Impact of Industrial Disputes on Readymade Garments Industry in Bangladesh

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by

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Declaration

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For the degree of Ph.D. of the

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May 2022

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DEDICATED TO MY PARENTS

My father **LATE NUR MOHAMMAD SARDER**

&

My mother **TAHERUN NESA**

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Abstract

This thesis examines and analyzes the causes of industrial disputes and their influence on the readymade garment sector of Bangladesh. The readymade garment industry is Bangladesh's most significant export earner and has a fixed place in the country's economy. The mark "Made in Bangladesh" is a source of pride and prestige for the nation. The industry is undergoing a quiet revolution, making a significant contribution to the economy by creating large jobs, increasing export earnings, boosting national GDP, eliminating child labor, reducing child marriage, and empowering women. The research reveals the causes and repercussions of labor disputes in Bangladesh's readymade garment sector. The study's aims were met using a mixed research strategy that included quantitative and qualitative data analysis. Inferential and descriptive statistical approaches were employed to analyze quantitative data, while narrative analysis was utilized to examine qualitative data. Six hundred (600) employees were contacted to fill out the structured questionnaire using a Structural Equation Modeling (SEM) model. For gathering information from executives, the researcher utilized in-depth interviews. A survey approach was used to acquire data from employees who are the most important members of an industry. Twenty-two (22) randomly chosen BGMEA-BKMEA members and DSE listed garment manufacturers in Dhaka, Gazipur, Savar, Narayangonj, and Chittagong received questionnaires. After discarding faulty, partial, and unanswered questionnaires, 485 were received, with 475 completed for analysis, resulting in an overall response rate of 80.83 percent for the research. For data to be considered reliable, Cronbach's alpha should be larger than 0.70. (Nunnally, 1978). FC .833, SCC .829, PC .789, EC .839, TC .742, and CC .840, form of disputes .847, effect of industrial disputes FI .847, SI .798, PI .742, and MI .819. Cronbach's Alpha of causes of industrial disputes like FC .833, SCC .829, PC .789, EC .839, TC .742, and CC .840. Meaning that the data gathered from primary sources is accurate and relevant to all of the constructs studied in this research. A two-step model analysis approach using SEM analysis has been considered. Each of the latent components was evaluated using several observed items in order to examine measurement errors. This research employed SmartPLS 3.0 to conduct confirmatory factor analysis and discovered that all of the items loading (46 items) is more than .70, with the exception of worker discharge (.662), indicating that the items fully reflect the factors (11 factors) (Table 5.8, 5.9 and 5.10). In exploratory research, composite reliability (CR) is defined as values between 0.60 and 0.70, and 0.70 to 0.90 in more

advanced stages of research (Nunnally and Bernstein, 1994); values below 0.60 suggest a lack of dependability. In this study, the composite reliability of each construct ranges from 0.885 to 0.964 (Table 5.13), with a threshold value of higher than 0.70. These findings showed that the objects used to symbolize the structures are internally consistent. Average Variance Extracted (AVE) with a threshold value of 0.50 should be used to verify convergent validity (Ringle & Sarstedt, 2011). FC .600, SCC .591, PC .616, EC .756, TC .661, CC .613, FOD .674, FI .619, SI .623, PI .658, and MI .649. The HTMT ratio should be smaller than 0.85 for discriminant validity (Henseler et al., 2015). All of the HTMT ratios (Table 5.15) are smaller than.85, which is extremely significant for the research. The optimal SRMR value for the quality of model fit is less than 0.08 or 0.10, but the ideal NFI value is more than 0.90. (Hair et al., 2014). The investigation found that the SRMR was .076, and the NFI was .933 (Table 5.17), indicating that the model fit was sufficient. The reliability and validity tests of the measurement model pass, showing that the items used to measure constructs in this dissertation are valid and appropriate for estimating parameters in the structural model. There are twenty-one (21) direct hypotheses in this study. Twenty direct hypotheses (H1 to H19, H21) were supported because the p-value was 0.000 and t-value was more than 1.96, but one direct hypothesis (H20) was not supported since the p-value was 0.078 and t-value was less than 1.96 (Table 5.12 and 5.18) at the 0.01 level of significance. As a result, causes of industrial disputes (COD) have a direct favorable influence on Bangladesh's readymade garment industry's actual performance (FI, SI, PI, MI) (H1 to H4). Causes of industrial disputes (COD) have spawned forms of conflict such as general strikes, hunger strikes, sit-down strikes, lockouts, and picketing (H9 to H14). Furthermore, these types of disagreements (FOD) seriously impede Bangladesh's RMG industry's success (H5 to H8). However, the performance of Bangladesh's RMG sector has not been directly affected by causes of industrial disputes (COD) (H20). Though with proper mediation roles (FOD), causes of disagreements (COD) directly hinder Bangladesh's readymade garments industry's performance (H22). The present research employed Smart PLS (Ringle et al., 2015) to investigate the influence of forms of disputes (FOD) as a mediator and analyze the t-value using a bootstrapping technique. The results of the mediation analysis are shown in a case with a t-value larger than 1.96. As a consequence, FOD has a substantial mediation effect. As a result, FOD works as a link between COD and imp RMG. At the 0.01 significance level, hypothesis H22 is supported (Table 5.20). The researcher determines the descriptive results from the in-depth interview after assessing the qualitative data and giving relevant concepts and propositions. These

ideas and propositions are researched and created using a literature study to identify diverse perspectives on the influence of industrial conflicts on Bangladesh's RMG sector. In the example of the effect of industrial conflicts on Bangladesh's RMG sector, the data were analyzed on a scale, and four kinds of results were discovered: Strong influence, Moderate influence, Weak influence, and No influence. The research concluded that there is some practical knowledge concerning labor-management conflicts in the RMG industry. Financial factors have a direct positive association with (FI, PI, MI, and SI) or organizational performance; according to the results, therefore, employees' legal minimum salaries should be protected. The RMG sector should adhere to the government-mandated minimum pay rates. Workers' pay should be paid as soon as feasible following the end of the month, according to the management of the garment factory. In addition, management should pay more attention to prompt payment of overtime, bonuses, and other financial rewards to employees. To avoid industry conflicts, RMG owners should pay close attention to the welfare, safety, and health of their employees. By making good use of works committees, joint consultation, and other measures, employees' contributions to the management of industrial issues should be emphasized. This should enhance management-worker communication, reduce industrial conflict, increase productivity, and increase effectiveness. Furthermore, the administration should follow through on the compensation agreements with NGOs and civil society. A friendly political environment is required to decrease conflicts and preserve a trade-friendly climate. As a result, the government and relevant legislative bodies must implement investment-friendly fiscal and monetary policies in order to reduce conflicts and enhance working conditions in Bangladesh's readymade garment sector.

