
| RESEARCH ARTICLE**Effects of Decision Making and Work-life Balance on Productivity of Female Employees in the RMG Industry of Bangladesh. The Mediating Role of Work Motivation****Md. Ashraful Islam¹ ✉ Amer Hamzah Bin Jantan², Gamal S. A. Khalifa³, Md. Asadul Islam⁴, Md Badrul Islam⁵ and Md Asif Hossian⁶**¹²*City Graduate School, City University Malaysia*³*Higher Colleges of Technology, Abu Dhabi*⁴*Lincoln University and College, Malaysia*⁵*City University Malaysia*⁶*University of Cyberjaya, Malaysia***Corresponding Author:** Md. Ashraful Islam, **E-mail:** ashraf.cma4066@gmail.com

| ABSTRACT

This study aimed to investigate the effects of decision-making and work-life balance on female employee's productivity in the RMG industry of Bangladesh, with a focus on the mediating role of work motivation. Data were collected from female employees in the RMG industry through a survey questionnaire, and statistical analyses were conducted to test the relationships between the variables. A total of 385 female employees were examined and then empirically tested using Smart PLS for data analysis. The findings of the study revealed that both decision-making and work-life balance positively influenced female employee's productivity in the RMG industry. Additionally, work motivation was found to mediate the relationship between decision-making, work-life balance, and female employee's productivity. These results have significant implications for both policymakers and practitioners in the RMG industry. The findings suggest that efforts to improve decision-making opportunities and work-life balance for female workers can lead to increased female employees' productivity and that fostering work motivation can further enhance this process. By prioritizing these factors, stakeholders in the RMG industry can create a more productive and inclusive work environment for female employees.

| KEYWORDS

Decision Making, Work life-Balance, Work Motivation, Productivity

| ARTICLE INFORMATION**ACCEPTED:** 01 January 2024**PUBLISHED:** 03 May 2024**DOI:** 10.61424/rjbe.v1.i1.51

1. Introduction

The Ready-Made Garments (RMG) industry in Bangladesh is one of the largest contributors to the country's economy, employing a significant number of female employees in various roles. However, currently, the RMG industry is facing a big challenge with respect to female employees' productivity. As a result, production of the RMG industry is very low and foreign currency earnings are comparable in less than before. However, these female employees face numerous challenges in the workplace, including decision-making responsibilities and maintaining a healthy work-life balance.

Most workers in Bangladesh's ready-made sector are female employees. This is not unique to Bangladesh;

worldwide, the industry tends to rely on low-paid female labor to compete and maximize profits in a highly competitive global market. In the 1980s and 1990s, employees estimated that 90 percent of apparel workers were female employees (employees of the Bangladesh Garment Manufacturers and Exporters Association (BGMEA)(2024), and 80 percent of the 4 million workers (that is, 3.2 million workers) in its employees. According to a recent report on employees by the Asian Center of Development (2020), the RMG sector provides employment to more than 4.4 million people, and the male-female ratio is 41: 59.

The export of ready made garments (RMG) witnessed a slight growth of 3.67% in 2023 to \$47.39 billion, up from \$45.71 billion in 2022, according to data from the Export Promotion Bureau (EPB). The industry that has been making a crucial contribution to rebuilding the country and its economy is none other than the ready-made garment (RMG) industry, which is now the single biggest export earner in Bangladesh. The sector accounts for 83% of the country's total export earnings (BGMEA, 2023).

There are several studies on employee productivity in various disciplines in different countries (Abdelwahed et al., 2023; Felstead & Reuschke, 2023; Muchsinati et al., 2024). There is a dearth of studies that have distilled female employees' productivity, which is the dependent variable in this research. Additionally, none of these previous studies were conducted in the Gazipur district of Bangladesh in the context and, hence, the gap that the current study fills.

The decisions made by female employees in the RMG industry can have a significant impact on their productivity. Making effective decisions requires careful consideration of various factors, such as market trends, production processes, and resource allocation. When female employees are able to make informed decisions, they are more likely to contribute positively to the company's bottom line and enhance productivity.

Additionally, maintaining a healthy work-life balance is crucial for female employees in the RMG industry. Balancing work responsibilities with personal and family commitments can be a significant challenge, leading to stress, burnout, and decreased productivity. When female employees are able to achieve a balance between work and personal life, they are more likely to be motivated, engaged, and productive in their roles.

Work motivation plays a crucial role in determining the productivity levels of female employees in the RMG industry. Motivated employees are more likely to be engaged in their work, set and achieve goals, and contribute positively to the organization. When female employees are motivated to excel in their roles, they are more likely to make effective decisions, maintain a healthy work-life balance, and ultimately enhance their productivity.

The study aims to examine the effects of decision-making and work-life balance on the productivity of female employees in the RMG industry of Bangladesh, with a focus on work motivation. By understanding the relationships between these factors, we can provide insights into how organizations can support female employees in the RMG industry to enhance their productivity and overall well-being.

