to change the mentality of organizations needing to produce high quality products and services (Quality Management System and process, n.d. page-3). Deming developed his 14 points to communicate to managers how to increase quality within an organization. The system of profound knowledge generates an interrelated set of 14 points for leadership in the western world (Deming, 1982; Gabor, 1990).

Deming believed that 85 percent of all quality problems were the fault of management. In order to improve, management had to take the lead and put in place the necessary resources and systems (Quality Management System and process, n.d).

Those 14 points provide guide lines or a road map, for the shifts in thinking required for organizational success. They form a highly interactive system of management; no one point can be studied in isolation (Gitlow, Oppenheim & Levine, 2005).

Deming predicted that if Japanese firms adopted the system of quality controls he advocated, nations around the world would be imposing import quotas on Japanese products within five years. His prediction was vindicated. Deming's ideas became very influential in Japan, and he received several prestigious awards for his contributions to the Japanese economy (Quality circles, n.d. para 5)

Another influential individual in the development of quality control was Joseph M. Juran, who, like Deming, made a name for himself working in Japanese organizations focusing on improving quality. Juran also established the Juran Institute in 1979; its goals and objectives were centered on helping organizations improve the quality of their products and services. Juran defined quality as “fitness for use,” meaning that the users of products or services should be able to rely on that product or service 100 percent of the time without any worry of defects. If this was true, the product could be classified as fit for use (Quality Management System and process, n.d). Juran also developed a comprehensive approach to quality that spanned a product or service’s entire life cycle, from design to customer relations and all the steps in between. Juran preached that an organization should dissect all processes and procedures from a quality perspective and analyze for a “fitness for use.” Once this is completed the organization can begin to make changes based on the “fitness for use” model (Quality Management System and process, n.d).

## **2.4 Factors of Quality Management System (QMS):**

Every quality management system such as Total quality management system (TQM), International organization for standardization (ISO) etc and their factors like statistical process control (SPC), Kaizen, Advance product quality planning and control (APQP), have an individual applicability. It’s very important issue that the approach selected properly for the current and future needs of the organization. A good quality management system is based on eight principles that are outlined in The

International Organization for Standardization (ISO) document, entitled ISO 9000 (Przekop, 2006).

### 2.4.1 ISO 9000:

ISO is the network of the national standards institutes of 148 countries, represented by one member per country, with a central secretariat in Geneva, Switzerland, that coordinates the system. The ISO 9000 family of standards was developed to assist organizations of all types and sizes to implement and operate effective quality management systems (Przekop, 2006). QS-9000, released in 1994, is the ISO 9000 derivative for suppliers to the automotive Big Three: DaimlerChrysler, Ford, and General Motors. This quality management system standard contains all of ISO 9001:1994, along with automotive sector-specific, Big Three, and other original equipment manufacturer (OEM) customer specific requirements (Quality Management System and process, n.d.). The eight quality management principles listed in the ISO 900 document is:-

- **Customer-focused:** The customer ultimately determines the level of quality. No matter what an organization does to foster quality improvement—training employees, integrating quality into the design process, upgrading computers or software, or buying new measuring tools—the customer determines whether the efforts were worthwhile.

- **Involvement of People:** All employees participate in working toward to achieve common goals. Total employees commitment can only be obtained after fear has been driven from the workplace, when empowerment has occurred, and management has provided the proper environment. High-performance work systems integrate continuous improvement efforts with normal business operations. Self-managed work teams are one form of empowerment.

- **Process Approach:** A fundamental part of QMS is a focus on process thinking. A process is a series of steps that take inputs from suppliers (internal or external) and transforms them into outputs that are delivered to customers (again, either internal or external). The steps required to carry out the process are defined, and

performance measures are continuously monitored in order to detect unexpected variation.

- **Integrated system:** Although an organization may consist of many different functional specialties often organized into vertically structured departments, it is the horizontal processes interconnecting these functions that are the focus of Quality management system.

- Micro-processes add up to larger processes, and all processes aggregate into the business processes required for defining and implementing strategy. Everyone must understand the vision, mission, and guiding principles as well as the quality policies, objectives, and critical processes of the organization. Business performance must be monitored and communicated continuously.

- An integrated business system may be modeled after the Baldrige National Quality Program criteria and/or incorporate the ISO 9000 standards. Every organization has a unique work culture, and it is virtually impossible to achieve excellence in its products and services unless a good quality culture has been fostered. Thus, an integrated system connects business improvement elements in an attempt to continually improve and exceed the expectations of customers, employees, and other stakeholders.

- **Strategic and systematic approach to management:** A critical part of the management of quality is the strategic and systematic approach to achieving an organization's vision, mission, and goals. This process, called strategic planning or strategic management, includes the formulation of a strategic plan that integrates quality as a core component.

- **Continuous improvement:** A major thrust of Quality Management System (QMS) is Continuous process improvement. Continuous improvement drives an organization to be both analytical and creative in finding ways to become more competitive and more effective at meeting stakeholder expectations.

- **Factual approach to decision making:** In order to know how well an organization is performing, data on performance measures are necessary. TQM requires that an organization continually collect and analyze data in order to improve decision making accuracy, achieve consensus, and allow prediction based on past history.

- **Communications:** During times of organizational change, as well as part of day-to-day operation, effective communications plays a large part in maintaining morale and in motivating employees at all levels. Communications involve strategies, method, and timeliness.

These elements are considered so essential to quality management systems that many organizations define them, in some format, as a set of core values and principles on which the organization is to operate (Total Quality Management-TQM, n.d.). Because customer needs and expectations are always changing and because of competition and technical advances, business must constantly improve their products as well as processes. According to ISO, the quality management system used should encourage businesses to explore customer requirements, define the processes that help produce a product or services that is acceptable to the customer, and keep these processes running as planned. A good quality management system can provide the framework for continual improvement to increase customer satisfaction (Przekop, 2006).

#### **2.4.2 Total Quality Management (TQM):**

The developments in the management of quality during the 1980s led increasingly to the international adoption of the principle of business improvement through total quality management (Manni et al., 1994). There are lots of definitions about total quality management that's given by Deming (1986), Juran (Juran and Gryna, 1993), Crosby (1979), Feigenbaum (1991), and Ishikawa (1985) but the concepts are remaining same. TQM is a management approach in which quality is emphasized in every aspect of the business and organization. Its goals are aimed at long-term development of quality products and services. TQM breaks down every process or activity and emphasizes that each contributes or detracts from the quality and productivity of the organization as a whole (Quality Management System and process, n.d.). Total quality becomes a strategic issue for attaining a competitive position. The concept of TQM was introduced in the 1920s when statistical approach was first used in the quality control in the factories in America (Islam and Mustafa, 2008).