Acronyms

ACCORD	Fire and Building Safety in Bangladesh
ADB	Asian Development Bank
AGFI	Adjusted Goodness of Fit Index
AGOA	Africa Growth and Opportunity Act
ALLIANCE	Alliance for Bangladesh Worker Safety
ANOVA	Analysis of Variance
AVE	Average Variance Extract
AVE	Average Variance Extracted
AWAJ	Amplifying Workers' Awareness for Justice
BB	Bangladesh Bank
BD	Bangladesh
BD	Bangladesh
BEF	Bangladesh Employers' Federation
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
BGWUC	Bangladesh Garments Workers Unity Council
BIBM	Bangladesh Institute of Bank Management
BICC	Bangabandhu International Conference Centre
BKMEA	Bangladesh Knitwear Manufacturers and Exporters Association
BTMC	Bangladesh Textile Mills Corporation
CA	Chartered Accountant
CAD	Computer-Aided Design
CAP	Corrective Action Plans
CBA	Collective Bargaining Agent
CC	Compliance Cause
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CO_2	Carbon Dioxide
COD	Causes of Disputes
CR	Composite Reliability
DF	Degrees of Freedom
DIFE	Department of Inspection for Factories and Establishments
DSE	Dhaka Stock Exchange

DU	Dhaka University
DV	Dependent Variable
DV	Dependent Variable
EAB	Exporters Association of Bangladesh
EII	Employment Injury Insurance
EPB	Export Promotion Bureau
EPZ	Export Processing Zones
EU	European Union
FBS	Faculty of Business Studies
FC	Financial Cause
FDI	Foreign Direct Investment
FFC	Fair Factory Clearinghouse
FI	Financial Impact
FOD	Forms of Dispute
FY	Fiscal Year
GBCI	Green Building Council Inc.
GCC	Gulf Cooperation Council
GDC	Government Decisional Causes
GDP	Gross Domestic Product
GFI	Goodness of Fit Index
GM	General Management
HR	Human Resource
HRM	Human Resource Management
IBC	Industrial Bangladesh Council
IC	Impact Criteria
ICT	Information and Communication Technology
ID	Identity Document
ILO	International Labor Organization
ITC	International Trade Center
Imp_RMG	Impact of Industrial Disputes on RMG
IV	Independent Variable
IV	Independent Variable
LC	Letter of Credit
LCI	Legal and Compliance Impact

LEED	Leadership in Energy and Environmental Design
LISREL	Linear Structural Relations
LOGIT	Logarithm
MANOVA	Multivariate analysis of variance
MFA	Multi-Fibre Arrangement
MI	Market Impact
MoLE	Ministry of Labour and Employment
MoU	Memorandum of Understanding
MPS	Modular Production System
MRP	Maximum Retail Price
MV	Mediating Variable (Forms of Dispute)
NAP	National Action Plan
NCCWE	National Coordination Committee for Workers' Education
NFI	Normed Fit Index
NGO	Non-Government Organization
NTPA	National Tripartite Plan of Action
PAC	Project Advisory Committee
PBS	Progressive Bundle System
PC	Pearson Correlations
PCA	Principal Component Analysis
Ph.D	Doctor of Philosophy
PI	Production Impact
PLS	Partial Least Squares
PRI	Policy Research Institute
R&D	Research and Development
RCC	Remediation Coordination Cell
RDTI	Research Development Technology Innovation
RMG	Readymade Garment
RMSEA	Root Mean Squared Error of Approximation
SAM	Standard Allowed Minutes
SCC	Social and Culture Cause
SEM	Structural Equation Modeling
SI	Social Impact
SME	Small and Medium Enterprises

SPSS	Statistical Package for Social Sciences
SRMR	Standardized Root Mean Square Residual
SUST	Shahjalal University of Science and Technology
TLI	Tucker–Lewis index
TSS	Toyota Sewing System
TU	Trade Union
UK	United Kingdom
UN	United Nations
UNB	United News of Bangladesh
UNICEF	United Nations International Children's Emergency Fund
UPS	Unit Production System
US	United States
USA	United States of America
USD	US Dollar
USGBC	US Green Building Council
WASA	Water Supply and Sewerage Authority
WB	World Bank
WCMS	Works Contract Management System
WPC	Workers Participation Committee
WTO	World Trade Organization