2. Literature Review

2.1 Relationship between Decision Making and Productivity

According to the theory of planned behavior (Ajzen, 1991), behaviors are influenced by intentions, which are determined by three factors: attitudes, subjective norms, and perceived behavioral control. There is a strong relationship between decision-making and productivity among female employees in the Ready-Made Garments (RMG) industry. Research and literature suggest that when female employees are given more autonomy and decision-making power within their roles, they tend to be more productive and efficient in their work.

Several studies have shown that female employees who are involved in decision-making processes, whether it be at the individual, team, or organizational level, are more likely to perform better and contribute positively to productivity (Alyammahi et al., 2020; Charles et al., 2021; Saez et al., 2022;) This is because when female employees

have a say in how tasks are completed, they can apply their knowledge, skills, and creativity to find innovative solutions and improve processes.

Additionally, research has shown that diverse teams with a good gender balance in decision-making roles tend to be more successful and achieve better results. By including female employees in the decision-making process, companies in the RMG industry can benefit from different perspectives, ideas, and approaches that can lead to better outcomes and increased productivity. Based on these explanations, the following is the research's hypothesis:

Hypothesis 1: Decision making is positively related to productivity.

2.2 Relationship between Work life-Balance and Productivity

In the context of work-life balance and productivity, the theory of planned behavior (George, 2004) suggests that an individual's beliefs and perceptions about their ability to balance work and personal life will impact their productivity. The relationship between work-life balance and productivity of female employees in the Ready made Garments (RMG) industry has been a topic of interest in academic literature. Several studies have explored how work-life balance affects the productivity of employees working in the industry (Ngozi & Chinelo, 2020; Roopavathi & Kishore, 2021; Harahap & Ramli, 2023). Research has shown that when female employees are able to maintain a healthy work-life balance, they are more likely to be satisfied with their jobs and experience higher levels of well-being. This, in turn, has a positive impact on their productivity and performance at work.

Additionally, work-life balance has been found to have a significant impact on women's mental and physical health. Female employees who experience high levels of work-life conflict are more likely to experience stress, anxiety, and burnout, which can negatively impact their productivity. On the other hand, female employees who are able to effectively balance their work and personal lives are more likely to experience lower levels of stress and better overall health, which can lead to higher productivity at work.

The study suggests that there is a strong relationship between work-life balance and the productivity of female employees in the RMG industry. By promoting work-life balance initiatives and supporting female employees in effectively managing their work and personal lives, organizations can help enhance the productivity and well-being of their female employees. Based on these explanations, the following is the research hypothesis:

Hypothesis 2: Work life -Balance is positively related to the productivity of female employees.

2.3 Relationship between Decision Making and Work motivation

The relationship between decision-making and work motivation in the Ready-Made Garments (RMG) industry can be better understood through the theory of planned behavior. This theory states that individuals' intentions to perform a certain behavior are influenced by three main factors: attitude towards the behavior, subjective norms, and perceived behavioral control. These factors, in turn, are influenced by individual beliefs and perceptions (Conner, 2020). In the context of the RMG industry, decision-making plays a crucial role in various aspects of the business, from production planning to marketing strategies. Employees at all levels of the organization are required to make decisions that can impact the overall performance and success of the company. Therefore, work motivation becomes a critical factor that influences decision-making processes. Employees who are motivated to perform well in their roles are more likely to make informed and effective decisions (Blašková et al., 2018; Habanik et al., 2020). High levels of work motivation can lead to greater levels of commitment and engagement, which can positively impact the quality of decision-making within the organization (Putra & Ali, 2022). On the other hand, employees who lack motivation may struggle to make decisions that are in the best interest of the company.

Recent literature in the field of organizational psychology and management has increasingly focused on the relationship between decision-making and work motivation in different industries, including the RMG industry.

Studies have identified various factors that influence employees' motivation and decision-making, such as leadership styles, organizational culture, and job satisfaction (Rolls, 2023; Salamone & Correa, 2024). Based on these explanations, the following is the research's hypothesis:

Hypothesis 3: Decision making is positively related to the productivity of female employees.

2.4 Relationship between Work Life Balance and Work Motivation

The Theory of Planned Behavior (TPB) can help explain the relationship between these two factors (Sniehotta, 2009). The TPB posits that an individual's behavior is influenced by their attitudes, subjective norms, and perceived behavioral control. In the context of work-life balance and work motivation, this means that an individual's actions and decisions regarding their work-life balance and work motivation are influenced by their beliefs, perceptions, and attitudes.

In the RMG industry among female employees, achieving work-life balance can positively impact work motivation. When employees feel that they have a healthy balance between their work and personal life, they are more likely to feel motivated and engaged in their work (Aliasah et al., 2020; Thamrin & Riyanto, 2020). This is because a balanced lifestyle helps reduce stress, increase job satisfaction, and enhance overall well-being, leading to higher levels of motivation and performance. Conversely, when female employees feel overwhelmed or stressed due to an imbalance between work and personal life, their work motivation may suffer. This can lead to decreased job satisfaction, reduced productivity, and, ultimately, higher turnover rates.