Total Quality Management (TQM) is just starting point not destination. The aim of TQM is at zero defects in each and every functional area operations, marketing, quality, service, utility etc. As the organization progresses from 5 standards (5S) – Daily work Management (DWM) – Six sigma for each and every functional area, the possibility of defect rate is reduced to almost zero (Rahaman, Baral, Chowdhury, Khan;n.d.).

- **5 Standards (5-S):** 5-s stand for Sort set in order, Shine, Standardize, and Sustain. 5-S Defined-Total work culture that develops organization's ability to the fullest capacity to enhance creativity and eliminate waste. Conceptually 5-S is aimed at developing a work culture where by all employees including operators, supervisors and managers participate in problem solving process (Rahaman, Baral, Chowdhury, Khan;n.d.).

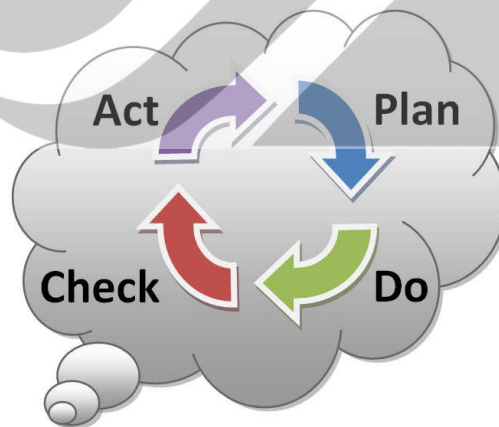
- **Daily work Management (DWM):** Consciously and consistently carryout all activities which must be performed daily (or regularly) to efficiently achieve the aims of each department. In principle, these activities aim to maintain the current status, although activities to improve the situation are also included (Rahaman, Baral, Chowdhury, Khan;n.d.)

### **2.4.3 Continuous Quality Improvement (CQI):**

Continuous Quality Improvement is an approach to quality management that builds upon traditional quality assurance methods by emphasizing the organization and systems: it focuses on "process" rather than the individual; it recognizes both internal and external "customers"; it promotes the need for objective data to analyze and improve processes. Continuous Quality Improvement is a management philosophy which contends that most things can be improved. This philosophy does not subscribe to the theory that "if it ain't broke, doesn't fix it." At the core of CQI is serial experimentation (the scientific method) applied to everyday work to meet the needs of those we serve and improve the services we offer ("Continuous Quality Improvement", n.d., para. 1).

Continuous quality improvement came into existence in manufacturing as a different approach to quality and quality systems. It does not focus as much on creating a corporate quality culture, but more on the process of quality improvement by the deployment of teams or groups who are rewarded when goals and quality levels are reached. CQI allows individuals involved in the day-to-day operations to change and improve processes and work flows as they see fit (Quality Management System and process, n.d.). CQI has been adapted in several different industries. It has taken on the acronym FOCUS-PDCA work model:

- Find** a process to improve.
- Organize** to improve a process.
- Clarify** what is known.
- Understand** variation.
- Select** a process improvement.



**Figure 2.1** PDCA Model

Then move through the process improvement PDCA model:

**Plan**—create a time line, including all resources, activities, dates, and personnel training.

**Do**—implement the plan and collect data.

**Check**—analyze the results of the plan.

**Act**—act on what was learned and determine the next steps.

The FOCUS-PDCA acronym is an easy system for management to communicate to teams, and it helps them stay organized and on track with the end result in mind. The system has proven to be very successful for the CQI team approach (Quality Management System and process, n.d.).

#### **2.4.4 Six Sigma:**

Six Sigma at many organizations simply means a measure of quality that strives for near perfection. Six Sigma is a disciplined, data-driven approach and methodology for eliminating defects (driving toward six standard deviations between the mean and the nearest specification limit) in any process – from manufacturing to transactional and from product to service (“What is six sigma?”, n.d., para. 1).

Six sigma was developed at Motorola in the 1980s as a method to measure and improve high-volume production processes. Its overall goal was to measure and eliminate waste by attempting to achieve near perfect results (Przekop, 2006). The term six sigma refers to a statistical measure with no more than 3.4 defects per million. Numerous companies, including General Electric, Ford, and DaimlerChrysler, have credited six sigma with saving them billions of dollars. Six sigma is a statistically oriented approach to process improvement that uses a variety of tools, including statistical process control (SPC), total quality management (TQM), and design of experiments (DOE). It can be coordinated with other major initiatives and systems, such as new product development, materials requirement planning

(MRP), and just-in-time (JIT) inventory control (Quality Management System and process, n.d.).

## **2.5 Practices of QMS in the Garment Industry in Bangladesh:**

Bangladesh emerged as an important supplier of quality readymade garments in the global market (Haque al., 2011). The fabulous expansion of garments industries in Bangladesh in few years has significantly changed the scenery of export composition of the country. This part will show the quality management system practice in garments industry of Bangladesh. The theory of quality management system is very new topics in Bangladesh and the country is becoming awareness day by day. The few organizations that have adopted quality management practices have experienced an overall improvement in corporate performance (Rahman, 1999). In nearly all cases, these organizations achieved better employee relations, higher productivity, better customer satisfaction, increased market share and improved profitability (Mamun and Islam, 2002).

A paper was written by Saha (2009), on implementation of quality management system in the Bangladeshi organization. The paper showed on the idea of quality management system, managerial change assisting the implementation of quality management system, observation of quality management system in the Bangladeshi management and the probable ways of making over corporate culture into QMS culture. The findings revealed that the technical tools of quality improvement may be well developed but its theory and practice lag far behind. The concept of quality is only dimly understood by the practicing managers. Links to market share, cost and profitability are unclear.