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Chapter One
Introduction

1.1 Introduction of the Study

The industrial environment of the globalized world is changing very fast with the dynamic nature of its factors. However, the organizations try to adjust to the rapid changes but sometimes it is impractical to manage among groups within and outside the organization. Bangladesh's RMG industry has a high positive image of its huge contribution to the national economy. For all intents and purposes, this is the first time in developing countries that the RMG industry has played such an important role, as have domestic fiscal and financial policy incentives and rewards implemented by successive governments as well as significant RMG support linkage activities within the domestic economy. The garments industry is an important part of Bangladesh's economy. It is the biggest export-oriented industry, gradually increasing over 40 years. The export-oriented readymade garments industry has contributed to generating employment opportunities, which is more than 4.1 million (Mostafiz, 2019). About 10.0 million people are indirectly related to the industry, and about 40.0 million depend on the industry with backward and forward linkage (BGMEA, 2020). In the FY 1990-91, the contribution of the RMG industry in terms of GDP was 3.0%, in the FY 2001-02, that was 9.5%, and in recent FY 2017-2018 is 11.0% (BGMEA, 2020). Our country's socioeconomic growth has also benefited from the RMG business. It contributes significantly to the growth of different sectors of our economy, including communication, transportation, banking and financial institutions, insurance, shipping, hotels, housing, tourism, and entertainment, among others. With the huge employment generation, the RMG sector also contributes to earning a lot of foreign currencies for the economy. But the RMG sector suffers from industrial disputes with the national and international conspiracy. An industrial dispute is a significant problem that arises from differences in expectations among several parties. An industrial dispute may be characterized as a disagreement or conflict between management and employees over employment arrangements. "The term industrial dispute means any dispute and difference between employers and employers or between employers and workers, or between workmen and workmen, which is connected with the employment and conditions of employment of any person (Bangladesh Labor Act, 2006)." The industrial dispute may be peaceful or harmful to the organization. Conditions of work, financial benefits, economic

interest, social status, the environment of work, etc., are the vital reasons for creating an industrial dispute. If the employees are unsatisfied with the working organization, industrial dispute may arise. Industrial disputes are pricey and destructive for the industry and workers similarly. In general, the culture and practices of an organization should aim to prevent or settle any potential conflicts. However, it is not always feasible to avoid workplace industrial confrontations. Effective human resource management requires positive changes in the industrial environment, achieving competitive advantages, disputes-free pleasant work environment and efficient and effective employee performance.

The clothing sector suffers significantly when there are labor problems. Since the early 1990s, Bangladesh's economy has been dominated by the garment sector. The country's primary export sector is the garment industry, which accounts for around 83% of total exports (BGMEA, 2020). The industry symbolizes the country's vitality in the global economy. The industry is mostly a non-farm formal sector, which provides disadvantaged people with jobs. Females make up most of the workforce, which is also less educated and have relocated from rural regions. If it is feasible to reduce industrial conflicts in the RMG sector, the country's leadership will be maintained, and it will dominate the worldwide market. Because RMG is a labor-intensive business with a large proportion of female employees, their attitudes have a substantial influence on reducing labor conflicts and increasing productivity. Even though the RMG industry is important to the country's socioeconomic growth, the sector's future remains uncertain.

1.2 Statement of the Problem

RMG and its affiliated business firms substantially contribute to Bangladesh's economy. In this business, there are primarily four parties involved: the government, factory owners, employees, and foreign buyers. In some cases, views of the first three groups differ because of deviation between give and take, and conflict may arise. Finally, the outputs of the possible conflicts create industrial disputes. Industrial disputes can hamper the productivity of the garments industry. Men and women, skilled or unskilled, all types of employees play imperative roles in this sector, but success might not be achieved up to the expected level because of industrial disputes. Again, it is unknown to different RMG-related groups about the negative impact of industrial disputes and ways of minimizing industrial disputes in Bangladesh's Readymade Garments (RMG).

1.3   Research Questions

The main research question of the study is as follows:

- ▪ What are the impacts of industrial disputes on the readymade garments industry in Bangladesh?

Other research questions are as follows:

1. What are the causes of industrial disputes in the readymade garments industry of Bangladesh?
2. What are the impact levels of industrial disputes on organizational performance?
3. What measures have to take to prevent or minimize industrial disputes in the readymade garments industry of Bangladesh?

1.4   Objectives of the Study

Broad Objective

The broad objective of the study is to evaluate the overall impact of industrial disputes on the organizational performance of the readymade garments industry in Bangladesh.

Specific Objectives

The specific objectives of this study are given below:

1. To find out the causes of industrial disputes in the RMG industry of Bangladesh;
2. To identify the level of impact of industrial disputes on organizational performance; and
3. To provide some recommendations to reduce industrial disputes in the RMG industry of Bangladesh.

1.5   Rationale of the Study

Bangladesh gets a significant share of its foreign currency in the worldwide competitive market through export revenues of RMG items. In Bangladesh, this industry offers many job opportunities for skilled, semi-skilled, and unskilled laborers. The easiest way to get a competitive edge is to have easy access to unskilled workers. Because most garment industry employees are female, unskilled, and uneducated, the industry's success is largely dependent on the dedication and contributions of workers, factory owners, and the government. Their perspectives, ideas, inventive thinking, and good atmosphere may be critical in maintaining this sector's competitive edge. However, during the last several years, industrial conflicts in the RMG industry have hampered anticipated growth and

development. Employers, employees, and government could contribute to minimizing the disputes. There are blame games prevailing in the sector. However, no comprehensive research has been undertaken in this sector to determine the influence of labor disputes on Bangladesh's RMG industry's performance. Hence, the present study entitled **Impact of Industrial Disputes on Readymade Garments Industry in Bangladesh** has been undertaken to identify the causes and impact of industrial disputes in the RMG industry of Bangladesh.

1.6   Scope of the Study

The researchers aimed to find out how Bangladesh's ready-to-wear business was affected by industrial conflicts. Studies have been conducted to find out exactly why there are so many disagreements in Bangladesh's ready-made garments business, how they affect the industry's performance, and what can be done to reduce them.

The research covered different reasons for industrial disputes like financial, social, political, environmental and compliance. The study described the possible impact on financial, goodwill, potential buyers, employees' productivity, management capacity, production cost, profitability and unemployment.

1.7   Plan of the Dissertation

This thesis is divided into six chapters, which are given below:

Chapter 1 has presented the key issues in the impact of industrial disputes on the readymade garments industry of Bangladesh. In addition, the context, issue statement, importance, goals, and research questions have all been briefly discussed in this section.

Chapter 2 presents the literature review for the study. This chapter discusses the literature on the concept of industrial dispute, the causes of industrial disputes and guidelines for the impact of industrial disputes.