To enhance work motivation among female employees in the RMG industry, employers can promote work-life balance by offering flexible work arrangements, providing support for childcare and eldercare, and creating a positive work environment that values employees' well-being. By implementing these strategies, employers can improve job satisfaction, motivation, and performance among female employees, ultimately benefiting both the employees and the organization as a whole.

Based on these explanations, the following is the research's hypothesis:

Hypothesis 4: Work life balance is positively related to the work motivation of female employees.

2.5 Relationship between Work Motivation and Productivity

Work motivation is a crucial factor that influences the productivity of female employees in the RMG (Ready-Made Garments) industry. Various studies have examined the relationship between work motivation and productivity in different industries, but limited research has focused on the RMG industry, particularly among female employees. According to Maslow's hierarchy of needs theory, individuals are motivated to fulfil their basic needs, such as physiological, safety, social, esteem, and self-actualization needs (Reid-Cunningham, 2008; Trivedi & Mehta, 2019). In the context of female employees in the RMG industry, these needs can be related to factors such as fair wages, job security, recognition, and opportunities for growth and development. When these needs are met, employees are more likely to feel motivated to work efficiently and effectively, leading to higher productivity levels.

A study by Alam et al. (2020) found that job satisfaction and job motivation significantly impact the productivity of female workers in the RMG sector. The researchers highlighted the importance of creating a positive work environment, providing training and development opportunities, and recognizing employees' contributions to enhance motivation and productivity among female workers. Furthermore, a study by Khan et al. (2021) examined the impact of intrinsic and extrinsic motivation on the performance of female employees in the RMG industry.

The researchers found that intrinsic motivation, such as a sense of achievement and job satisfaction, had a more significant impact on productivity compared to extrinsic motivation, such as monetary rewards. This suggests that fostering a sense of fulfillment and job satisfaction among female employees can lead to higher productivity levels in the RMG industry. Based on these explanations, the following is the research's hypothesis:

Hypothesis 5: Work motivation is positively related to productivity of female employees

2.6 Work Motivation as a Mediator

Work motivation, on the other hand, refers to the internal factors that drive individuals to engage in work-related activities and achieve organizational goals. It is often influenced by a combination of intrinsic and extrinsic factors, such as job satisfaction, recognition, rewards, and organizational culture. Research has shown that work motivation plays a mediating role in the relationship between decision-making and productivity. When employees are motivated to perform well, they are more likely to make effective decisions and work towards achieving organizational goals. Additionally, motivated employees are more likely to be engaged and productive in their work, leading to higher levels of productivity and organizational success.

Several studies have examined the relationship between decision-making, work motivation, and productivity in the context of the RMG industry. For example, a study by Sharmin et al. (2023) found that female employees who were highly motivated were more likely to make effective decisions and achieve higher levels of productivity in the RMG industry. Another study by Asikullah et al. (2024) found that organizations that foster a supportive work environment and provide opportunities for employee recognition and rewards are more likely to have motivated employees who make effective decisions and contribute to higher levels of organizational productivity.

In the RMG industry, where female employees make up a significant portion of the workforce, understanding the relationship between decision-making, work-life balance, and productivity through work motivation is crucial. A study by Khan and Afsar (2017) found that work-life balance positively influences employee motivation and, in turn, job performance. This suggests that when employees are able to effectively manage their work-life balance, they are more likely to be motivated to perform well at work.

Similarly, research by Pradila & Fadli (2023) explored the mediating effect of work motivation on the relationship between work-life balance and employee productivity. The study found that employees with high work motivation were more likely to be productive, regardless of their work-life balance. This implies that while maintaining a healthy work-life balance is important, having a high level of motivation can drive productivity even in challenging work environments.

The relationship between decision-making, work-life balance, and productivity through the mediating effect of work motivation of female employees in the RMG industry is complex and interconnected. A healthy work-life balance, effective decision-making, and high work motivation are all essential for driving employee performance and achieving business success. Organizations in the RMG industry should strive to create an environment that supports work-life balance, encourages effective decision-making, and fosters high levels of work motivation to maximize the potential of their female employees. Based on these explanations, the following are the research's hypotheses:

Hypothesis 6: Work motivation mediates the relationship between decision making and productivity of female employees.

Hypothesis 7: Work motivation mediates the relationship between work-life balance and productivity of female employees.

