Research Article

A Qualitative Study on the Self-Motivation as a Tool to Reduce Conservatism, Negative Mindset, Lack of Self Confidence, and to Overcome Inner Conflict among the Employees of Bangladeshi (RMG) Factories

A B M Asadullah[1]*, Nurita Binti Juhdi[2], Md. Iqbal Hossin[3], and A B M Abdullah[4]

1   Affiliation [2]; nurita@iium.edu.my
2   Affiliation [3]; iqhossain24@gmail.com
3   Affiliation [4]; abdullah_mata@yahoo.com
*   Correspondence: asadullah.iium@gmail.com

Abstract: This study examines the issue of self-motivation as a potential tool for overcoming the conservative mindset, negative thoughts, lack of self-confidence, and inner conflict among the Bangladeshi readymade garments factories employees. It is expected that organizations will set the essence of motivation among employees, but the question has arisen that, how the employees will develop their self-motivational spirit, while the organizations fail to provide the motivational environment for their employees. Self-motivation becomes a very vital factor for the employees, when organizations failure is apparent in many aspects of organizational functioning. Self-motivated employees help themselves individually and they help the organizations mutually. In many extent organizations do not provide motivational elements for the employees. Eventually, employees became demotivated and work starts to seem less inspiring to the employees. But the reality is that employees have to continue their works within the demotivating circumstances because of survival issues. This study assists how employees use their self-motivation to overcome the workplace barriers. Qualitative research (semi-structured interview) approach has been applied in this research to collect data from 20 employees among the Bangladeshi Readymade Garments (RMG) factories. The findings suggested that self-motivation works positively to reduce conservatism, negative mindset, lack of self-confidence, and to overcome inner conflict.

About the Authors

A B M Asadullah is a Ph.D. candidate in International Islamic university Malaysia. He is researching on 'influence of motivational factors on employee unrest'. His expertise includes Industrial psychology, employee motivation, training & development of Human resources management. Alongside, he has strong experience in consultancy services to companies related to Ready Made Garments

Public Interest Statement

Self-motivation is one of the best motivations in human life. These tools can be used in different situations in our life. From this study, it has been observed that self-motivation has an important role for employees. Self-motivation as tools reduces conservatism and changes negative mindset towards positive. It increases confidence and helps to overcome from inner conflict in critical situation. As

for over 7 years and others.

Dr Nurita Juhdi Assistant professor of International Islamic University Malaysia. She obtained her Ph.D from Universiti Tun Abdul Razak (UNIRAZAK) in 2009. She has been teaching management subjects especially in HRM area. Occasionally, she also teaches economic related subjects. Dr Nurita Juhdi is doing research in HRM area and she has published her papers in various indexed journals and presented her research findings in local and international conferences. Some of her research works were funded by the universities and the government.

Md. Iqbal Hossin is doing MBA in graduate school of management at International Islamic University Malaysia. He has expertise in Human Resource Management fields over 7 years.

A B M Abdullah is working as a senior coordinator at SAJIDA foundation. He has experience over 11 years in different administrative role; for national and international organizations. Besides, He conducts trainings and employee motivational programs.

human being, we can trained up our mind by our self to adapt with feeling and situation. Employee also can do same thing in their work life. The research is conducted in Bangladesh Ready Made Garments sector, where employee dissatisfaction and unrest are rampant compare to other industry. RMG sector is playing an important role in the growth of GDP and employment of Bangladesh, this research may solve the problem with the art of self-motivation

1. Introduction

Now a day's employee motivation has become a very vital issue for employees' performance and engagement in a competitive business environment. Bangladeshi Readymade garments (RMG) sector is the prime sector that is contributing to earn the largest portion of foreign revenues and create employment opportunities for four million people, according to Bangladesh garments manufacturing export association reports (BGMEA, 2017). Though this is one of the largest manufacturing sectors in Bangladesh, the industry is functioning under many limitations. The businesses are highly dependent on international buyers and the industry is very much competitive. As a result, the businesses are functioning in the industry with a limited profit margin to get orders from foreign buyers. That is why despite having willingness the factory owners cannot provide all the time required motivation and opportunities to their employees. So that, the gap in between the employees' expectations and industry reality are difficult to fulfill within the existing situation. Even In many cases Bangladeshi RMG employees are having inner conflict and becoming less productive, negative minded, less confident in their workplace. Therefore, the urgency of self-motivation concept emerged in the field of the RMG industry in Bangladesh.

It has been observed that many times employees of this industry involved in industrial actions and suffered for the dissatisfaction in their jobs, subsequently, the employees of this industry are undergoing conservatism, negative mindset, lack of self-confidence, and inner conflicts.

In the present competitive work environment, competitive employees are essential for any organization to remain successful in business. In this respect, the importance of motivation cannot be overlooked. Therefore, it is highly essential to ensure fully committed and loyal employees at the workplace. As a result, this study aims to investigate how self-motivation could be used as a tool to reduce conservatism, negative mindset, lack of confidence, and to overcome inner conflict among employees for having a better-motivated workforce.

Self-motivation is an internalized or innate human desire to carry out a job, apply and advance one's skills or abilities through practice or in challenges (Hannam & Narayan, 2015; Ryan & Deci, 2001). Self-motivation is unique to individuals and could vary within the individual to individual according to the task, and this must be available to achieve an acceptable level of performance when external supports are withdrawn. In reality, intrinsically motivated individuals are more curious, more willing to use nontraditional approaches to reach decisions, more cognitively flexible, more open to and willing to search for new knowledge, and may incline these individuals to be creative (Coates et al,.1979). Motivation is not something that employers can give to employees; in other words, it is not something that can be transferred from enthusiastic employers to uninspired employees.

The significance of this study is enormous in several ways. Firstly, its results would offer a better understanding of self-motivation roles to reduce conservatism, negative mindset, lack of self-confidence, and to overcome inner conflict among employees. Secondly, fresh insights into self-motivation, conservatism, negative mindset, lack of self-confidence, and inner conflict can be derived from this study. Thirdly, this study also offers practical solutions to employers when assisting employees to achieve the acceptable level of performance; and finally, it will contribute to this area of study with respect to knowledge, theory, and methodological expansion.