Chapter 3 explains the predominantly mixed approach to the methodology adopted in this research. This chapter discusses the method used in collecting data through surveys and interviews. It explains the justification of conducting data from employers and employees. It also explains the process of interviews conducted with the management, NGOs and legislative persons to gather information relating to industrial disputes in the readymade garments industry of Bangladesh.

Chapter 4 summarizes the state of the RMG sector in Bangladesh in a few words. A look at Bangladesh's history of ready-made clothes, local and international investors, growth of

garments, manufacturing and export of garments, employment creation and economic and social development is presented in this chapter. Pre-made garments have a number of issues. A section on Bangladesh's garment industry's challenges and opportunities is included.

Chapter 5 finds out the data analysis, results and discussion of the study. This chapter explains the forms of industrial disputes in the readymade garments industry of Bangladesh. It explains the causes of industrial disputes like; financial causes, social and cultural causes, political causes, environmental causes, technological causes, compliance-related causes and governmental decisional causes. Finally, the chapter details the analysis of survey and interview data using SPSS and finds out the impact of industrial disputes on the readymade garments industry of Bangladesh.

Chapter 6 explains the summary findings, recommendations and conclusion. This chapter identifies the findings of the study, recommendations likes; Recommendations to BGMEA and BKMEA, Recommendations to Owners and Management, Recommendations to the Buyers, Recommendations to the NGOs and Recommendations to the Workers. This chapter also includes a conclusion.

Chapter Two
Literature Review

2.0 Introduction

Bangladesh's most profitable export industry is the garment industry, and labor unrest is a hot topic. During the research for this thesis, much literature on the subject was studied. This chapter lays the groundwork for the principles that will inform and steer this study's multidisciplinary approach. It also serves as the conceptual foundation for the investigation, which aims to validate specific analytical results. These theoretical questions that are important to the research must be recognized and investigated. This chapter aims to determine how various discourses inform and lead the research. The chapter is broken into various parts, each of which provides an overview of a theoretical perspective and the discussions that have arisen as a consequence. Theories of industry, disputes, industrial disputes, work and employment, changes in labor law conceptualization, notions of law in society or law and society, law in context, industrial relations, labor disputes, and forms of disputes, as well as their impact on functional interrelationships and organizational performance, are all covered in this section. A large number of books, papers, articles, and publications from various organizations were studied for these goals.

2.1 Definition of Industry

Large-scale manufacturing in well-organized facilities with a high degree of automation and specialization is often thought of as the industry. Although this is a popular example of industry, it may also encompass agriculture, transportation, hospitality, and various other economic operations that produce products and services. To better understand the numerous forms of industry and to make it simpler to study, it may be divided into distinct categories or levels. Industry means the process of extraction, production, and conversion of products. Normally industry means to create something. However, man cannot create anything. They can reform the existing products or services. They can add utility to the products. Industries' products are sold either for further transformation into finished goods or for ultimate consumption. The industry involves collecting natural resources from nature and reforming it to the consumers' demand. Generally, the industry combines two

or more firms that produce the same categories of products or deliver the same categories of services.

M. C.Shukla (1952) "The processes of extraction, production, conversion, processing or fabrication of products are described as an industry." **Prof. Dr. M. A. Mannan (2015)**"Extraction of natural resources to create utility by transformation is called industry." **Debasri Mukherjee (2013)** "The process of extraction of natural resources and transforming these for making usable for men to create price is called industry." **C. B. Gupta (2017)** "Industry is that branch of business concerned with the production of goods or services."

Therefore, we can say that industry is related to all the activities and processes of collecting natural resources and transforming them into products that the consumers consume.

2.1.1   Importance of Industry

The industry is the main way of developing a country. People can use the resources by transforming them into different products or services through the industry. So industry plays a great role in developing the economy of any country. Every country tries to develop its economy through industrialization. People cannot use most of the natural resources without change or transformation. The industry transforms the resources and makes them usable for the people. So to mobilize the economic activities of the country, the industry can play a vital role. Industry plays a great role in increasing national income. Through industrialization, any country can create employment. Then the income of the people is increased, and they can export the industrial products. Thus the national income will be increased. Division of labor is an important matter in modern industry. To increase efficiency and productivity in the workplace, the division of labor plays an important role; as a result, economic development is possible.

Industrialization creates new employment for the people. Nowadays, foreign trade is expanding all over the world. The employment opportunities are also increasing; as a result, the unemployment problem will be reduced through industrialization. If any country can produce more goods as they need and over their need, they can export it to the different countries, and then the import rate will be reduced. The trade balance of the country will be improved. By expanding industrial activities, the country's government can earn more revenue by determining taxes and tariffs on export and import. Industrialist pays taxes on their income on the high corporate tax rate. By taking part in industrial

activities, efficient entrepreneurs are developed. They are treated as the country's assets because they play an important role in developing the economy and society.

From the above discussion, we can say that a country's success depends on industrialization. Nowadays, all the developed countries have reached their position through industrialization.

2.1.2 Classifications of Industry

Despite the fact that many textbooks only cover the first three phases, more advanced literature splits the sector into five divisions. The names of the levels are drawn from Latin terms associated with the numbers one through five. First, different Industry Levels Primary industries extract or produce raw materials that may be utilized to build useable products. Raw material extraction includes mining, forestry, and fishing. Second, secondary industries process and produce raw materials into usable products. Bakeries that transform wheat into bread and manufacturers that turn metals and polymers into automobiles are examples of secondary industries. Third, industries include bakeries and automotive factories, which use raw materials in different ways to create new products. The tertiary sector provides essential services and support that enable other levels of industry to operate. A wide range of businesses fall under the umbrella term "service industries," including transportation, finance, utilities, education, retail, housing, and health care. Fourth, Research and teaching, as well as the development and transfer of knowledge, are quaternary industries. Fifth, quinary industries are in charge of making decisions in the private and public sectors.

2.2 Concept of Industrial Dispute

2.2.1 Definition of Dispute

Cambridge Dictionary: "An argument or disagreement, especially an official one between, for example, workers and employers or two countries with a common border: a bitter/long-running dispute, a border dispute, a pay/legal/trade dispute, they have been unable to settle/resolve the dispute over working conditions. The unions are in dispute with management overpay".