3. Research Framework

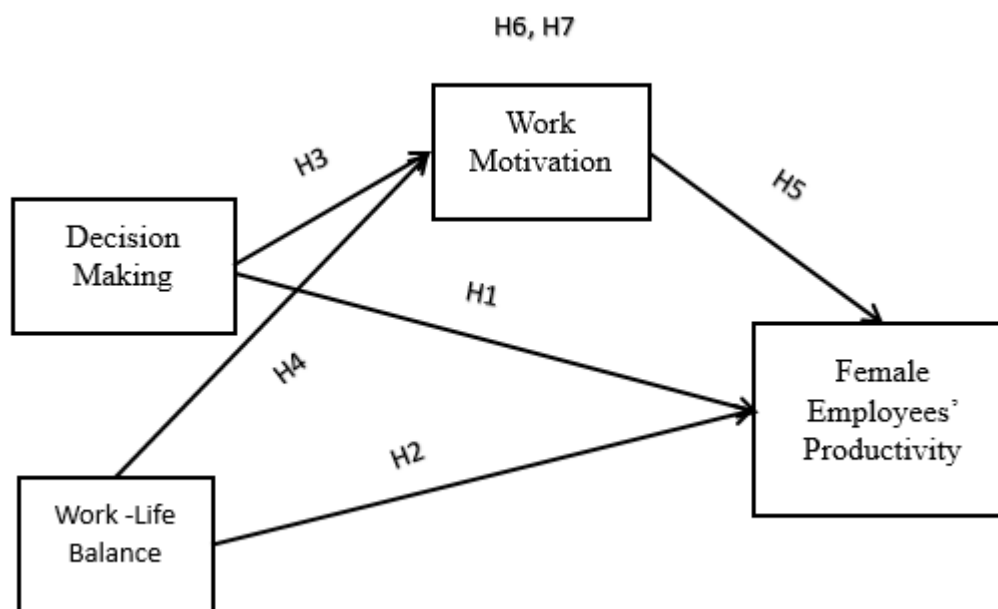


Figure 1: Conceptual Model

4. Methodology

The target population was female employees in the RMG industry, mainly concentrated in Gazipur, Bangladesh. According to the Labor Force Survey of 2021, more than 0.8 million people are employed in Gazipur, and 80 % of them are female workers. The questionnaire was distributed among the employees through email and other social and electronic media (Messenger and WhatsApp) with the assistance of their current employers. Data were collected using a structured questionnaire method. The respondents were selected using a convenience sampling technique. The sample size was determined by sample 384 according to (Krejcie & Morgan, 1970). In this study, structured equation modeling with Smart PLS (Version 4.0.9.5) was applied to data analysis and SPSS -29 for demographic information as well.

In total, 450 questionnaires were distributed to different RMGs in Gazipur, Bangladesh, and 420 questionnaires were returned. Among the 420 questionnaires, 35 were found unusable due to lack of proper information. After that, in total, 385 questionnaires were found suitable for data analysis, resulting in a response rate of 85.5 %. Regarding the study sample's main demographical characteristics, it shows that the respondents were female, and most of them (80%) were married and had attended secondary school (58.%) and higher school (38.6%). More than half of them (67.7%) were in the middle age (25–35 years old). The majority (47.8%) of the respondents had 5–10 years of experience, and finally, nearly half of them (49.3%) had 10–15 years of experience.

4.1 Measures

The survey instruments were adapted from researchers, as shown in Table 1, and they were confirmed with the validity and reliability tests. The instrument consists of 36 items; 10 items represent Decision Making and, 10 items represent work-life balance, 6 items represent work motivation, and 10 items represent the productivity of female employees, as shown in Table 1.

The following table shows all research instruments with a scale 1-5 (1= Strongly Disagree, 5= Strongly Agree) used to measure the variables of this study along with their details.

Table 1: Research Instruments

Variables	References (Year	Items
Decision Making	Vroom (1960)	10
Work Life -Balance	Hyland (2000); Anderson et al. (2002); Thompson & Prottas (2005).	10
Work Motivation	Mottaz (1985), Brislin et al. (2005), Mahaney and Lederer's (2006)	6
Productivity	McEvoy, 1997; Sing, 2004); Chen and Tjosvold (2008); Lee and Brand (2010)	10

5. Data Analysis and Results

5.1 Measurement Model Analysis

Utilizing Standardized Loading and Composite Reliability, the result revealed that the reliability of the variables met the criteria for standardization requirements. Table 2 shows that the values of factor loadings are between 0.768 and 0.802. The factor loadings should be greater than 0.50, as proposed by Hair et al. (2007). CR values were distributed between 0.877 and 0.897, which were all more than 70%, and AVE were distributed between 0.517 and 0.628, which were all more than 50%, according to many statistical measures that were explained by Hair et al. (2019) and Fornell and Larcker (1981).