As expounded earlier on how important self-motivation is, the study is guided by the following research question:

Research Question
- What is the role of self-motivation to reduce conservatism, negative mindset, lack of self-confidence and inner conflict among in employees?

2. Literature Review

This section is segmented into five subsections in order to offer relevant literature on conservatism, negative mindset, lack of self-confidence at the workplace, and inner conflict in relation to self-motivation. Based on this, the section is organized in such a way that these terms are operationalized in light of previous literature.

2.1. Concept of Self-Motivation

According to (Zimmerman, Bandura, & Martinez,1992) when people undergo through difficulties they apply self-motivational mechanism to influence themselves to do the best as possible and they try to overcome the consequences by eliminating the perceived odds in the surroundings by taking in to account the present situational demand. Allowing self-permission able to think about the things that make individual happy and overcome work-related stress and drives towards productivity. Self-motivation is a mechanism that creates willingness of doing things during the pains (Benabou & Tirole, 2002). Self-motivation plays a role over the uncertainty of working individuals.

Self-motivation is when employees have a sense of autonomy, competence, and relatedness (Ryan & Deci, 2000). As against the extrinsic motivation, such as poor pay, insufficient promotions opportunities, self-motivation can be used as a tool to reduce conservatism, negative mindset, lack of self-confidence, and to overcome inner conflict among employees.

Researchers argue that, although self-determination, the flexibility of work setting, level of preparation for one's job, could provide opportunities for employees to achieve the acceptable level of performance (Morgeson, Delaney-Klinger, & Hemingway, 2005); the degree to which employees use them to achieve the desired level of performance depending on self-motivation. Moreover, since self-motivation remained important factors, among employees to achieve job satisfaction and targeted performance, for employees to achieve job satisfaction and performance.

While previous studies on self-motivation have been employing quantitative methods (Cerasoli & Ford, 2014; Copriady, 2014; Dysvik & Kuvaas, 2011; Gerhart & Fang, 2015; Hannam & Narayan, 2015; Hayati & Caniago, 2012; Li, Wei, Ren, & Di, 2015; Morgeson et al., 2005; Ryan & Deci, 2000); a limited number of researcher have addressed the issue of self-motivation with a qualitative approach. Through an extensive review of the literature reveals that, this issue has less been addressed using a qualitative research approach. In fact, very limited evidence of studies that inquire about how self-motivation could be used to reduce conservatism, negative mindset, lack of self-confidence, and to overcome inner conflict among employees was found. Employee self-motivation-helps to fulfill their needs and desire in the organizations. Self-motivated employees managed by own self even in an unrewarding working situation.

2.1.1 Conservatism

Conservatism has a negative association with feedback-seeking behavior (Huntington, 1957). McLeod (2005) suggested that a conservative personally has a pessimistic tendency to take other people opinions and want to restrict themselves to their own opinions. As a result, they grow a pessimistic attitude towards the open-ended activities. Subsequently, they become isolated from the groups and started to feel demotivated in their working environment. Existing literature on the conservative mindset is nearly interlocked with negativity (Ma & MacMillan, 1999). Conservative individuals discover pleasure inside the pessimistic approach, in which they are suffused with. It is noticeable that studies defined that the conservatism in a manner that refuses change (Ellwardt et al., 2012).

Psychologists Jackson (2002) contend that people with such affection are typically attempting to divert oneself from facing the conflicts inside. But if the person is mentally strong and realizes his own situation, then they can use self-motivation to come out from the negative diversion. It is difficult to distinguish if the internal space has a clashed vibration; the fact is that in life circumstance will make sufficient "substances" where one would see these contentions rising to the top over and over. It may be seen life may be overflown with anxiety dissatisfaction and disharmony because of conservatism and it can be happened in relationship wellbeing, vacation or in work place. They are just "mirrors" showing the vicinity of clashed vibes which really hampered own selves' proper engagement in the workplace (Delbridge, 2010).

Russell, (1978) mention that communication and open feelings are well capable tools for reducing conservative mindset. In any case, a generous group of writing shows that there are solid equal impacts between open and conservative mindset. They have found that such sentiments are very associated with both positive and negative sentiments, they have found that such sentiments are very associated with both self-reports and outward appearances (Ekman, 2007, 1992).

2.1.2 Negative Mindset

Negative mindset refers to the negative attitude of an employee towards himself or herself and on his or her colleagues as well (Kniffin & Wilson 2010). As a result, a negative minded employee in an organization all the time try to find negativity in all aspects of work and often engage negatively in team works, which constitutes a detrimental impact in organizations (Lu et al 2011).

Negative mindset is a problem to self-change, where any changes feel like major trouble. People fail to see the little steps, and they do not have the energy to make enormous developments; along the lines, they feel stuck, constrained, and out of options. As a result, they become frustrated. This is the common kind of negative mind-setting problem (Gilbert, De Winne & Sels, 2015).

Some scholars believe that negative workplace attitude is a type of social undermining for employees (Bothma & Roodt, 2013), and employees surrounded by such negative mind setting. In such condition it will be difficult to trust others or establish good supportive cooperation (Aquino and Thau, 2009); meanwhile, the negative mindset can be resulting great side effects to employees' productivity and engagement (Ellwardt et al., 2012).

It is also the fundamental driver of numerous issues, including uneasiness, wretchedness, and dependence in the workplace (Francis & Keegan, 2006). Luthans and Luthans (2004) highlight the importance of a positive mindset as a psychological capital for an organization. Also, Aycan, Al-Hamadi, Davis and Budhwar (2007) believe that negative mindset really limits productivity in the work environment when people start to believe that any misstep is a disappointment. People constantly feel bound to fear that they must be perfect and do not want to be caught or being trapped in a negative mind-set. It also leads to mental frustration and helps build up uneasiness and anger among colleagues.

According to Cameron, Dutton and Quinn (2003), self-motivated employee are more organized and have good communication skills, and more self-stimulated to negotiate the organizational challenges, as a result self-motivated employee can help himself control of negative aspect.