Mamun and Islam (2002) have conducted a comparative study on Thai and Bangladeshi organizations. Bangladeshi companies showed TQM vision consciousness but in many cases they fall victim to treating TQM as a fad rather than an essential component. The management principles are narrowly viewed and understood in Bangladeshi companies even with well documented procedures and instructions. All the Bangladeshi companies concerned are well equipped and

successful to some extent in achieving customer satisfaction with regard to product and service quality excellence but they lack close working relationships, interest group and the promoting aspect of working environment. Bangladeshi companies make a visible effort in empowerment of quality control circles but apparently follow a rigid hierarchical structure but nonetheless are able to assure quality. In terms of organization and distribution, all of the concerned companies are suitably equipped and positioned, but suppliers are not benchmarked with respect to specific criteria and special quality ratings in terms of product attributes. Shareef et al. (2008), investigated 100 export oriented garment firms in Bangladesh to identify the meaning of Quality Management Practice, the extent and manner of the current method of quality practice and major problems in implementing quality management concepts. From the findings of the study they developed guidelines to use Quality Management Practice in the industrial sector of Bangladesh.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Method:**

This section presents the research design and methodology conducted in this study. Several philosophical beliefs of researchers are discussed and the philosophical standpoint of the author is acknowledged. Moreover this chapter elaborates the detail of research methodologies in regarding to sampling procedure and data analysis. In this study focuses on implementation of Quality management system in Bangladeshi garments industry. This study conducted by qualitative research method.

#### **3.2 Qualitative Method:**

Qualitative research is especially effective in obtaining culturally specific information about the values, opinions, behaviors, and social contexts of particular populations (Qualitative Research Methods: A Data Collector's Field Guide, n.d.). Qualitative analysis claims that a better understanding of casual processes can be obtained from intimate acquaintances with people and their problems resulting from qualitative observations (Guba and Lincoln, 1981: 145: Patton, 1984:109). In case of this study qualitative methods is more significant because of its ability to provide complex textual descriptions of how people experience a given research issue. Therefore, this research employs that method to get various opinions of respondents.

According to Norman K. Denzin there are mostly three common qualitative methods that are participant observation, in-depth interviews and focus groups. Each method is particularly suited for obtaining a specific type of data. Within these three methods for this study were conducted by in depth interviews or it's called individual interviews.

### **3.3 Sampling:**

According to ministry of industry, Bangladesh; there are more than 5000 garments industries in Bangladesh. Within these garments few of them practice quality management system. The researcher selected some renowned garments industry in Bangladesh those are granted by some well known brand. From these garments the author selected the target respondents based on their experienced, position. The sample size was six. They were holding the head of the factories and selected functional managers such as production manager, quality control manager of the selected garment firms. One of the respondents was General Manager, three respondents were Quality Manager and two respondents were Assistant Quality Manager.

### **3.4 Research Instrument:**

The instrument in this study was conducted by open ended questionnaires providing all information needed for the research questions. Open ended interview questions are typically used when the same questions are asked of all interviewees (Doyle, n.d. para-1). The applicants can answer the questions however they choose to respond. There are no yes or no or right or wrong answers. In-depth responses are expected, along with a description or explanation.

### **3.5 Data collection process:**

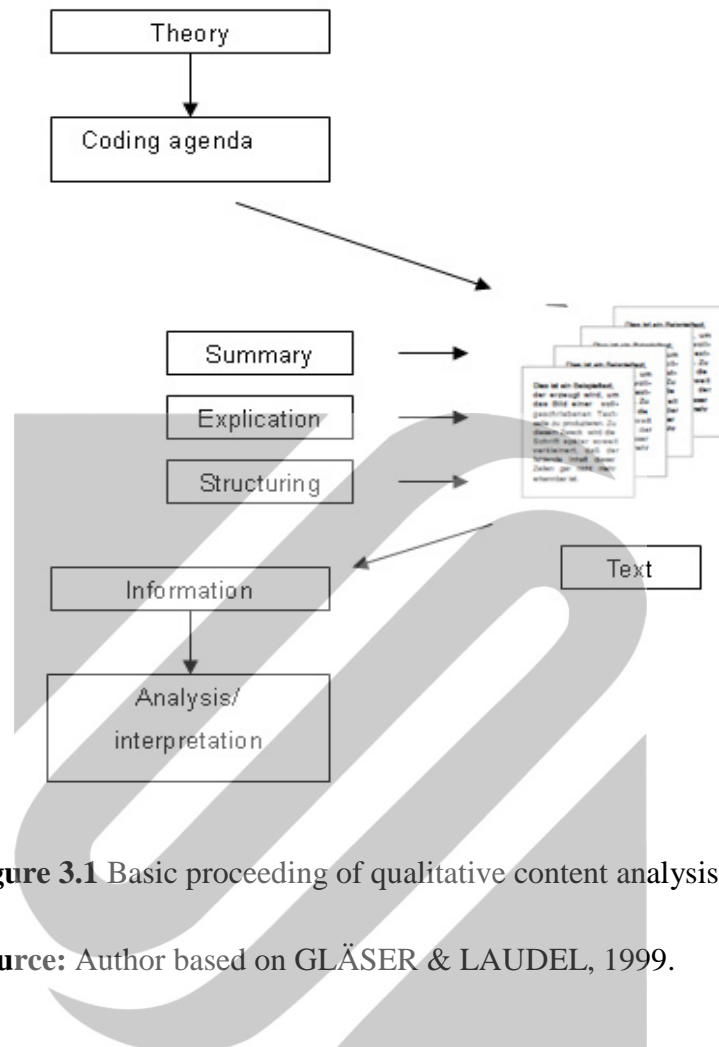
The author of this paper used semi structured interview. Semi-structured interviewing, according to Bernard (1988), is best used when you won't get more than one chance to interview someone. A semi structured interview is defined as an open, relaxed and two way communication research method which provide few general question to all participants from same topic (Biklen & Bogdan, 2007;Patton, 1990). Time spent in each interview is approximately forty five minutes to one hour. The researcher not only jotted down data in his notebook, but also recorded every word of the interviews on latest voice recorder software. Interviews were held during the

second week of August to first week of September, 2014 and mostly in the morning and after 10 pm in the night because in these time participants were free and can talk as long as researcher can continue.

This paper conducted on interviews through telephone and Skype. “If you do your research while living in the country side or if your interviewees are spread across the country or even several countries, this can be more difficult to organize and to finance. These entire practical reasons, sometimes technical but maybe systematic, might lead you to do interviews online if the target respondents are available online” (Flick, Uwe, 2009, page- 266). The interviews were conducted in Bengal. To transcribe Bengal to English, researcher used “Dragon Naturally Speaking 12.0” software and edited some errors. All interviews were transcribed. Interview transcripts were thoroughly read several times to understand the flow of talk; memorizing took place during that time to identify the meaningful parts of the interviews and observation.