Table 2: Reliability and Validity Test Results

Constructs	Measurement Items	Factors Loading	Composite Reliability	AVE
Productivity	P1	0.802	0.897	0.609
	P3	0.886		
	P6	0.870		
	P7	0.768		
	P9	0.879		
Decision Making	DM2	0.803	0.877	0.538
	DM5	0.814		
	DM3	0.801		
	DM7	0.847		
	DM8	0.863		
	DM4	0.872		
Work-Life Balance	WLB1	0.778	0.882	0.517
	WLB7	0.872		
	WLB4	0.814		
	WLB2	0.841		
	WLB8	0.798		
	WLB10	0.793		
Work Motivation	WM1	0.864	0.892	0.628
	WM5	0.833		
	WM4	0.851		
	WM6	0.793		
	WM4	0.839		
	OT6	0.793		

5.2. HTMT Criterion

The Heterotrait-Monotrait ratio of correlations (HTMT) is a statistical technique used to assess discriminant validity in business management research. The acceptable level of discriminant validity is suggested to be less than 0.90 (Hair & Alamer, 2022). The discriminant validity was examined by using the Heterotrait-Monotrait ratio of the correlations (HTMT), reflecting the average of the heterotrait-heteromethod correlations relative to the average of the monotrait-heteromethod correlations (Hair Jr et al., 2016). In a nutshell, the measurement model provided satisfactory construct validity.

Table 3: HTMT Criterion

Constructs	Productivity	Decision Making	Work-Life Balance	Work Motivation
Productivity				
Decision Making	0.589			
Work-Life Balance	0.624	0.567		
Work Motivation	0.729	0.806	0.671	

5.3 The coefficient of determination (R^2)

R^2 values indicating the coefficient of determinations were used to assess the amount of explained variance in the endogenous constructs. According to Hair Jr et al. (2016), the R^2 values of 0.25, 0.50, and 0.75 for targeted constructs are considered weak, moderate, and substantial, respectively. Thus, the model expressed a high explanation power of the studied phenomenon at hand, and the model's predictive power was 70.4% and 42.10%, as seen in Table 4.

Table 4: R^2 Results

Constructs	R-square
Productivity	0.704
Work Motivation	0.421

6. Structural Model Analysis

Based on the data analysis results, the hypotheses H1, H2, H3, H4, and H5 were supported where ($\beta = 0.592$, $P < 0.001$) for the first factor, ($\beta = 0.619$, $P < 0.020$) for the second factor, ($\beta = 0.431$, $P < 0.001$) for the third factor, ($\beta = 0.567$, $P < 0.003$) for the fourth factor and ($\beta = 0.339$, $P < 0.000$) for the last factor. A summary of the hypotheses testing results is shown in Table 5.

Table 5: Hypotheses Testing

Hypotheses	Paths	Beta (β)	T statistics	P values	Decision
H1	Decision Making -> Productivity	0.592	3.476	0.001	Supported
H2	Work-life Balance -> Productivity	0.619	2.263	0.020	Supported
H3	Decision Making -> Work Motivation	0.431	4.627	0.001	Supported
H4	Work-life Balance -> Work Motivation	0.567	2.967	0.003	Supported
H5	Work Motivation -> Productivity	0.339	3.761.	0.000	Supported

Notes: Research Hypotheses Significant at $p^{**} = < 0.01$, $p^* < 0.05$)

6.1 Indirect Effects

In Table 6, values show that the indirect effect of decision-making, work-life balance and productivity through the mediating role of work motivation is a noteworthy and positive significance, where ($\beta=0.141$, $P<0.000$) and ($\beta=0.137$, $P<0.001$). Here are the estimates of path model coefficients, T statistics, P values and special indirect effects.

Table 6: Hypotheses Testing (Mediating Effect)

Hypotheses	Indirect Paths	Beta (β)	T Values	P Values	Decision
H6	Decision Making ->Work Motivation -> Productivity	0.141	3.047	0.000	Supported
H7	Work-life Balance ->Work Motivation -> Productivity	0.137	2.027	0.001	Supported

Notes: Research Hypotheses Significant at $p^{**}= <0.01$, $p^{*} <0.05$)

7. Discussion

Based on the results of the analysis, all hypotheses were supported in this study. H1: The relationship between decision-making and productivity was found to be significant, with a positive beta value of 0.592. This suggests that effective decision-making positively influences productivity in the workplace, further supported by Nwosu et al.(2020) and Shahid et al.(2021). H2: The relationship between work-life balance and productivity was also found to be significant, with a positive beta value of 0.619. This indicates that having a good work-life balance can lead to increased productivity, further supported by Tejero et al. (2021) and Kotini-Shah et al. (2022). H3: The relationship between decision-making and work motivation was found to be significant, with a positive beta value of 0.431. This suggests that effective decision-making can positively impact employees' motivation levels, further supported by Fahmi & Ali (2022). H4: The relationship between work-life balance and work motivation was also found to be significant, with a positive beta value of 0.567. This indicates that having a good work-life balance can contribute to increased levels of motivation in employees, further supported by Thamrin & Riyanto (2020) and Alfatihah et al. (2021). H5: The relationship between work motivation and productivity was found to be significant, with a positive beta value of 0.339. This suggests that employees with higher levels of work motivation tend to be more productive, further supported by Johari & Jha (2020) and Hastari et al. (2021).