Collins Dictionary: "A dispute is an argument or disagreement between people or groups."

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Business Dictionary: "Disagreement over the existence of a legal duty or right, or over the extent and kind of compensation that the injured party may claim for a breach of such duty or right."

2.2.2 Definition of Industrial Dispute

Employees and management are involved in an industrial dispute when there is a disagreement or conflict in terms of employment. Employer and employee representative are at odds.

According to the Industrial Disputes Act 1947, Section 2(k), "Industrial dispute means any dispute or difference between employers and employers, or between employers and workmen or between workmen and workmen, which is connected with the employment or non-employment or the terms of employment or with the conditions of labor, of any person."

Helen M. Patterson defined, "Industrial disputes constitute militant and organized protests against existing industrial conditions. They are symptoms of industrial unrest in the same way that boils are symptoms of a discarded system."

Ethiopia, Labour Proclamation No. 42/1993, Section 136(3), "Labour dispute means any controversy arising between a worker and an employer or trade union and employers in respect of the application of the law, collective agreement, work rules, employment contract or customary rules and also any disagreement arising during collective bargaining or in connection with a collective agreement."

Malawi, Labour Relations Act, 1996, No. 16 of 1996, Section (42), "Dispute means any dispute or difference between an employer or employers' organization and employees or a trade union, as to the employment or unemployment, or the terms of employment, or the conditions of labor or the work done or to be done, of any person, or generally regarding the social or economic interests of employees."

Japan, Labour Relations Adjustment Law (Law No. 25 of 27 September 1946 as amended through Law No. 82 of 14 June 1988, Section (6), "In this Law, a labour dispute shall mean a disagreement over claims regarding labour relations arising between the parties concerned with labour relations resulting in either the occurrence of acts of dispute or the danger of such occurrence."

Korea, Trade Union and Labour Relations Adjustment Act, 1997, Section (5), "The term industrial disputes mean any controversy or difference arising from a disagreement between the trade union and employer or employers' association (hereinafter referred to as

parties to labour relations) concerning the determination of terms and conditions of employment such as wages, working hours, welfare, dismissal, other treatment, etc."

Hungary, Labour Code, 1992, Section 194 (1) "In the event of employment disputes (collective labour disputes) between the employer and the works council or the employer (employers' representative organization) and the trade union, conciliatory negotiations shall take place between the parties concerned."

The Supreme Court has interpreted and studied the word "industrial dispute" in various instances and circumstances. The Supreme Court developed the following criteria to determine the substance of a dispute:

1. A significant number of workers must create a common cause with the rest of the workforce.
2. The industrial union or many workers should always be involved in the conflict.
3. There must be a deliberate demand for remedy from the employees, and the grievance must evolve from an individual complaint to a widespread complaint.
4. The disputants must have a direct and significant stake in the outcome of the dispute.

Furthermore, the union must be able to make a legitimate claim to being representative.

2.3 Causes of Industrial Disputes

2.3.1   Financial Causes and Industrial Disputes

Bangladesh is measured as a financial competitor in readymade garments manufacturing products in other areas. The unrest/conflict/dispute situation between factory owners and workers has arisen because of financial issues.

Firstly, factory owners paid workers ignoble wages, where the garment owners gradually became wealthier by taking advantage of the workers. Secondly, the factory workers have to work 8 to 10 hours a day, all days a week, but are waged insufficient payment. Workers are regularly terminated without fair cause, notice, or compensation, despite having no safe working conditions, no weekly vacation, and being subjected to harassment at work. These all financial causes create industrial disputes between workers and factory owners. Several studies have also found that financial factors directly relate to industrial disputes.

However, the Bangladesh Labor Act 2006 specifically defines wage payment, wage payment obligation, wage period fixation, wage payment time, wage payment in current coin or currency notes, and deductions for absence from duty. It also specifies the rules and regulations for daily hours, rest or meal intervals, weekly hours, weekly holiday, compensatory weekly holiday, spread over, night shift, overtime pay, casual leave, sick leave, yearly leave with pay, and festival holidays. But, does the garment industry in

Bangladesh follow those acts. Eventually, they are far enough reached to implement these rules and regulations. For this reason, the dispute arises. Kamal et al. (2010) disclose that salaries and compensation is the most significant related factor of labor unrest in the RMG sector in Bangladesh by ranking the labor act in their studies.

Khan (2011) has commented that the biggest causes of workplace conflicts are inconsistencies in payment and low wages. In a developing country like Bangladesh, workers in the RMG sector are always lagging in getting proper facilities. Moreover, the workers did not get festival bonuses or any incentives. Most of the case, delayed payments of wages make them frustrated, which cause industrial disputes.

To provide incentives, profit earning capabilities is most important for RMG sectors. Islam et al. (2014) also worth noting that industrial employees' low earnings and unequal distribution of profits are other sources of conflict, which are negative to our country's overall condition. They also point out that employees in Bangladesh's readymade garment business lack a sense of ownership and have no say in decision-making, which is another source of labor discontent. This scenario turns into the low bonus payment, no medical facilities, and unsecure job conditions, creating a financial crisis for the factory workers in Bangladesh, resulting in industrial disputes.

Thus, when the basic demand of workers have not been fulfilled, an unexpected situation arises in their working place, and then disputes may be raised. Hossen and Miazee (2016) signify some financial factors which conduced disputes. Most industrial conflicts arise around pay, salaries, gratuities, provident funds, and negotiated compensation for lost body parts. Given the manufacturers' profit margins, workers deserve a greater wage and a better standard of living. Regrettably, manufacturers do not place a high focus on discontent.

In Bangladesh's clothing industry, overtime pay is likewise insufficient. In Bangladesh's garment industry, overtime pay is likewise insufficient for research (Sarker, 1997).

Islam and Ahmad (2010) several individuals were injured in Bangladesh, a police station was burnt down, and numerous highways were closed for several hours.