2.1.3 Lack of Self Confidence

Self-confidence determines the faith or determination of on self; the determination is one's capability to negotiate the circumstances according to the situation as they may arise (Benabou & Tirole, 2002). Self believes permit one's self capability to perform (Hopstock, 2008). In recent times, employers are putting more emphasis on team capacity for self-management. This comes from the increasing trend of confidence in employees. If employees feel confident in carrying out a task, the productivity can logically be expected to rise too. Some researchers on administration conveyance propose the significance of creating confidence convictions on group's aggregate ability (Whiteoak, 2007). Lack of self-confidence among employees in the organization has been considered by many HRM experts to be a sign of poor total quality management (Bosmans et al., 2016).

Employees are ethically obliged to foster an environment where people can confidently speak up about their observations, concerns, feedback and suggestions for future improvement or to correct a present obstacle (Payne & Wayland, 1999). An employer understands the significance of engaging employees at an emotional level. They address problematic issues face-to-face in their communications to staff, but at the same time create enthusiasm around what is to come, rather than the current fear and disappointment that actually happen because the employer was able to increase the level of self-confidence among the employees (Aiken et al., 2012).

Strong change leadership requires top-level management and leaders to envision what success looks like and equally important is giving as much precise detail as possible, but also acknowledging what is not yet known (Rush et al., 2013). To make employees feel more secure and encourage a confident attitude, employees should demonstrate transparency and apply a personal touch by going above and beyond the corporate actions. They also need to find opportunities to actively involve employees in plans by facilitating a two-way dialogue will also support engagement goals that eventually rise to demonstrate employee self-confidence level (Northouse, 2015).

Above all, employees need to come across as authentic, having confident themselves, and courteous to inspire the confidence and respect of the workforce (Berg & Karlsen, 2013).

2.1.4 Inner Conflict

According to Yolanda and Purba (2018), inner conflict though it is a negative phenomenon whereas it is not entirely destructive, it is a character dealing with human mixed fillings or emotion also it not tangible or visible. A contention inside oneself is regularly alluded to as an inner conflict (Ngari & Mukururi, 2014). To be more particular, an inner conflict frequently happens when people need to settle on an ethical or moral choice in light of the fact that they are confronting a difficulty or something to that effect (Baars, 2003). Inner conflict is one of the barriers to satisfaction and achievement. As per we know, Inner- conflict is a common and often inevitable element of personal relationships.

Employees need to pick between what is correct and what is wrong or what might be viewed as great or terrible. In the setting of human resource management, psychology, and neuroscience; there are diverse sorts of contention that are connected with an individual, working with others, and struggle inside of organizations because of inner conflicting elements (Stolorow, 1985).

Furthermore, Kepes and Delery (2007) posit that inner clash is connected with the information that employees get about right versus wrong, or great versus terrible. Inward clashes are for the most part an aftereffect of a problem happening in employees' job and life and can be something exceptionally straightforward or extremely complex in nature (Baars, 2003).

Managing inner clashes is a noteworthy test that emerges for any individual who is staff. (Widyani & Sugianingrat, 2015) stated that, when an individual face inner conflicting situation self-determination plays a vital role to take a positive decision.

2.2. Conceptual Framework

As expounded earlier this study would like to explore self-motivation role to reduce conservatism, negative mindset, lack of confidence, and to overcome inner conflict among employees From the foregoing discussion on conservatism negative mindset, confidence at workplace, and inner conflict in relation to self-motivation; it is clear that the study of this nature which use qualitative research method (semi-structured interview) is less common in the literature. To fill this gap, several questions were developed on the base of (figure1) to uncover the roles of self-motivation to reduce conservatism, negative mindset, lack of self-confidence, and to overcome inner conflict among employees. In fact, the study of this nature is crucial for both employers and employees' perspective.

Figure 1.Conceptual framework of this study
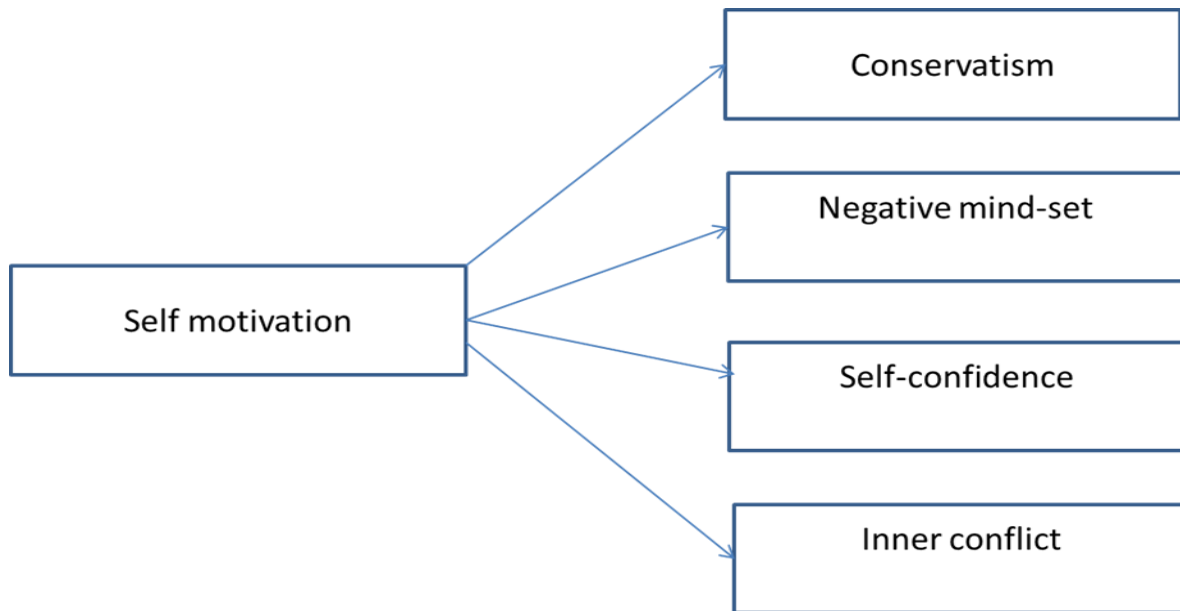
3. Methodology