Hypothesis 6 states that decision-making leads to work motivation, which in turn leads to productivity. The indirect path analysis found a beta coefficient of 0.141, indicating a significant positive relationship between decision-making, work motivation, and productivity. The t-value of 3.047 and p-value of 0.000 also suggest that this relationship is statistically significant. This means that employees who are better at decision-making are more likely to be motivated at work, which ultimately leads to higher productivity levels.

Hypothesis 7 posits that work-life balance leads to work motivation, which in turn leads to productivity. The analysis revealed a beta coefficient of 0.137, indicating a significant positive relationship between work-life balance, work motivation, and productivity. The t-value of 2.027 and p-value of 0.001 further support this finding. This means that employees who have a good work-life balance are more likely to be motivated at work, resulting in higher levels of productivity.

8. Theoretical and Practical Implications

The effects of decision making and work-life balance on the productivity of female employees in the RMG industry of Bangladesh, with work motivation as a mediating factor, have significant theoretical and practical implications.

8.1 Theoretical Implications

This study contributes to the existing literature on the role of decision making, work-life balance, and work motivation in enhancing the productivity of female employees in the RMG industry. It fills a gap in the literature by examining these factors in the specific context of Bangladesh. By highlighting work motivation as a mediating factor, this study enhances our understanding of how decision making and work-life balance impact productivity. It sheds light on the psychological mechanisms through which these factors influence employee performance.

The study develops a theoretical framework that integrates decision making, work-life balance, work motivation, and productivity. This framework can serve as a basis for future research and provide a comprehensive understanding of the dynamics at play in the RMG industry.

8.2 Practical Implications

The findings of this study can inform policymakers and industry practitioners about the importance of promoting decision making and work-life balance among female employees in the RMG industry. They can use this knowledge to develop policies and initiatives that support women's empowerment and enhance productivity. Organizations can use the insights from this study to design training and development programs that focus on improving decision-making skills, promoting work-life balance, and fostering work motivation among female employees. These programs can help enhance the overall performance of female workers in the RMG industry. Employers can implement employee engagement initiatives that recognize and reward female employees who demonstrate high levels of motivation, effective decision making, and work-life balance. This can create a positive work environment and foster a culture of productivity and success.

9. Limitations and Future Directions of the Study

Limitations of the study may include the use of limited access to participants in the RMG industry. Future directions for research could involve expanding the study to include a diverse sample, as well as conducting longitudinal studies to track changes in productivity over time. Additionally, research could focus on specific strategies for improving decision-making, work-life balance, and work motivation among female employees in the RMG.

Future directions for research in this area could include investigating the impact of other factors, such as leadership styles or organizational culture, on the productivity of female employees in the RMG industry. Additionally, longitudinal studies could be conducted to assess how decision-making autonomy, work-life balance, and work motivation change over time and how these changes impact productivity in the long term industry. This study used convenience sampling techniques, so other methods could be used. Mediating variables like transformational leadership, work engagement, and affective organizational commitment could be used in the future.

10. Conclusions

The study found that decision-making and work-life balance have significant effects on the productivity of female employees in the RMG industry of Bangladesh. Furthermore, we also found that work motivation plays a mediating role in this relationship, suggesting that motivated employees are more likely to be productive when they can make decisions and maintain a healthy work-life balance. These findings have important implications for both management and policymakers in the RMG industry. To improve the productivity of female employees, it is essential for organizations to provide opportunities for decision-making and support work-life balance initiatives. Additionally, efforts should be made to enhance work motivation among female employees, as this can further boost productivity.

References

- [1] Alfatihah, I., Nugroho, A. S., Haessel, E., & Maharani, A. (2021). The influence of work-life balance with work motivation as mediating factor on job satisfaction A prediction toward transition to new normal situation. *The Management Journal of Binaniaga*, 6(1).
- [2] Abdelwahed, N. A. A., & Doghan, M. A. A. (2023). Developing employee productivity and performance through work engagement and organizational factors in an educational society. *Societies*, 13(3), 65.