Absar (2001) told in her study if the disputes arise from the core social term of discrimination problem. It focuses on the women workers in the garment industry. Though female garment workers are the significant human resource part of the RMG sector in Bangladesh, the study reveals that female workers are provided lower wages than male workers. She also found that female workers will get systematic and timely salary

payments if the factory acts are correctly executed, and they enjoy a better and more secure working environment.

Furthermore, Jamaly and Wickramnanyam (1996) discovered that women laborers sometimes work until 3 a.m. to achieve their shipping deadlines. Rahman et al. (2008) discovered that the average daily working hour in the Garments industry is 8.28 hours (excluding overtime working hours).

The vast majority of employees are illiterate, semi-skilled, or unskilled, and they are paid a pittance in comparison to escalating living costs. They often do not get timely pay, bonuses, overtime expenses, or other perks. In many businesses, they are forced to work excessive hours in unhygienic circumstances. Misconduct and improper behavior are widespread among mid-level officials. People raise their voices against the authority's unfair policies and participate in provocative acts as a consequence of the underlying state of discontent. Despite strong growth in the national economy, labor strife in the RMG sector is eroding the industry's credit. The study focuses on a handful of the factors stated below. Low income, gender discrimination, labor expenses, working hours, safety concerns, a lack of advancement prospects, and unexpected plant closures (Ahmed, 2014, Islam & Islam, 2013; Ahmed, 2012).

2.3.2 Social and Cultural Causes and Industrial Disputes

The industrial disputes primarily happened due to financial factors already mentioned above, where these financial issues leave an impression on the whole garments industry and influence the other causes of disputes as a prime promoter. Additionally, a common factor can play different roles and create industrial clashes in different forms in the RMG sector of our country.

Islam et al. (2014) explored some reasons for industrial disputes from the respondents' responses that are forming a social and cultural crisis in the clothing industry of our country. Poor participation in decision-making, a lack of management willingness, a total absence of labor union activities, a lack of workforce diversity, unfair treatment of workers by managers/officials, rumors, conspiracy, non-enforcement of labor laws, and unruly worker attitudes are all identified as prime causes of labor conflict. Among these factors, delays in payment of wages and little amounts of wages are the financial factors causing economic insolvency for the workers and hence decreasing the motivation of the workers. Moreover, the rude behavior of the supervisors, managers and police are also firing up the labor conflict.

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Absar (2001) focused on gender issues in her paper and showed the impact of masculinity matters on the RMG sector of Bangladesh. At first, I mentioned the gender-based division of work in the garments industry. According to the research, all employees in the sewing sector are women, but males make up almost all of the workers in the cutting, ironing, and finishing parts. Later in the research, the subject of pay was explored. It was noted that female employees are discriminated against in earnings, which are also significantly below the minimum salary rate. Regardless of the categories of the work, the management pays fewer wages to the female workers than their male counterparts, yet the working hours are the same for both the workers.

Furthermore, the author stated that level of education, age, gender and experience distress the industrial motion of the workers of our garments sector. For these reasons, the male workers uphold the upper level of the job, whereas the female workers work under them as helpers and become victims of discrimination. The study concludes that these societal and cultural factors influence the working environment of the garments industry in our country. Several labor laws have been formed and signed by Bangladesh Garments Manufacturers and Exporters Association (BGMEA) and Bangladesh Garments Workers Unity Council (BGWUC), including MoU, yet proper implementation of these acts has not been ensured by the management of the garments industry.

Faruque (2009) analyzed the development of the labor-management relations system and the permitted tools used therein. In the paper, gender discrimination is determined as a core problem because female workers get lower wages than male workers. Yet, irregular payment of wages is noticed in the case of female workers. On the other hand, the government of our country has already set the minimum wage rate. Still, it is not implemented by the management of the garments, which is widening the gap between labor and management. In addition, individual disputes of a worker can be resolved by the labor court and cannot be addressed as labor unrest conferring to the Labor Act 2006. For the formal dispute settlement procedures, most of the disputes of the workers remained unsolved, which adds up to the conflict between the labor and the management. Also, a countless number of policies have been introduced for defensive employees' rights, removal of child labor, period of work, payments of overtime, pays, workplace safety and wellbeing, leave, social security and unusual needs of female workers and a landmark effort initiated by stakeholders of our garments industry had caused in signing of Memorandum of Understanding (MoU) on June 2006 among the government, the Bangladesh Garments Manufacturers and Exporters Association (BGMEA) and the

leaders of the labor union and Employment Ministry of Bangladesh but any of these policies have not been properly executed. Hence, these issues demotivate the garments industry workers, and sometimes the workers are aggressively involved in clashes.

Winters (2000) studied the relationship between trade liberalization and poverty among the South-Asian countries. The paper stated that though the garments sector of our country is creating employment opportunities for the people, management is not paying fair wages to the workers, let alone the incentives or overtime payments which are decreasing the workers' motivation and productivity. Besides, as the management pay below the minimum wage rate, even lower for the women, thus most of the workers live below the poverty line. Moreover, the management does not arrange training activities for the workers, which decreases the efficiency of the workers and their workplace happiness.

Hossen et al. (2012) examine the causes of recent unrest in our country's garments sector, citing high workloads, poor line manager behavior, low skills, and low wage rates as leading causes of high job turnover and social unrest, with the garments industry's poor relationship between workers and management serving as the primary source of conflict. However, in recent days, the workers are more conscious about the wage details, employment rights and job security. During any strikes or protests, together with labor unions, RMG laborers are also reinforced by NGOs such as AWAJ and other legal rights agencies. Misunderstanding between workers and managers is also a general cause of conflict, as supervisors fail to ensure fairness in interacting with laborers in a variety of areas, such as suggesting workers take vacations, leave, and overtime pay, and they always react negatively to any specific relationships between labor and administration.