The researcher has adopted the qualitative research approach to examine the self-motivation as a tool to reduce conservatism, negative mindset, lack self of confidence, and to overcome inner conflict among employees. Based on the recommendations of Guest (2006) and Malterud, Siersma and Guassora (2015) that a purposive sample of 6 to 10 interviewees with diverse experiences may provide sufficient information in an interview-based study; the sample size for this study consist of 20 employees from Bangladeshi readymade garments factories. Participants were selected for the present study through purposive sampling approach. Participants were invited using formal invitation letter and after then a convenient day and time were communicated by the researchers for interviews as previously schedule. Moreover, the criteria for selecting interviewees were that the employee should have experience of 5 years or more; must be above 28 years of age, and currently serving as an employee.

Semi-structured interviews were used for data collection; Qu and Dumay (2011) mentioned that semi-structured interview requires guided and prepared questions with identified themes in a consistent and systematic way, intervened with probes designed to elicit more elaborate responses. In this type of data collection, the focus is on the interview guide, incorporating a series of broad themes to be covered during the period of the interview to help in directing the conversations towards the issues about which the interviewer wants to investigate. Collecting the required data for this study, thematic analysis was carried out. In this case, relevant themes were extracted and used as headings in the subsequent section – qualitative data analysis section.

4. Data Collection and Analysis

This study was conducted using in-depth face-to-face interviews with the respondents individually. Interviews lasted approximately between 45 and 50 minutes. The respondents were asked key questions and analytical questions, as well as throw-away questions. All interviews with the consent of the respondents were audiotaped and later transcribed. The transcribed data were coded and scaled down to meaningful themes as stressed by Miles and Huberman (1994). In addition, the researchers encouraged the participants to voice their feelings openly on the subject matter. As highlighted in the table-1,

respondents were included in twelve males and eight females, having sound diverse working experience in a variety of designation, belonging to readymade garments industries in Bangladesh.

4.1. Research Participants

A sample of 20 experienced employees from renowned private RMG organizations was selected for this study, as can be seen in Table 1. The respondents were taken from presently working employees among renowned readymade garments factories. Respondents were selected from the position of assistant general manager, senior manager, manager, production manager, junior executive, general workers.

Table 1. Brief Profile of Participants

No.	Gender	Title and organization	Age	Work Experience
R1	Male	Assistant general Manager (RMG)	55	21
R2	Male	Assistant general Manager (RMG)	51	20
R3	Female	Assistant general Manager (RMG)	47	18
R4	Male	Senior Manager (RMG)	42	15
R5	Male	Senior Manager (RMG)	48	16
R6	Female	Senior Manager (RMG)	46	17
R7	Male	Senior Manager (RMG)	44	15
R8	Male	Production Manager (RMG)	35	9
R9	Male	Production Manager (RMG)	33	9
R10	Female	Production Manager (RMG)	31	8
R11	Female	Production Manager (RMG)	38	13
R12	Female	Assistant Manager (RMG)	30	5
R13	Male	Assistant Manager (RMG)	31	7
R14	Male	Senior Executive Officer (RMG)	30	6
R15	Female	Junior Executive Officer (RMG)	32	6
R16	Male	General Worker (RMG)	28	5
R17	Male	General Worker (RMG)	32	13
R18	Female	General Worker (RMG)	29	6
R19	Female	General Worker (RMG)	28	5
R20	Male	General Worker (RMG)	29	7

4.2. Conservatism

Do you believe that self-motivation reduce conservatism? How do you think to have a conservative mind effect the employees at the workplace? What problems having a conservative mind can lead to?

The respondents (R3, R5, R8) stated their confusion when answering the questions about the conservative mind. Those answers were ignored when designing the analysis part. Some respondent mentioned their lack of desire to work with colleagues as the definition of the conservative mind. This not only applies to the employees of organizations, but also the managerial levels. When a manager of an

organization is not able to effectively share the problems and guidelines or communicate the orders in an efficient manner to the employees, the performance of the employees and success rate of the managers also affected.

This leads to an overall lack of productivity for the institution and which eventually lead to the conservatism in the individual and organization level at a large. Some respondents also mentioned that this kind of pessimistic attitude can be a great cause of organizational turmoil. Although understanding conservatism was less common, only two respondents (R10, R16) stated to detail conservatism from the top-level management point of view, all respondents also answered in terms of the conservatism of the employees. One of the respondents (R6) mentioned that accepting others' opinions and changing trends is not only a fundamental human courtesy, but also a sign of decency and organizational duty.

If someone is not willing to accept new thoughts, changes and others' opinions, or at least, accept that others have right to their own opinion, this makes working side by side very difficult. That person is never going to accept anything that they do not want. Those people also are known to force their opinions on others and make them do what they want, how they want. Often, they ignore the orders of their authority if goes against personal conviction or opinion. This is one of the most detailed understanding definitions of conservative mind provided by respondents (R1 R4, R10, R15).

Respondent (R5) said that people have been created differently by God. If God wants, he would have created everyone equal and of the same type. It would have been just like how God made ants or bees, but we are humans. We are "khalifah" or representative of Allah in this world. We have been sent here to carry out God's work and we are different by nature. By explaining conservative nature in this way, the respondents (R5, R8, R15) presented their case for conservatism not only being damaging to an organization's profitability, but also against religious demands and idea sharing.

Conservatism is one of the biggest blocks to being shared with colleagues. A respondent who primarily was a teacher presently serving as an administrator in the RMG industry (R2) believed that ideas should be shared with colleagues. If it inspires the colleagues to be more productive, the humanity will benefit from the open-mindedness and progressive advancements. In addition, poor communication arises out of the conservative mind. The respondents (R2,R11,R9,R16,R8) recommended that, open positive feeling and communicated positive feeling can be recognized in principle, the nearness of one frequently leads to getting nearness of the other. Another word it can be considered that positivity eliminates conservatism and invites progressiveness and self-motivation make a bridge in between them.