- [3] Anderson, S., Coffey, B., & Byerly, R. (2002). Formal organizational initiatives and informal workplace practices: links to work-family conflict and job-related outcomes. *Journal of Management*, 28(6), 787-810.
- [4] Asikullah, F., Chakma, P., Hossain, S. F. A., & Hussain, K. (2024). Evaluating Employee Motivation and Productivity in Bangladesh During the Post-pandemic Era. *Management and Labour Studies*, 025804X231220489.
- [5] Alyammahi, A., Alshurideh, M., Kurdi, B. A., & Salloum, S. A. (2020). The impacts of communication ethics on workplace decision making and productivity. In *International conference on advanced intelligent systems and informatics* (pp. 488-500). Cham: Springer International Publishing.
- [6] Asian Center of Development. (2021). A Survey Report on the Garment Workers of Bangladesh, 2020 A Survey Report on the Garment Workers of Bangladesh. www.acdonline.org
- [7] Ajzen, I. (1991). The theory of planned behavior. *Organizational behavior and human decision processes*, 50(2), 179-211.
- [8] Alam, M. N., Hassan, M. M., Bowyer, D., & Reaz, M. (2020). The effects of wages and welfare facilities on employee productivity: Mediating role of employee work motivation. *Australasian Accounting, Business and Finance Journal*, 14(4), 38-60.
- [9] Aliasah, M. W. S., Abdullah, Z., & Shafee, S. (2020). The impact of the work-life balance on work motivation among the non-academic employees of public higher learning institutions in Malaysia. *The Malaysian Journal of Social Administration*, 14(2), 1-18.
- [10] BBS(2022). Labor Force Survey Bangladesh 2020-21. http://203.112.218.65:8008/WebTestApplication/userfiles/Image/LatestReports/LFS_2016-17.pdf.
- [11] BGMEA (2020, 2023,2024) .About Garment Industry of Bangladesh. (Access March 15, 2024. <https://www.bgmea.com.bd/page/AboutGarmentsIndustry>
- [12] Brislin RW, Kabigting F, Macnab B, Zukis B, Worthley R (2005). Evolving perceptions of Japanese workplace motivation. *Int. J. Cross Cult Manag.*, 5: 87-103.
- [13] Chen, Y., & Tjosvold, D. (2008). Collectivist values for productive teamwork between Korean and Chinese employees. Working Paper Series, Centre for Asian Pacific Studies. Accessed on 19 June, 2015 from: <http://commons.ln.edu.hk/cgi/viewcontent.cgi?article=1002&context=capswp>
- [14] Charles, J., Francis, F., & Zirra, C. T. O. P. (2021). Effect of employee involvement in decision making and organization productivity. *Archives of Business Research (ABR)*, 9(3), 28-34.
- [15] Blašková, M., Figurska, I., Adamoniene, R., Poláčková, K., & Blaško, R. (2018). Responsible decision making for sustainable motivation. *Sustainability*, 10(10), 3393.
- [16] Conner, M. (2020). Theory of planned behavior. *Handbook of sport psychology*, 1-18.
- [17] Felstead, A., & Reuschke, D. (2023). A flash in the pan or a permanent change? The growth of homeworking during the pandemic and its effect on employee productivity in the UK. *Information Technology & People*, 36(5), 1960-1981.
- [18] Fahmi, I., & Ali, H. (2022). Determination of Career Planning and Decision Making: Analysis of Communication Skills, Motivation and Experience (Literature Review Human Resource Management). *Dinasti International Journal of Management Science*, 3(5), 823-835.
- [19] Franke, G. R., & Sarstedt, M. (2019). Heuristics Versus Statistics in Discriminant Validity Testing: A Comparison of Four Procedures. *Internet Research*, 29(3): 430-447.
- [20] George, J. F. (2004). The theory of planned behavior and Internet purchasing. *Internet research*, 14(3), 198-212.
- [21] Hair, J. F., Hult, G. T. M., Ringle, C. M., and Sarstedt, M. (2022). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM), 3rd Ed., Thousand Oakes, CA: Sage.
- [22] Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). A primer on partial least squares structural equation modeling (PLS-SEM): Sage Publications.
- [23] Henseler, J., Ringle, C. M., and Sarstedt, M. (2015). A New Criterion for Assessing Discriminant Validity in Variance-based Structural Equation Modeling, *Journal of the Academy of Marketing Science*, 43(1): 115-135.
- [24] Hastari, S., Mufidah, E., Wahyudi, P., & Laksmi, D. (2021). Contribution of work ability and work motivation with performance and its impact on work productivity. *Management Science Letters*, 11(2), 425-434.
- [25] Hyland, M. M. (2000). Flexibility in work arrangements: How availability, preferences, and use affect business outcomes. *Dissertation Abstracts International, Section A: Humanities and Social Sciences*, 60, 3716
- [26] Habanik, J., Martosova, A., & Letkova, N. (2020). The Impact of Managerial Decision-Making on Employee Motivation in Manufacturing Companies. *Journal of Competitiveness*, (2).
- [27] Harahap, R. O., & Ramli, A. H. (2023). Pengaruh Work-Life Balance Terhadap Perceived Work Productivity Pada Non-Government Organization. *Jurnal Pengabdian kepada Masyarakat Nusantara*, 4(3), 2915-2922.
- [28] ILO (2020). Understanding the Gender Composition and Experience of Ready-Made Garment (RMG) Workers in Bangladesh. Lee, S. Y., & Brand, J. L. (2010). Can personal control over the physical environment ease distractions in office workplaces? *Ergonomics*, 53(3), 324-335.