Hossen and Miazee (2016) have mentioned in the study that the forced role of law-enforcing authorities plays a pivotal role in commencing labor unrest. The law enforcement authorities are established to protect the interest of the workers. Still, they often played a conflicting role and removed hostile action against the workers during the protest, which angers the labor and leaves a deterring impact on the workers. In addition, the police brutally beat workers at the time of disputes and behave inhumanly toward the workers, causing injuries. At the same time, agitated employees demonstrate their dissatisfaction and protest against law enforcement authorities, and police file charges or

arrest them. However, law enforcement authorities are often prejudiced towards employees since the owners of the clothing are wealthy and powerful, and they are seldom arrested.

2.3.3 Political Causes and Industrial Disputes

The Bangladeshi RMG industry is largely contributing to the Gross Domestic Production (GDP) of our country, at the same time creating job opportunities for people as well as empowering women in the garments sector. Nevertheless, the political clash in 2014 has disrupted the activities of the readymade garments industry and tarnished the country's image. Due to the clash, the industry came to a gridlock situation, and all the international buyers of our clothing industry canceled their orders and diverted to another market.

Hossen and Miazee (2016) analyzed the prospects and possibilities of the garments industry in the country. They found some issues related to the political circumstances of our country by using primary and secondary data sources. The study identifies unexpected obstacles created by some industry owners, political instability, local politicians politicizing industrial disputes, and non-cooperation from CBA and trade union leaders as political reasons for industrial disputes that occurred across the country, undermining the sector's image. Furthermore, numerous registered Trade Unions and Collective Bargaining Agents (CBA) are employed in Bangladesh. Still, their unsuccessful and indolent role in their interest worsens the overall work condition of the garments industry and results in new industrial disputes.

Faruque (2009) determined some drawbacks of the trade union, which is producing more disagreements in the garments industry where political affiliation of trade unions is pointed out as the prime factor of disputes because it prevents labor unions from becoming strong partners in collective bargaining and thus hinders the interest of the garments workers. Besides, the labor union cannot put individual disputes as industrial disputes, not even the issues like harassment of female workers, which create disputes between the labor and labor union.

Hasan (2013) Since 1974, Bangladesh has enjoyed quota-free entry of garments under the Multi-Fibre Arrangement (MFA), however when the MFA was completed in 2005 several significant rivals like China, India, Vietnam and Turkey have emerged that have had a detrimental influence on the garments sector of our country. There are several reasons why our country's garment sector is having internal challenges, including reliance on imported

raw materials, unstable political and economic conditions, high bank interest rates, a lack of government incentives, a port difficulty, weak infrastructure, and a labor union. We are falling behind in the global competition. Nevertheless, the paper identified two types of opinions regarding the future of the readymade garments sector of Bangladesh, where the optimistic view emphasized the big market share of Bangladesh garments in the global market. In contrast, the pessimistic view revealed the possibility of failure of the garments industry due to its instability of the political circumstances.

Kamal and Kaiser (2015) have analyzed the impact of the pre-election political turmoil in the readymade garments industry in 2014. Because of this hostile political clash, foreign buyers have canceled their orders from Bangladesh by considering uncertain shipment of the orders. As a result, the Bangladesh garments industry has missed several opportunities and incurred a huge loss. Additionally, the garment workers also suffered from the fear of losing their jobs and had irregular wage payments during the political conflict.

2.3.4 Environmental Causes and Industrial Disputes

Though the ready-made garments industry of our country has secured the 2nd biggest exporter position in the global market, after China, occupying the 6.8% of the global market share, the safety record for workers of the Bangladesh RMG industry is one of the poorest in the world (World Trade Organization, August 2018). The Rana Plaza incident that occurred in 2013 was the most hazardous and terrifying event in the history of our country due to the structural failure of the commercial building. Afterward, the industry incurred a heavy loss while the importers of our clothing industry rose their voices to improve the working condition of the industry.

Islam et al. (2016) identify some challenging factors hindering the development of our readymade garments industry based on a secondary literature review. According to the study, improper infrastructure, energy crisis in the industry, and lack of integration between labor and management are stimulating an unfavorable work environment in the clothing industry, which creates labor unrest. Several calamitous breakdowns occurred because of unplanned infrastructural development that caused the transformation of common buildings for workplace purposes. Small injuries and accidents have become daily events for the garments industry, for which the management is not concerned at all. Different legal compliances have introduced several regulations that focus on infrastructural remodeling, factory shifting, and relocating. Still, the management did not take any corrective action to improve the safety condition in the industry. In addition, the

absence of management's concern about the employees' benefits and workers' poor participation in decision-making is degrading the integration between the labor and management.

Hasan (2013) has determined some crucial factors that are creating disputes and negatively influencing the growth of the garments sector of our country, among which are the lack of government initiatives toward the welfare of the garments workers and the inability to execute the labor policies, improper knowledge of the global market, problem in seaport, poor structure and inactive role of a labor union for the involvement of local politicians are the fundamental one that is deteriorating the work environment of the clothing industry. Again, the paper has shown that numerous policies and laws have been introduced to secure the workers' interests. Still, the government cannot appropriately execute them and for this reason, industrial disputes are boosting up.

Saha and Mondal (2012) have summarized the significance of internal control practices in the readymade garments industry of our country for protecting the organizational resources and ensuring an effective work environment for the workers to smoothen the operational process. On the contrary, the paper argued that the readymade garments industry of our country is mainly populated with sole proprietorship firms that cannot allocate many resources to initiate and maintain the practices of internal control. Furthermore, the paper found some additional facts related to the development of our garments industry. First of all, the majority of the management of the garment emphasized temporary revenues and operational objectives while ignoring the long-term objectives and limiting the greater participation of workers in decision-making. Secondly, the RMG industry does not have any separation of duties; a lack of effective authority distribution and cross-checking of completed work increases the possibility of fraudulent activity in the firm. Thirdly, the management of the garments industry does not provide any job explanation, which may result in no direction, objective, or interest for the labor of the industry. Fourthly, the management cannot maintain the grievance procedure to settle disputes, which eventually forms an unfavorable work environment for the workers. Also, the management cannot guarantee a safe and healthy work environment and establish a healthy relationship with the workers, which ultimately boosts the conflict between the labor and the management. Finally, the paper focused on the importance of the practices of internal control and summarized that internal control assistance in taking decisions; increases competence of inside operations; finding out and minimizing financial, workforce, technical and political risks; increases financial security and excellence; helps

to estimate the future based on records; confirms control above the company and resources; maximize profit; minimize the cost from savings; saves time; helps to properly evaluate the performance of the workers; manages big personnel groups, enforces discipline, guarantees employee and resource security, assists with supply chain management, and assures effective corporate governance.