4.3. Negative Mindset

Do you believe that self-motivation reduces negative mindset? How important making friends with positive minded people? Are there any negatively minded personnel at your workplace? How did you manage to maintain work with them? Do you avoid negative minded people?

All the respondents unanimously agreed on the harmful effects of negative mindset and they differed on the way they perceive negative mindset and to what extent it causes injury to bottom-line of an organization. They also outlined some suggestion from their personal experiences to recovery.

Respondents (R1, R6) mentioned that. Having a negative mindset will lead to laziness and hamper to generate innovative ideas. They also mentioned that personal changes can be brought to overcome the ill effects of the negative mindset. They acknowledge that due to the diverse collection of people in an organization, some people will always be negative minded. There is no way to avoid this reality. Respondent (R 6) mentioned the importance of level of thinking when dealing with negative minded people. She believed she does not tried not to be friend people with negative minded attitude. She also believes that people's positive or negative outlook should not be judged based on the degree or

academic performances alone. The people who are the most exposed to real-life situations and workplace diversity are the ones who are the most likely to persevere and come out victorious out of struggles.

Another respondent (R13) believed that high moral character can help someone to convert negative minded people to positive minded people. If someone is presently going through hardship, it is possible that external environments are causing him or her to become negative. This issue is only temporary. It is possible to overcome from the situation once the troubling time has over. That respondent believes that it is not very difficult to convert a habitually negative minded employee into positive mind- setting on the other hand, If the motivating person rank lower than a motivated person than its difficult to change the higher rank person negative mindset.

The respondent (R3) cited a personal experience where an employee became highly paranoid due to external negative mindset. He eventually began to think that the people in the office were doing conspiracy to humiliate or creating work hassle for him. The respondent who shared the story suggested one way of overcoming from this short of negative mindset issue. She recommended leaving personal thoughts at home. An employee should come to office with a single goal in mind. She should do the job diligently and as efficiently as possible. A large portion of the businesses relies on multi-people workforces. Therefore, work cannot be done if employees are negatively minded about themselves (R3, R14,). To overcome this situation, The respondents (R1,R11,R13,R19,) suggested that trust has to be formulated in every level in the workplace so that each of the members of the organization can trust each other, that will help them to overcome from the negative mindset, self-motivation help to overcome from negative mindset by following situations .

4.4. Self Confidence

How important is lack of confidence in improving workplace efficiency? Do employees perform better if they can raise their own confidence level by self-motivation? How do business owners try to improve employee confidence level? What incentives measures can employers may take to improve the employee's self-confidence?

Respondent (R1) sited a quote of (Barrie Davenport) "Low self-confidence is not a life sentence. Self-confidence can be learned, practiced, and mastered just like any other skill. Once you master it, everything in your life will change for the better" and he also mentioned that the lack of self-confidence among the employees makes the work, uninspiring, and as a result they find no interests to work. He suggested a way to increase self confidence level in work place through practicing self-motivation.

Some respondents suggested (R11, R14, R17) that training and encouragement from the peers and from the senior colleagues help to increase the confidence level among the employees. They also suggest that the human resources department has to play a crucial role in this. They have to monitor the performance of the employee, analyses the data of the employee to identify who needs a professional's assistance for example training, motivation, guidance and counseling. Respondent (R5) mentioned that the middle and upper-level management or even at the corporate level can organize some events to make the people more confident in their professionals and social life. For instance, an event like, sporting activities, corporate get together, open discussion talk, debate and cultural programs. This program eventually will help to overcome shyness, hesitations and confusions of an employee to mix with senior colleagues and upper level management officials in more confident ways which will help an employee to perform better in his or her workplace.

For work-related matters, more group meetings provide a great way of improving ties between workers. From the manager's point of view, a proactive boss can be very inspiring to employees (R1, R13, R19).

This is particularly true for new employees or people who are very young and just starting out in their career. When they see their boss working very hard and taking a pro-active approach in all the things that he does, they can definitely get more inspired to do the same. Since the boss is already in a successful position in their eyes, such action by bosses can also serve as a role model function to new and young employees who suffer the most from a lack of confidence (R7, R13).

A respondent (R7) here made a keen observation that lack of confidence isn't always necessarily correlated to with lack of skills or lack of passion. Just because the person is untried and untested, they get shyness or an uneasy feeling inside of themselves that maybe they cannot do the job.

One respondent (R11) said this is a very critical and long-lasting issue. Building the self-confidence initiative has to be taken from university and college level, so that a potential employee will be more confident while he/she will be entered at the workplace. Respondents (R19) highlight the need for bosses to make sure that their employees are happy with their work. They can also organize office-wide events to celebrate achievements, recognition. They can also indirectly spread positive vibes. Bosses and higher up managers can try talking politely and with patience to the shy and unconfident employees, self-motivation increase mental strength to perform better work.

Moreover respondents (R3, R9,R14,R16) gave the emphasize on self-motivation, which they considered one of the key elements to increase the self-confidence. They exemplified that in many cases organization present situation may not be rewarding or favorable for an employee but if the employee motivating themselves thinking whatever he is getting, is more than enough to show his performance eliminating the present difficulties. As a result, an employee can overcome many workplace difficulties and personal shortcomings by increasing confidence level through self-motivations.

4.5. Inner Conflict

Explain inner conflict's role in damaging employee strength and performance. In your opinion, how employees can recover themselves from inner conflict situation by self-motivation?

Respondents (R10, R11) mentioned that following religion and strict personal principles are the keys to overcoming a person's inner conflicts. One should also engage in regular and frequent prayers and ask for forgiveness from God to overcome these issues that make in conflicts a person's inner mind. They can also consult with experienced professionals, knowledgeable peers, or previous workers to understand how the issues can be dealt with in a more professional and systematic ways and

finally realizing the facts through consultations, the employee can take a correct stand to dealt with the problem upholding the self-motivation approach. All respondents agreed that the inner conflict in the workplace degrades overall performance.