- [29] Johari, S., & Jha, K. N. (2020). Impact of work motivation on construction labor productivity. *Journal of management in engineering*, 36(5), 04020052.
- [30] Kotini-Shah, P., Man, B., Pobee, R., Hirshfield, L. E., Risman, B. J., Buhimschi, I. A., & Weinreich, H. M. (2022). Work-life balance and productivity among academic faculty during the COVID-19 pandemic: A latent class analysis. *Journal of Women's Health*, 31(3), 321-330.
- [31] Khan, M. A. A., Tarofder, A. K., & Azam, S. F. (2021). Examining Mediating Effect of Motivation on Employees' Productivity in Bangladeshi Satellite Television Channels. *European Journal of Human Resource Management Studies*, 4(4).
- [32] Muchsinati, E. S., Oktalia, A., & Priscilla, Y. G. (2024). How e-human resource management can increase employee productivity in F&B in Batam. *International Journal of Financial, Accounting, and Management*, 5(4), 429-444.
- [33] Mottaz JC (1985). The relative importance of intrinsic and extrinsic rewards as determinants of work satisfaction. *Sociol. Q.*, 26: 365- 385.
- [34] Mahaney CR, Lederer AL (2006). The effect of intrinsic and extrinsic rewards for developers on information systems project success. *Proj. Manage. J.*, 37: 42-54.
- [35] Nwosu, H., Okoh, M., & Goodluck, A. (2020). Employees' participation in decision making and employees' productivity. *International Journal of Business and Applied Social Science*, 6(3), 63-76.
- [36] Ngozi, O. A., & Chinelo, U. (2020). Effect of work life balance and employee productivity in Nigerian Organizations. *International Journal of Advanced Research in Management and Social Sciences*, 9(2), 67-93.
- [37] Putra, R., & Ali, H. (2022). Organizational behavior determination and decision making: analysis of skills, motivation and communication (literature review of human resource management). *Dinasti International Journal of Digital Business Management*, 3(3), 420-431.
- [38] Pradila, A. T., & Fadli, J. A. (2023). The Effect Of Salary And Work-Life Balance On Employee Productivity With The Mediation Of Employee Work Motivation At Coffee Shops In Jabodetabek. *Jurnal Ilmiah*
- [39] Rolls, E. T. (2023). Emotion, motivation, decision-making, the orbitofrontal cortex, anterior cingulate cortex, and the amygdala. *Brain Structure and Function*, 228(5), 1201-1257.
- [40] Roopavathi, S., & Kishore, K. (2021). The impact of work life balance on employee performance. *Journal of Interdisciplinary Cycle Research*, 12(10), 31-37.
- [41] Reid-Cunningham, A. R. (2008). Maslow's theory of motivation and hierarchy of human needs: A critical analysis. *Unpublished thesis, School of Social Welfare, University of California Berkeley*.
- [42] Saez, M., Barton, K., Maturana, F., & Tilbury, D. M. (2022). Modeling framework to support decision making and control of manufacturing systems considering the relationship between productivity, reliability, quality, and energy consumption. *Journal of Manufacturing Systems*, 62, 925-938.
- [43] Salamone, J. D., & Correa, M. (2024). The neurobiology of activational aspects of motivation: exertion of effort, effort-based decision making, and the role of dopamine. *Annual Review of Psychology*, 75, 1-32.
- [44] *Manajemen Kesatuan*, 11(3), 1505-1518.
- [45] Sharmin, J. A., Rahman, M. M., & Mustakim, A. B. (2023). Enhancing Employee Performance Through Motivation and the Mediating Role of Employee Engagement: A Study on RMG Industry at Dhaka EPZ. *Jahangirnagar University Journal of Management Research*.
- [46] Sniehotta, F. (2009). An experimental test of the theory of planned behavior. *Applied Psychology: Health and Well-Being*, 1(2), 257-270.
- [47] Shahid, N. U., & Sheikh, N. J. (2021). Impact of big data on innovation, competitive advantage, productivity, and decision making: literature review. *Open Journal of Business and Management*, 9(02), 586.
- [48] Tejero, L. M. S., Seva, R. R., & Fadrilan-Camacho, V. F. F. (2021). Factors associated with work-life balance and productivity before and during work from home. *Journal of occupational and environmental medicine*, 63(12), 1065-1072.
- [49] Singh, K. 2000. "Effect of human resource management practices on firm performance in India", *Indian Journal of Industrial Relations*, vol. 36, no.1, pp. 1-23.
- [50] Thompson, C. A., & Prottas, D. J. (2005). Relationships among organizational family support, job autonomy, perceived control and employee wellbeing. *Journal of Occupational Health Psychology*, 11(1), 100-118.
- [51] Trivedi, A. J., & Mehta, A. (2019). Maslow's hierarchy of needs-theory of human motivation. *International Journal of Research in all Subjects in Multi Languages*, 7(6), 38-41.
- [52] Thamrin, M., & Riyanto, S. (2020). The Effect of Work Motivation, Work Environment, and Work Life Balance on Employee Performance at PT. AngkasaPura I (Persero) Sultan Aji Muhammad SulaimanSepinggan Airport-Balikpapan. *IOSR Journal of Dental and Medical Sciences*, 19(6), 40-47.