### **3.6 Data Analysis:**

In this study were conducted by qualitative data analysis. Merriam (1988) and Marshal and Rossman (1989) contend that data collection and data analysis must be a simultaneous process in qualitative research. Schatzman and Strauss (1973) claim that qualitative data analysis primarily entails classifying things, persons, and events and the properties which characterize them. In addition, the data analysis process will be aided by content analysis. The object of (qualitative) content analysis can basically be any kind of recorded communication, i.e. transcripts of interviews/discourses, protocols of observation, video tapes, and written documents in general etc. This study was conducted by individual interviews. All of these interviews were transcribed. . Interview transcripts were thoroughly read several times to understand the flow of talk; to identify the meaningful parts of the interviews and observation.



**Figure 3.1** Basic proceeding of qualitative content analysis

**Source:** Author based on GLÄSER & LAUDEL, 1999.

In the above that figure shows the basic procedure of content analysis. After the preliminary analysis, transcripts were examined once again to find the codes. Initially 70 codes were identified from all six interviews. As the first one was open coding, codes were rechecked to find similar codes. Through re-examination of codes, 18 codes were removed for same meaning. Example of coding process is added at Appendix.

After finalizing coding, several codes were moved into categories for the similarity of contexts. All 52 codes were categorized into 13 categories which explained the major factors of this research. But while checking the evidence in favor

of these categories in the interviews, it revealed that some of the categories had similar interpretation but different expression by different individuals. So, finally author came up with ten unique categories which could be better explained under four themes.



## **CHAPTER 4**

### **DATA ANALYSIS**

In this chapter, the researcher presents the research findings from the qualitative analysis of data in order to answer the research questions. Semi structure interviews were used to collect data about Factors that influence to successful or unsuccessful implementation of quality management system in Bangladeshi garments industry from six participants. One of the respondents was General Manager, three respondents were Quality Manager and two respondents were Assistant Quality Manager.

#### **4.1 Research Question one**

*(Which type of quality management system strategy will be surplus for successful garments industry in Bangladesh?)*

During the research it was found, all of the respondents informed that these are the elements of Quality Management System which will be effective for garments industry in Bangladesh.

##### **4.1.1 4point system:**

Each and every respondent agreed that they have already implemented 4 point system to their garments in order to inspect the quality of fabrics. They also agreed that buyers and employees are satisfied with this system. As one of the respondent who is the quality manager of one well-known garments industry in Bangladesh informed...

“To inspect the fabrics quality we follow 4point system. This 4 point system helps us to satisfy customers. After following this system buyers are getting better quality fabrics in their product.”

Another respondent who is general manager of one garments industry informed that 4 point system helps him to control waste as well as time. Employees are also satisfied with this system.

“In our garments for fabric inspection we use 4 point system. We are using this system almost 8 years long. It saves our time and extra waste. Buyers as well as employees are convinced with this system.”

#### **4.1.2 Six Sigma:**

All of the respondents 06 out of 06, none of them follow Six Sigma. But all of them agreed it is the best way to manufacture products from free of defects. One of the respondents said-

“Actually we don’t follow Six Sigma because of we are not getting proper environment to implement it. But for sure I can say it is the most excellent technique to produce defect free product. Because we all know that defects are trimming down by following Six Sigma.”

From the research, it was found that the reason of not following Six Sigma is mainly lack of knowledge as well as lack of expertise of this system. Two participants out of six informed they are planning to start within few years. In this case they asked for Govt. help.

“We can implement Six Sigma in our garments because we don’t have any expertise about this new system. Employees also don’t have any idea about this. If Govt. or any organizations help us to figure it out, then we can implement this highly disciplined process. On the other hand our honorable chairman announced that he is going to implement Six Sigma within few years.”

### **4.1.3 5'S:**

Most of the respondents (4 out of 6) factory informed that they follow 5'S in order to enhance the work efficiency, environmental safety and implementing this innovative method reduces wastage, and increases the profit.

“Our garments follow 5's element of Quality Management System since 2009. After following this system, wastage has been reduced as well as increased profit. Employees are also happy with this system.”

Rest of the two participants informed they don't follow it. But both of them agreed that this 5'S is a method for making a workplace morale and efficiency. They can't follow because of top management.

“Indeed we don't follow it. But I know the 5's is a method for organizing a workplace. This is the best way to treat a employee. But I have proposed already to implement it. But our top management doesn't want actually to implement it.”

### **4.1.4 Daily Work Management (DWM):**

All of the respondents of this study agreed that Daily Work Management (DWM) is consciously and consistently carryout all activities which must be performed daily or regularly to efficiently achieve the aims of each department and they also recommended another garments to follow it. One of the respondents said-

“We can finish our every single task regularly. We don't keep it for tomorrow. It's happened because we follow Daily Work Management (DWM)...If every garment follows this management system then they will able to deliver buyers product time to time”

### **4.1.5. Continuous Quality Improvement (CQI):**

All the respondents of the study agreed that Continuous Quality Improvement (CQI) is a scientific method which is the most effective management for garments

industry. One of the participants of this study who is a General Manager of a garments factory informed that they follow Continuous Quality Improvement (CQI).

“We implemented Continuous Quality Improvement which is kaizen in our garments almost three years. Now we are getting its effective result. After implemented this method we can make sure our everyday work has done. We believe this management system that by implementing this one most things can be improved.”

During research it was found that lack of motivation and lack of proper training are the main reason of not implementing Continuous Quality Improvement in their garments.

“Actually few of our employees we know about Continuous Quality Improvement (CQI) but our other top class management doesn't want to implement it. I think they need some proper motivation and training to know about this method properly.”

#### **4.1.6 Statistical Process Control (SPC):**

Most of the respondents of this study agreed that Statistical Process Control (SPC) is the process to reduce waste as well as the best way to meet customer's requirement. During the research it was found that they are highly recommended to maintain this statistical method. One of the respondents informed

“In my point of view if any garments want to fulfill his buyer's product specification, I will suggest them to follow statistical process control method. Because it is the best statistical method to get final product as well as you can monitor the whole process of production.”