Respondent (R5) mentioned that inner conflict is magical. Nobody can see it, but it invisibly destroyed the individual's self-confidence to perform and reduce the performance of the whole organization consequently. Respondent (R3) made a very interesting remark about the timing of inner conflict. According to her, inner conflict is the highest during morning hours of her work. She also observed the same incidence among her colleagues in several workplaces. Thus, she believed one of the ways bosses can help to reduce inner conflict in the work environment by speaking slowly and gently to the employees in the earliest morning season of the office. She also mentioned that whenever the prophet Mohammad (SW) used to capture the enemies, he would always treat them kindly and with respect. The same technique can be employed by bosses with employees to remove their conflicting attitude in the workplace. This will help reduce the power struggle and tension at work and diffuse some elements of inner conflict.

The respondents (R3,R6,R17,R12) believed that inner conflict is an internal and personal phenomenon. Therefore, it should be dealt with personally by the employee suffering from it. The first

step, according to him dealt with inner conflict is that people should not react immediately. They should take a deep breath, pause for a while, and evaluate if the issue is truly their own fault or others' fault. (R5,R7,R14) They also highlighted that the role of the family in solving these issues is very important. People with stronger ties with family and relatives, according to them, takes shorter time to overcome the inner conflict. At an organizational level, they also recommended that nurturing a culture, where people are treated with dignity and respect. Employees should not be neglected, even if they are the junior in the workplace. In an inner conflicting situation self-motivation helps employees to take quick decision and overcome from inner conflict circumstances.

4.6. Self-Motivation

Do you believe that overcoming from the negative mind setting, conservatism, lack of self-confidence and inner conflicting situation, self-motivation can be an effective tool?

The most significant finding of this study is that self-motivation has a significant role to overcome from negativity in the workplace environment which has been agreed by all the respondents. Though, they differed regarding the methods via which self-motivation can be attained. They have shone diverse opinions in their conceptualization of motivation and how someone can train himself without outside interference to become motivated over an issue.

The respondents (R1,R4,R6,R15) suggested that the key to self-motivation lies in a combination of several factors. They suggest employees have to know all the basics of their work. They should know their work inside out and be aware of the fundamentals. They should know the work as well as their company, what the company wants, what goals the bosses are trying to achieve. After knowing these the employee can adjust himself or herself to align along that line and be more productive. By this way not only organization is benefitting more, but also the employees are also able to achieve greater motivation to perform for the organization. This approach of motivation is being generated by the person himself, it is a great example of self-motivation for dealing with various workplace issues, inner conflict in particular. Communication has also been identified as a key resource for self-motivation by the several respondents (R3, R9, R14, R18, R19). Some have suggested reading positive psychology and management related books for self-help or motivational experts. Another respondent (R2) said that self-motivation can be problem-oriented and can be self-guided. He cited the examples of professional guidance where someone can get training and workshops to overcome from the inner conflicting problems. Some other respondents (R7, R11,R13,R16) believed if someone simply has the right goals and reasons to pursue greater productivity at work, they will naturally find the ways to make it happen.

In addition, (R5, R12, R17, R20) said that, organizations can stimulate self-motivation by hiring the right bunch of people for the right nature of work. They identified talent drainage as one of the leading reasons why people get demotivated. For example, employing a talented individual in the hardware department when his major area of expertise is programming then it will be a waste of talent, they claimed. No matter how hard he tries, he can never truly motivate himself to do that job well because it is worthless for him. Therefore, managers and bosses can take a more hands-on approach at the recruitment level to protect their employee's confidence level, so that the employees will not encounter in a conflicting situation at the beginning and demotivation doesn't occur. To summarize the above-mentioned respondents' points of views, it can be said that all the respondents have an in-depth and rigorous analysis on the issues of self-motivation and its influencing factors. Many of the respondents agreed that self-motivation directly effects to reduce negative mindset, inner conflict, lack of self-confidence and conservatism. In pressurized working situation employees of Bangladeshi RMG industry are performing their work and many of the issues create burdens for themselves, which eventually takes them towards the negative mindset.

The respondents (R12, R17, R20) also believed that, overcoming from the tough working situation, motivation should come both from organizational perspective and from the employee's own side. Employees own self-motivation become an obvious treatment to overcome from the inner conflicting situation and to raise their confidence level to remove themselves from negative mind-setting. From respondents' statements also revealed that in situations where employees go through under the conservative attitude by their peers and bosses, that influence them to develop conservative and suspicious mind settings, which severely hampered employees overall involvement in work and their performance.

To overcome from this type of unrewarding working situation the respondents suggested that self-motivation is an effective mechanism to bring out employees from conservative mind-setting. As a result, employees will be more engaged, productive and will be able to negotiate confidently against the perceived challenges in their own working environment. Self-motivation is an inner power, people who have self-motivation power they can find a reason and get the strength to complete the task in a challenging situation without others influence. Self-motivation can be a good tool to dealing with the negative mind setting, conservatism, lack of self-confidence and inner conflict so that self-motivation can help employees to advance in their career in challenging working situations.

5. Conclusions

This study used a qualitative inquiry to analyses the effects of conservatism, negative mindset, lack of self-confidence, and inner conflict on employee performance. Additionally, it looked into the issue of self-motivation as a potential tool for overcoming these barriers. The general findings of this study tend to confirm that, all the five variables self-motivation; conservatism, negative mindset, lack of self-confidence, and inner conflict are the massive blow to the efficiency of employees. Conservative mind not only lower the employees' own productivity, but also it acts like a virus. Conservatism, negative mindset, lack of self-confidence, and inner conflict bring down the productivity of employees and let the organization down in the process. Some potential ways of dealing with this are incorporating training workshops, stronger leadership, professional guidance for managers, etc. In a similar fashion, it has been identified that negative minded people make the work environment difficult to operate in. Key solutions to these issues include training, greater self-determination, introducing of remedial events, potential use of positive psychology books and material, help from professional doctors or psychological practitioners, counseling, and spiritual guidance. The most striking of the findings was how so many respondents managed to tie the aspects of professional conduct and psychological aspects of motivation and conflict with prophetic traditions. This study finds that the self-motivation has a big role to overcome from the depressing situation. Self-motivation is the best motivation towards the progressive thinking. It has also been considered patience, kindness, compassion, and sympathy are the key components of overcoming from negativity. If the employees and employers do practice such deeds with regularly, the workplace environment should be much more pleasant and enjoyable. It will lead to greater employee satisfaction and happiness so that employees will be happier at their work. It is a win-win situation for all. Given the importance of this area of study, the researchers have called for more studies, especially from the other part of the world. Future research should be incorporated more members to discuss the dynamics of the vital components on the topic matter of this study.