#### **4.1.7 Enterprise Resource Planning (ERP):**

Some of the respondents informed that Enterprise Resource Planning (ERP) is a software solution to meet the organizations goal. During the research it was found

that if garments industries follow ERP software, then they can use this for apparel design, production plan as well as supply chain management. One of the respondents informed

“You know there are some software’s available to make sure product quality as well as meet the buyer’s requirement like ERP, SPC. So we can use that in garments industries, better to avoid do work by hand. It will save our time and increase production”

#### **4.2 Research Question two:**

*(What are the practices of QMS in the garment sector of Bangladesh?)*

In this study the researcher has found that most of garments industry in Bangladesh doesn’t follow quality management system. Some of them are following but not organized way. From collected data the following things are found –

All of the participant’s garments industry follows 4 point system in order to inspect the quality of fabrics. From the research found that they are also satisfied with this system buyer as well. One of them informed

“Actually 4point system is a common system which is used by most of the garments industry in order to inspect fabric quality. There are also another system named 10 point but in our garments as well as some other renowned garments follow 4point because it’s more effective than 10 point system.”

From the research it was found that most of the garments in Bangladesh follow cutting quality by inspecting with manually audit.

“We don’t follow any specific method to check cutting section quality. Generally we as well as other garments in our country they inspect quality by eyes control audit.”

During research it was found that some of the respondent’s (3 out of 6) garments industry follows 7Pcs inspection method indiscriminately in sewing quality

control. They also informed most of the garments in Bangladesh don't follow any specific method in order to inspect sewing quality.

“In our garments we maintain 7Pcs method in order to inspect sewing quality because it's our buyer's requirement. On the other hand many garments don't follow any particular checking system in swing quality control.”

All of the participants informed that they maintain one quality maintenance book in every section to inspect quality daily basis. From the research it was also found that every garments industry in Bangladesh follow this method instead of technological process.

“In garments sector of Bangladesh, technology is very new issue. It doesn't reach every garments industry so far. So in order to inspect every sections quality, every floor team manager keeps a maintenance book in each section.”

All of the respondent's garments factory maintain different kinds of test such as color fastness test, shrinkage test, azo free test, GSM test etc. During the research it was also found that every garment factory is maintaining acceptable level (AQL) 2.5.

“We get most of the order from buyer those acceptable level is 2.5. Actually that's why every garments industry also follows this level.”

Some of the respondents informed that their garments factories follow 5'S to control human management as well as satisfying employees. On the other hand rest of two garments follows generally as usual management system to maintain people management.

“There are some garments factories in Bangladesh those are started to follow 5'S in order to enhance the work efficiency as well wastages management. But those are not following this method the reason behind lack of motivation”

From data findings the researcher got all of the six respondent's garments don't follow Six Sigma which is one of best method to produce defect free product. It

was also found that some of the renowned garments are going to start within few years.

All of the participant's garments of this study follow daily work management. They also informed most of the garments in our country follow this method in order to get effective production.

“In our garments we follow daily work management to make sure every day work has done regularly and it's really a common method in Bangladeshi garments industry.”

### **4.3 Research Question three:**

*.(What are the challenges to implement quality management system in Bangladeshi garments industry?)*

#### **4.3.1 Financial crisis:**

All of the participants of this research paper agreed that that if they want to implement Quality Management System in their industry, it will need huge investment. One of them said

“Actually what we face the first constraint to implement of quality management system that is financial issue. To implement quality management system properly it will charge huge investment. For this reason many garments can't take step forward.”

From the research it was found that some of them said they don't have that much opportunity to take loan with low interest. They also recommend in this case government can help to figure it out.

“To resolve this financial dilemma, indeed in our country there is no opportunity to take loan with low interest in order to implement quality management system. So I will highly propose to our Govt. of Bangladesh as if Govt. makes an opportunity to give loan.”

### 4.3.2 Lack of Education:

All of the respondents in this research paper agreed that from the time of garments industries journey, this sector faces different kinds of problem only because of lack of proper education on this sector. During the research it was also found that they can't implement quality management system properly because they don't have enough educated man power.

“I think when our garments industry started its journey. At that time those were started they weren't that much educated. They also weren't conscious about their product quality. After that when they started to face problem, they made the rules by their own way.”

From the research it was found that most of the employees are recruited based on experience not education. So those people are used to with old system. One of the respondents said

“We didn't get this type of educated people who are expert about Quality Management System. Because in present, those are working in garments they got their job actually based on experience. So till now in Bangladesh we prefer experience not education”

All of the respondents agreed that education system is another very big constraints to implement quality management system in Bangladeshi garments industry. In this case they asked for govt. help.

“Actually in our country Quality Management System is a new issue to study. Only few institutions teach it. We have CA- Chartered Accountant firm in our country, they provide qualified accountant. So if government can make this kind of organization for Quality Management System. Then we can recruit highly qualified quality management team.”

From the research it was also found that employees of Bangladeshi garments industry are not getting that much training or workshop about Quality Management System.

“Garments owner or BGMEA are very lazy to arrange workshop or training on Quality Management System. I think if they can train up existing employees of garments. Don’t have to train all people just only 5-10 peoples. After that they can train rest of them.”

#### **4.3.3 Lack of Awareness:**

All of the respondents are agreed that lack of awareness is one of the big challenges of implementation of Quality Management System. One of the respondents informed

“In Bangladeshi garments, most of the employees don’t have enough knowledge about it. Also they don’t want to know about it because they are not getting motivation from top management.”

Some of the respondents informed that employees are really frightened about quality management system because they are not aware about it.

“When we first implemented quality management system in our garments, some employees were very afraid about it because of they think they may lose their job. They are thinking like this because they don’t have enough knowledge about quality management system.”

Most of the respondents also agreed that most of the garments don’t follow building safety management as well as some environmental issue.

“You know from Rana plaza accident most of the top class buyer are becoming very conscious about workers safety. Those are not following building safety management system; they don’t get any order from top class buyer. They don’t maintain environmental issue because lack of awareness.”

#### **4.3.4 Political Instability:**

All of the respondents of this study agreed that political instability is a big constraint for garments industry as well as to implement QMS. One respondent said

“You know in Bangladesh, political condition is always vulnerable. All time political party called for strike because of this garments sector is at stake. In here workers and employees are also involved with it.”

#### **4.4 Research Question Four:**

*(What are the benefits of implementation Quality Management System in garments industry?)*

From the data findings the following things are found-

##### **4.4.1 Customer Satisfaction:**

All of six respondents agreed that when they started to follow QMS in their garments customers are much happier than before and they are getting more order. One of the respondents said

“After following QMS product quality increased. We can make a product which is better quality than others. We can meet also buyer’s requirement. So buyers are happy with us.....We are not getting any major complain from buyers. Indeed we are getting more orders because of quality.”

From the research it was found that after following QMS, garments factory can make shipment time to time.

“We can ship our product very easily because defects are very low as well as increased product quality. Also we can deliver our product to customers time to time.”

#### **4.4.2 Employee Satisfaction:**

All of the six respondents agreed that after following Quality Management System employees are very convinced and producing more products. One of the respondents who is a General Manager of a garments industry informed

“Quality Management System makes our employees morale very high and they don’t have to do one work again and again because they can complete their work at a time by this process. So employees are very happy with this system.”

During the research it was also found that Quality Management system is the best method of rewarding an employee as we as producing defect free product.

“Indeed the defects of products are becoming very less than before and now employees are able to produce more. For this reason they are also getting reward as well as more bonus and employees are also getting more job security. So they are motivated also to work hard”

#### **4.4.3 Enhanced Market Image:**

Some of the respondents of this study agreed that after implementing Quality Management System their market image as well as stakeholder value has been enhanced. One of the respondents informed

“We, those are maintaining quality management system we have some specific image within garments industry market as well buyers and our employees feel proud to work on this garments industry.”

All of the respondents in this research paper agreed that they are able to meet buyer’s requirement with high quality and they are getting more and more order from buyers.

“Now a day’s buyers are very conscious about their product quality. Only possible to ensure quality is to implement quality management system. So we have already implemented QMS in our garments, now we can meet our buyer’s requirement fully and buyers are also satisfied with us. For this reason we can work on some worlds recognized renowned brand such as Zara, Gap, Ralph Loren, UniQlo etc.”

#### **4.4.4 Higher Profitability:**

All of the respondents agreed that their garments profit increased by maintaining this effective method QMS. They also informed that wastage has been reduced than before.

“When we started to follow quality management system in our garments, from fabric quality checking to finished product we are working on a process plan. So in this case there are very less chance to waste product and we can make more production at the same time like before. That’s why garments industry can make more profit from this efficient method.”

During the research it was also found that those are following Quality Management System their operational costs have been reduced.

“We produce almost double product at the same time with same labor than before. So definitely our production cost will be decreased.”

#### **4.5 Overview of Findings:**

The main objective of this study is to analyze Bangladeshi Garments industries that are falling far behind in evaluation to their international competitors in the dimensions of competitiveness like timely delivery, consistency, reliability, innovation and quality. The overall objective is to growth and developments of

Garments industry sector in Bangladesh. This research tends to investigate the factors influencing the implementation of quality management system in Bangladeshi garments industry. It also wants to understand the existing regular practices of QMS within Bangladeshi garments industry.

This research study employs qualitative methods in order to get various opinions of respondents. In depth semi structured interviews used to collect data which conducted through Skype and telephones because of distance and financing. The researcher selected six persons to take interview who are experienced and have knowledge about quality management system in Bangladeshi garments industry and holding functional managers such as production manager, quality control manager of the selected garment firms. One of the respondents was General Manager, three respondents were Quality Manager and two respondents were Assistant Quality Manager. For data analysis the researcher used content analysis. All interviews were transcribed. Interview transcripts were thoroughly read several times to understand the flow of talk, to identify the meaningful parts of the interviews and observation.

From the observation and analysis already presented in this chapter, the researcher integrates the following opinions.

- Most of the garments industry in Bangladesh use different elements of quality management system but not in organized way. Actually when they feel to use, only that time they use it randomly.
- Most of the Bangladeshi garments follow 4 point system to inspect fabrics quality and daily work management to done work regularly.
- Lack of motivation is another big constraint to implement QMS.
- Most of the employees in Bangladeshi garments industry don't have that much knowledge about QMS.
- The govt. and other organizations are very sluggish to think about this sector.
- The owner of garments in Bangladesh thinks it's very expensive to implementation and because of financial crisis they can't implement it properly.
- Most of the employees are recruited based on experience not education.

- Political instability is the big constraint to growth of this sector.
- Buyer's satisfaction is the key to implement of QMS. Because of able to meet buyers requirement and maintain product quality.
- Those garments are now under QMS their profitability is increased rather than before and reduce their wastages.



## **CHAPTER 5**

### **DISCUSSIONS, RECOMMENDATIONS AND CONCLUSION**

The intention of this chapter is to review the study that was conducted. This Chapter presents the overall wrapping up the study. Included in this summary are a review of the objective of the study, a restatement of the research questions and a summary of the study results, conclusions, discussion and recommendations. The chapter also acknowledges limitation of the study and ends with suggestions for further research.

#### **5.1 Discussion:**

As it is discussed in the method section, this paper has four themes from six interviews transcript, which are: (a) Quality Management System's elements will be surplus for Bangladeshi Garments Industry; (b) Current Practices in Bangladeshi Garments Industry; (c) Challenges to implement Quality Management System in BD garments industry; (d) Issues of implementation Quality Management System in BD garment industry.

##### **5.1.1 Theme 1: Quality Management System's elements will be surplus for Bangladeshi Garments Industry:**

This study has 06 participants where all the factories follow the 4 point system for inspecting the fabrics quality of garments. All of them are informed their buyers as well as employees are satisfied with this system. There are another system called 10 point system but most of the buyers are satisfied with this 4 point system. They are also agreed this system can be surplus for successful garments industry in Bangladesh. On the other hand, only 4 factories out of 6 factories are used 5's which is another quality management system. But all of the participants agreed that it is one of the best processes to satisfy employees.

From the participants, none of them follow Six Sigma. But they agreed it is the best way to manufacture products from free of defects. From the research, the researcher became to know that the reason of not following Six Sigma is mainly lack of knowledge as well as lack of expertise of this system. Two participants out of six informed they are planning to start within few years. In this case they asked for Govt. help.

All of the participant's factory follows Daily Work Management (DWM) and they informed by following this they can achieve the aims of each and every department. Only one participant's factory follows Continuous Quality Improvement (CQI) out of six factories. Three of them agreed that PDCA (Plan, Do, Check, Act) model of CQI can be effective for Garments industry. They are planning to implement it.