9. References

Aiken, L. H., Sermeus, W., Van den Heede, K., Sloane, D. M., Busse, R., McKee, M., & Tishelman, C. (2012). Patient safety, satisfaction, and quality of hospital care: cross sectional surveys of nurses and patients in 12 countries in Europe and the United States. Bmj, 344, e1717.

Aycan, Z., Al-Hamadi, A. B., Davis, A., & Budhwar, P. (2007). Cultural orientations and preferences for HRM policies and practices: the case of Oman. The international journal of human resource management, *18*(1), 11-32.

Baars, B. (2003). The double life of BF Skinner: inner conflict, dissociation and the scientific taboo against consciousness. Journal of Consciousness Studies, *10*(1), 5-25.

BGMEA.   Bangladesh Garment Manufacturers and Exporters Association (BGMEA) Report. (2017). http://www.bgmea.com.bd/home

Bangladesh Institute of Labour Studies (BILS). (2017). *Occupational Accident, Violence and Industrial Dispute-2016*. http://bilsbd.org/

Baars, B. (2003). The double life of BF Skinner: inner conflict, dissociation and the scientific taboo against consciousness. Journal of Consciousness Studies, 10(1), 5-25.

Bosmans, K., Hardonk, S., De Cuyper, N., & Vanroelen, C. (2016). Explaining the relation between precarious employment and mental well-being. A qualitative study among temporary agency workers. *Work*, *53*(2), 249-264.

Bénabou, R., & Tirole, J. (2002). Self-confidence and personal motivation. *The Quarterly Journal of Economics*, *117*(3), 871-915.

Berg, M. E., & Karlsen, J. T. (2013). Managing Stress in Projects Using Coaching Leadership Tools. Engineering Management Journal, *25*(4), 52-61.

Bothma, C. F., & Roodt, G. (2013). The validation of the turnover intention scale. *SA Journal of Human Resource Management*, *11*(1), 1-12.

Cameron, K. S., Bright, D., & Caza, A. (2004). Exploring the relationships between organizational virtuousness and performance. *American Behavioral Scientist*, *47*(6), 766-790.

Cameron, K. S., Dutton, J. E., Quinn, R. E., & Wrzesniewski, A. (2003). Developing a discipline of positive organizational scholarship. *Positive Organizational Scholarship. Foundations of a new discipline, Berrett-Koehler Publishers, San Francisco*, 361-370.

Cerasoli, C. P., & Ford, M. T. (2014). Intrinsic Motivation, Performance, and the Mediating Role of Mastery Goal Orientation: A Test of Self-Determination Theory. *The Journal of Psychology*, *148*(3), 267–286.

Coates, T. J., & Thoresen, C. E. (1979). Behavioral Self-control and Educational Practice or Do We Really Need Self-control? *Review of research in education*, *7*, 3-45.

Copriady, J. (2014). Self - Motivation as a mediator for teachers' readiness in applying ICT in teaching and learning. *Turkish Online Journal of Educational Technology*, *13*(4), 115–123.

Delbridge, R. (2010). The critical future of HRM. Reassessing the employment relationship, *21*(40).

DeSantis, V. S., & Durst, S. L. (1996). Comparing job satisfaction among public-and private-sector employees. *The American Review of Public Administration*, *26*(3), 327-343.

Dur, R., & Zoutenbier, R. (2015). Intrinsic motivations of public sector employees: Evidence for Germany. *German Economic Review*, *16*(3), 343-366.

Dysvik, A., & Kuvaas, B. (2011). Intrinsic motivation as a moderator on the relationship between perceived job autonomy and work performance. *European Journal of Work and Organizational Psychology*, *20*(3), 367–387.

Ekman, P. (1992). An argument for basic emotions. *Cognition & emotion*, *6*(3-4), 169-200.

Ekman, P. (2007). *Emotions revealed: Recognizing faces and feelings to improve communication and emotional life*. Macmillan.

Ellwardt, L., Labianca, G. J., & Wittek, R. (2012). Who are the objects of positive and negative gossip at work?: A social network perspective on workplace gossip. *Social Networks*, *34*(2), 193-205.

Francis, H., & Keegan, A. (2006). The changing face of HRM: in search of balance. Human Resource Management Journal, *16*(3), 231-249.

Gerhart, B., & Fang, M. (2015). Pay, intrinsic motivation, extrinsic motivation, performance, and creativity in the workplace: Revisiting long-held beliefs. *Annu. Rev. Organ. Psychol. Organ. Behav.*, *2*(1), 489-521.

Gilbert, C., De Winne, S., & Sels, L. (2015). Strong HRM processes and line managers' effective HRM implementation: a balanced view. Human Resource Management Journal.

Goodhew, G. W., Cammock, P. A., & Hamilton, R. T. (2008). The management of poor performance by front-line managers. *Journal of Management Development*, *27*(9), 951–962.

Guest, G. (2006). How Many Interviews Are Enough?: An Experiment with Data Saturation and Variability. *Field Methods*, *18*(1), 59–82. https://doi.org/10.1177/1525822X05279903

Hamilton Skurak, H., Malinen, S., Näswall, K., & Kuntz, J. C. (2018). Employee wellbeing: The role of psychological detachment on the relationship between engagement and work–life conflict. Economic and Industrial Democracy, 0143831X17750473.