### 5.1.2 Theme 2: Current Practices in Bangladeshi Garments Industry:

**Table 5.1** Current Quality Management System practices in different garments industry.

Position of Participants	Quality Management System (QMS)				
	5's	Six Sigma	4 point	Daily Work Management (DWM)	Continuous Quality Improvement (CQI)
Quality Manager	Yes	Not done	Yes	Yes	Not done
Quality Manager	Not done	Not done	Yes	Yes	Not done
Assistant Quality Manager	Yes	Not done	Yes	Yes	Not done
General Manager	Yes	Not done	Yes	Yes	Yes
Quality Manager	Not done	Not done	Yes	Yes	Not done
Assistant Quality Controller	Yes	Not done	Yes	Yes	Not done

In this study the researcher has taken 6 different persons interview whose are holding functional level position in different garments factory. Most of garments industry in Bangladesh doesn't follow quality management system. Some of them are following but not organized way. In the above table it has shown from collected interviews. From collected data the following things are found –

All of the participant's garments industry follows 4 point system in order to inspect the quality of fabrics. They also follow cutting quality by inspecting by manually audit. Along with them 3 factories follow 7 Pcs inspection indiscriminately in sewing quality control. All of them maintain one quality maintenance book in every section to inspect quality daily basis. All of them 6 out of 6 factories maintain to test different things such as color fastness test, shrinkage test, azo free test, GSM test etc. Four garments factories out of six follow 5'S to control human management as well as satisfying employees. On the other hand rest of two garments follows generally as usual management system to maintain people management. From data findings the researcher got all of the six garments don't follow Six Sigma which is one of best method to produce defect free product. Another quality management system; Daily Work Management (DWM) is maintained by all of the participants garments industry.

### **5.1.3 Theme 3: Challenges to implement Quality Management System in BD garments industry:**

From findings these are major challenges to implement quality management system in Bangladeshi garments industry.

- **Financial crisis:** To implement quality management, system financial factors always come first. Because to implement QMS properly always it needs to change the factories layout. All of the participants agreed that if they want to implement Quality Management System in their industry, it will need huge investment. Some of them said they don't have that much opportunity to take loan with low interest. In this case government can help to figure it out. One of them said buyers also can help us to implement QMS. By implementing it they can also get benefit from it.

- **Lack of Education:** When garments industry started its journey, from that time this sector faces different kinds of problem only because of lack of proper education on this sector. All participants are agreed about it. They informed that they can't implement quality management system properly because they don't have enough educated man power. They also said most of them are recruited based on experience not education. So those people are used to with old system. They are also very afraid to implement new system in their workplace. One of the respondent said some existing employees are really frightened about this. They think they may lose their job. They are thinking like this because they don't have enough knowledge about quality management system.

On the other hand another respondent said employees can be convinced if we can train them. He gave an example in his garments at first when they wanted to implement QMS, some employees called strike against it. But quality manager called them and asked about their problem. They told they are very afraid about to lose their job because they don't know anything about it. After that the manager arranged a work shop and few basic training. Now almost 8 years they have implemented it and employees are very happy with this system. So all of the respondents agreed that if govt and BGMEA can arrange some workshop or training about quality management system in every garment or they can recruit one or two expertise in every garment, after that those people can train other existing employees. By doing this it's possible to implement every garments industry.

- **Lack of Awareness:** All the respondents are agreed that lack of awareness is one of the constraints of implementation of Quality Management System. Most of the garments employees don't have enough knowledge about it. Also they don't want to know about it. One of the participant said many garments industry can't implement QMS because they can't make influence within existing employees. If all of the employees know about benefit to implement QMS then they will come forward by their own. So in here according to some respondents from govt as well as BGMEA can take some step to make awareness about quality management system.

- **Infrastructure:** In Bangladesh infrastructure is a big challenge for not only implement QMS but also build up a new industry. According to one participant who is general manager of a garments industry, informed most of the garments industry is

side of Dhaka city which is capital of Bangladesh. So in here the sub roads are very narrow. So there is so much traffic in these roads. Therefore to implement QMS at first have to develop infrastructure.

- **Political Instability:** In Bangladesh last few years political situation is not good. Always something is happened against garments industry sector. All respondents informed that political situation is vulnerable and it's a big constraint for growth of garments sector.

#### **5.1.4 Theme 4: Issues of implementation Quality Management System in BD garment industry:**

There are some issues behind implementation of quality management system in Bangladeshi garments industry. Because of these reason the owner of garments industry influence to implement Quality Management System. From the data findings the following things are found-

- **Customer Satisfaction:** All of six respondents agreed that when they started to follow QMS in their garments customers are much happier than before. Because one of the respondent said after following QMS product quality increased as well as we can delivery product time to time. Each and every department we check quality. We can meet buyer's requirement.

- **Product Quality:** Product quality is very important factor for any industry. Here all respondents said that they can produce better quality product after following quality management system.

- **Employee Satisfaction:** After following QMS employees are doing less work and producing more products said one respondents. So employees are also satisfied with system. Indeed the defects of products are becoming very less than before. Another respondent said they don't have to do one work again and again because they can complete their work at a time by this process.

- **Get order from renowned brand:** One respondent said now a day's buyers are very conscious about product quality. Only possible to ensure quality is to implement quality management system. So those garments have already implemented

QMS, buyers are satisfied with them and they are getting order from renowned brand such as Zara, Gap, Ralph Loren, UniQlo etc.

- **Waste Management:** Waste can be reduced by following QMS system. One respondent said by following quality management system, defects are very less. We can also make sure the quality of product. We check every section very carefully. So it's very less chance to waste.

- **Time to Time delivery:** Quality Management system makes production very fast with good quality. All of the respondents agreed that after getting order they can make shipment on time. In this case buyers are also satisfied.

## **5.2 Limitation of the Study:**

The main drawback of this research is the small number of interviewees. Although six interviewees of this paper were from functional manager (General Manager, Quality Control Manager, Assistant Quality Control Manager) in the renowned garments. On the other hand, the researcher could not go to conduct interviews face to face from different garments industry and owner in Bangladesh. It was quite difficult to generalize a research by taking interviews over telephone and Skype.

### 5.3 Conclusion

The garments industry of Bangladesh has been the key export division and a main source of foreign exchange for the last 25 years. In the highly competitive garments industry, garments need to seek ways to differentiate themselves from other competitors like China, Pakistan India, etc. To achieve this, QMS or quality management system could be effective method to lead this sector. This research objective was to investigate the factors influencing the implementation of quality management system in Bangladeshi garments industry. During research it was found that Quality Management System is new to everyone till now. Most of the employees don't have any idea about it. So here govt. can take proper step against it. They can arrange proper training or workshop on QMS to motivate employees as well as the owner of the garments. The research study showed positive influence to implement quality management system in Bangladeshi garments industry. It also showed that after following QMS in garments industry, they got so many benefits from others those are not following. The main reason came out behind not following quality management system is lack of education and motivation. From the research it was also found that day by day buyers as well as the owners of garments are becoming more conscious about quality. In order to make sure of quality some organization and academic institution have already started to open course on it as well as conducting research to get rid of this upcoming issue. All of the respondents of this research paper predicted that within few years more than 50% garments industry will follow quality management system in order to sustain this sector. In this case they asked for help from govt. of Bangladesh as well as BGMEA- Bangladesh Garments Manufacturers and Exporters Association.

At last it can be said, in Bangladesh Garments industry is thriving sector and its growth is incredible. To uphold the improvement and keep the growth rate high necessity of Quality Management System is essential. Indeed QMS is not destination fairly it expedition and it has no end. Now a day's buyers are very conscious about their product quality. So each and every garments producer should give first preference to its valuable buyers. In this case if it's possible to maintain quality management system in organized way, the buyers will be convinced to give more

orders in Bangladesh. From the research it's proved that it's possible to implement QMS in Bangladeshi garments industry, then Bangladesh can lead in this sector. The owners and the employees of garments industry should consider the fact.

#### **5.4 Recommendations:**

- Every garments industry should implement different types of quality managements techniques like 5'S, 6 Sigma etc in order to get appropriate quality management.
- Employees of garments industry should recruit based on not only experience but also education.
- Most of the garments follow 4 point system to inspect fabrics quality. But 4-point system has some limitations so that this system should be used with proper care.
- Political party should avoid making hamper of production in garments industry.
- Govt. of Bangladesh should take proper step in this bright sector. They can arrange proper step to take loan or financial help in order to implement perfect quality management system.
- The proper training should be provided those are quality related people.
- Make awareness about quality management system. Such as to ensure every employees of garments industry have to have knowledge about this.
- Provide proper motivation to the employees as well as owner of the garments.

#### **5.5 Recommendation for further research:**

Further research, the researcher would like to suggest the followings: The sample size of this research paper is only six, which can represent the opinion of only a small group of people. May be for the next research should have larger sample size in order to interpret the data more accurately. The current research was conducted

through telephone and Skype interviews because of the researcher lives in another country. So it indicates distance as well as financial factor. Therefore, the next research should conduct face to face interviews in order to get more observation as well as more data. In this research paper was conducted interviews from only functional manager of selected garments. Next time the researcher should take interviews also employees as well as workers. Then it will come up with many data about implementation of quality management system.



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**APPENDIX A**  
**PARTICIPANT CONSENT MAIL**



## Participant Consent Mail

Project Title

Researcher's Name and Contact Information

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Supervisor's Name and Contact Information

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Dear Valued Participant,

You are being requested to take part in a research project. Before you decide to participate, it is important for you to understand why the research is being conducted and what it will involve.

Interviews will be last for about forty five minutes at any time of your choice. The researcher will make audio record this interview only with your permission. A copy of transcript can be sent to you to confirm the accuracy of our conversation. Answering some question about self-opinion might cause transitory embarrassment. So you are completely free to refuse to answer any question and have the right to stop tape recording at any point in the conversation. The researcher will comply with the regulation of the university to protect the privacy and the rights of the research participants.

Are you interested in receiving a copy of final results of thesis? If yes then please contact with the researcher by the above email address.

Thank you very much for sharing your valuable time and kind assistance.



**APPENDIX B**  
**INTERVIEW GUIDE- SEMI STRUCTURED QUESTIONNAIRE**

### **Interview Guide- Semi Structured Questionnaire**

- 1) What kind of quality management system your garments follow?
- 2) What are the advantages you are getting by following this system?
- 3) How speed of service provision to customers has improved after implementation of QMS?
- 4) Why do you implement QMS in your garments?
- 5) What are the current practices of QMS in the garment sector of Bangladesh?
- 6) How can we implement QMS in rest of the garments industry?
- 7) What are the main constraints to implement QMS in Bangladeshi garments industry?
- 8) Which type of quality management system strategy will be surplus for successful garments industry in Bangladesh?
- 9) What are the challenges to implement quality management system in Bangladeshi garments industry?



**APPENDIX C**  
**CODING PROCESS**

### Coding Process

Meaning Unit	Code	Category	Theme
Actually what we face the first constraint to implement of quality management system that is financial issue. To implement quality management system properly it will charge huge investment. For this reason many garments can't take step forward.	Investment	Financial Crisis	Challenges to Implement Quality Management System in Bangladeshi Garments Industry
...in our country there is no opportunity to take loan with low interest in order to implement quality management system.	Loan Opportunity		
I will highly propose to our Govt. of Bangladesh as if Govt. makes an opportunity to give loan.	Support		
In our country Quality Management System is a new issue to study. Only few institutions teach it. We have CA- Chartered Accountant firm in our country, they provide qualified accountant. So if government can make this kind of organization for Quality Management System. Then we can recruit highly qualified quality management team	Education Structure	Lack of Education	
I think when our garments industry started its journey. At that time those were started they weren't that much educated. After that when they started to face problem, they made the rules by their own way.	Use Ancient Tools		

Garments owner or BGMEA are very lazy to arrange workshop or training on Quality Management System. I think if they can train up existing employees of garments. Don't have to train all people just only 5-10 peoples. After that they can train rest of them.	Training/Workshop		
When we first implemented quality management system in our garments, some employees were very afraid about it because of they think they may lose their job. They are thinking like this because they don't have enough knowledge about quality management system	Frightened	Lack of Awareness	
....most of the employees doesn't have enough knowledge about it. Because they are not getting motivation from top management.	Motivation		
In Bangladeshi garments, most of the employees don't have enough knowledge about it. Also they don't want to know about it.	Knowledge		
.....because in present, those are working in garments they got their job actually based on experience. So till now in Bangladesh we prefer experience not education.	Recruitment System		
You know in Bangladesh, political condition is always vulnerable. All time political party called for strike because of this garments sector is at stake.	Strike	Political Instability	
Sometimes political leaders are getting involved with garments industry. For this reason garments employees are also becoming involved with politics. Indeed it hampers production.	Involve Political Leader		

## BIOGRAPHY

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