Hannam, K., & Narayan, A. (2015). Intrinsic Motivation, Organizational Justice, and Creativity. *Creativity Research Journal*, *27*(2), 214–224. https://doi.org/10.1080/10400419.2015.1030307

Hayati, K., & Caniago, I. (2012). Islamic Work Ethic: The Role of Intrinsic Motivation, Job Satisfaction, Organizational Commitment and Job Performance. *Procedia - Social and Behavioral Sciences*, *65*(ICIBSoS 2012), 1102–1106. https://doi.org/10.1016/j.sbspro.2014.05.148

Hopstock, L. A. (2008). Cardiopulmonary resuscitation; use, training and self-confidence in skills. A self-report study among hospital personnel. Scandinavian journal of trauma, resuscitation and emergency medicine, 16(1), 18

Huntington, S. P. (1957) 'Conservatism as an Ideology', American Political Science Review, 51 (2): 454-473.

Islam, M. A., Bagum, M. N., & Rashed, C. A. A. (2012). Operational Disturbances and Their Impact on the Manufacturing Business-An Empirical Study in the RMG Sector of Bangladesh. *International Journal of Research in Management & Technology*, *2*(2), 184-191

Jackson, T. (2002). *International HRM: A Cross-Cultural Approach* (1st Ed.). Thousand Oaks, CA: SAGE Publications Inc.

Kepes, S., & Delery, J. E. (2007). HRM systems and the problem of internal fit.

Kniffin, K. M., & Sloan Wilson, D. (2010). Evolutionary perspectives on workplace gossip: Why and how gossip can serve groups. Group & Organization Management, 35(2), 150-176.

Kuvaas, B., Buch, R., Weibel, A., Dysvik, A., & Nerstad, C. G. (2017). Do intrinsic and extrinsic motivation relate differently to employee outcomes?. *Journal of Economic Psychology*, *61*, 244-258

Li, Y., Wei, F., Ren, S., & Di, Y. (2015). Locus of control, psychological empowerment and intrinsic motivation relation to performance. *Journal of Managerial Psychology*, *30*(4), 422-438.

Lu, K. M., Pan, S. Y., & Cheng, J. W. (2011). Examination of a perceived cost model of employees' negative feedback-seeking behavior. Journal of Psychology: Interdisciplinary and Applied, 145(6), 573–594.

Luthans, F. (2002). Positive organizational behavior: Developing and managing psychological strengths. *The Academy of Management Executive*, *16*(1), 57-72.

Luthans, F., & Youssef, C. M. (2007). Emerging positive organizational behavior. *Journal of management*, *33*(3), 321-349.

Luthans, F., Luthans, K. W., & Luthans, B. C. (2004). Positive psychological capital: Beyond human and social capital. Business horizons, *47*(1), 45-50.

Ma, X.,& MacMillan, R. B. (1999). Influences of workplace conditions on teachers' job satisfaction. *The journal of educational research*, *93*(1), 39-47.

Menguc, B., Auh, S., Fisher, M., & Haddad, A. (2013). To be engaged or not to be engaged: The antecedents and consequences of service employee engagement. *Journal of business research*, *66*(11), 2163-2170

Malterud, K., Siersma, V. D., & Guassora, A. D. (2015). Sample Size in Qualitative Interview Studies: Guided by Information Power. *Qualitative Health Research*, (November), 1–8.

McLeod, A. (2005). Great Conservative Minds: A Condensation of Russell Kirk's "The Conservative Mind." *Alabama Policy Institute*, 73.

Miles, M.B. and Huberman, A.M. (1994). An Expanded Sourcebook: Qualitative Data Analysis, Sage Publication, Thousand Oaks.

Morgeson, F. P., Delaney-Klinger, K., & Hemingway, M. A. (2005). The importance of job autonomy, cognitive ability, and job-related skill for predicting role breadth and job performance. *Journal of Applied Psychology*, *90*(2), 399–406. https://doi.org/10.1037/0021-9010.90.2.399

Ngari, J. M. K., & Mukururi, J. N. (2014). Influence of Work Life Balance Policies on Employee Job Satisfaction In Kenya's Banking Sector; A Case of Commercial Banks in Nairobi Central Business District.

Northouse, P. G. (2015). Leadership: Theory and practice. Sage publications.

Payne, S. L., & Wayland, R. F. (1999). Ethical obligation and diverse values assumptions in HRM. International Journal of Manpower, *20*(5), 297-308.

Qu, S. Q., & Dumay, J. (2011). The qualitative research interview. *Qualitative Research in Accounting & Management*, *8*(3), 238–264. https://doi.org/10.1108/11766091111162070

Rush, K. L., Adamack, M., Gordon, J., Lilly, M., & Janke, R. (2013). Best practices of formal new graduate nurse transition programs: an integrative review. International journal of nursing studies, *50*(3), 345-356.

Kirk, R. (2001). *The conservative mind: from Burke to Eliot*. Regnery Publishing.

Ryan, R. M., & Deci, E. L. (2001). On Happiness and Human Potentials: A Review of Research on Hedonic and Eudaimonic Well-Being. *Annual Review of Psychology*, *52*(1), 141–166.

Ryan, R., & Deci, E. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *The American Psychologist*, *55*(1), 68–78.

Stolorow, R. D. (1985). 15 Toward a Pure Psychology of Inner Conflict. *Progress in self-psychology*, *1*, 193-201Voydanoff, P. (1988). Work role characteristics, family structure demands, and work/family conflict. *Journal of Marriage and the Family*, 749-761.

Whiteoak, J. W. (2007). The relationship among group process perceptions, goal commitment and turnover intention in small committee groups. *Journal of Business and Psychology*, *22*(1), 11-20.

Widyani, A. D., & Sugianingrat, I. W. (2015). Effect of multiple role conflict on job satisfaction with the mediation role of stress. *International Journal of Economics, Commerce and Management*, *3*(5), 868-870.

Yolanda, A., & Purba, A. B. (2018). Effect of Work Conflict on the Employee Motivation. Kne Social Sciences, 3(4), 642-652

Zimmerman, B. J., Bandura, A., & Martinez-Pons, M. (1992). Self-motivation for academic attainment: The role of self-efficacy beliefs and personal goal setting. *American educational research journal*, *29*(3), 663-676.