Paul and Majumdar (2001) have determined some common constraints for hampering the working environment in the garments factory. These limitations include leased manufacturing space, short stairs, low ceilings, enclosed settings, the lack of lunchrooms, the lack of safe drinking water, the lack of separate bathrooms or common rooms for female employees, and many more. These physical infrastructural deficiencies have threatened the garments sector's growth. As a result, the report argued that the garments industry's management and owners must fix these flaws to preserve their worldwide market position and continue contributing to economic development.

Hossen and Miazee (2016) demonstrated that safety problems are the key factor in frequent accidents each year in the garments industry. The management is unconscious of the unsafe working environment despite the fact that several policies have been announced by the government to ensure the safety equipment for the workers of the industry.

2.3.5 Technological Causes and Industrial Disputes

After China, Bangladesh is the 2nd largest exporter of garment products for the global fashion industry. As a result experiencing, the consequences of orders decrease from 600,000 units for each style on a six-month cycle to as little as 500 units per style weekly (Forbes, 2019). Industrial action is a topic of economic study, but most studies have concentrated only on strikes, ignoring the reality that employees might utilize measures other than strikes to resolve conflicts. In this quick communication era, spreading news over social media, technological problems in the organization while maintaining the extra time working hours and having mistakes inspires the RMG industry to an industrial dispute. Several countries have their reasons for technological reasons of dispute.

In 2009 Stankiewicz defined the technological conflict as "a kind of social conflict deriving from a social debate over the consequences of using a certain technology. Using this technology threatens the benefits of at least one actor in the conflict". It represents that technology can bring about a conflict among the different industry groups. He also stated that by eliminating uncertainty and hazards in technical disputes, non-knowledge is generated. Again, knowledge is not just the polar opposite of ignorance. There is a logical

separation between the search and selection process for new technology paradigms and industrial technical advancement. New technologies are chosen based on a complex interplay of many underlying economic considerations. Changing economic circumstances also have a noticeable impact on selecting new technologies, their development, and eventually their obsolescence and replacement (Hornstein and Per Krusell, 2005).

According to a Forbes report, Bangladesh garment manufacturers have collaborated with several start-ups to run pilots to find solutions to the major obstacles to digitalization, including data (quality, collection, and ownership), skills training, gender inequalities, and the adoption and incorporation of new technologies. Female workers are not just the backbone of Bangladesh's RMG business but also outspoken proponents for its future. Women are not more likely to take advantage of technological advancement. They have very poor knowledge regarding that.

However, Gordon (1990) discovered that numerous indicators of the speed of technological advancement maintained considerable vitality even as productivity growth slowed in the United States. New investment equipment and consumer goods have seen especially rapid technical advancements in recent years. In Gjerding, one of the most fascinating instances of this phenomena may be discovered (1991). The change in how capital goods are employed in manufacturing and the garment industry during the last several decades may also be understood as a trend toward labor-saving methods (robotization) and information technology overload.

Dosi, G. (1982) defines technology as bits of information, both immediately "practical" (connected to real issues and gadgets) and "theoretical" know-how, techniques, processes, and experience of successes and failures. He regularly referenced actual items and equipment in a specified problem-solving activity. Existing physical gadgets represent, in a sense, technological advancements. Changing economic circumstances have a demonstrable impact on selecting new technologies, developing them, and eventually obsolescence and replacement.

A technological paradigm defines a technological direction, whereas gaps are connected with progress. Dosi, G. (1982) divided technological change into demand-pull and technology push.

2.3.6 Compliance Related Causes and Industrial Disputes

Even though compliance assures all labor rights and facilities following the purchasing code of conduct, violations of those rules and regulations may lead to labor conflicts.

Raisa and Akter (2018) explained in their paper that according to the International Labor Organization (ILO) and Bangladesh Labor Act 2006, workers have the right to get an official appointment letter, which allows them to simply calculate the number of working days they have worked for the firm. Again, an employee ID card with a picture and an attendance card should be provided. Employees' registers should be kept up to date, with payments sent regularly, and various types of leave should be permitted. Workers should be able to express themselves by forming a Trade Union (TU) or a Workers Participation Committee (WPC). In the absence of a Trade Union and Workers Participation Committee, the workers' representatives shall be voted in the presence of the chief inspector, according to labor legislation. Many employees who attempt to create unions to address violations of workers' rights suffer intimidation, extortion, harassment, and even physical assault by industrial management, and they also organize for collective insurance for emergency situations (Human Rights Watch, 2015).

Another study by Schaffner (1908) found that employers and workers must provide at least thirty days' notice of any anticipated change in working circumstances, such as salaries or hours. In every situation where a disagreement has been brought to a board, the parties' relationships must stay intact throughout the proceedings. However, suppose the board determines that any party is abusing this or any other provision of the act to unfairly preserve a certain state of things via delay. In that case, the guilty party is subject to sanctions.

Khan (2011) indicates in his article that maintaining law and order in the industrial area is highly important for a successful business like RMG since it alleviates management exploitation of employees.

Moreover, Islam et al. (2014) have found that the workers of the RMG sector found out unwillingness of the management to solve the spot crisis absence of labor union activities took place in their workplace, which resulted in workers' discharge and sudden layoff.

In addition, Hossen (2016) identifies in his paper "long working hours" as one of the important factors which cause industrial conflict between workers and factory owners. Although the working hours are very long, the workers' wages are so minimum. Sometimes "works load" are so high that they are forced to work overtime, notwithstanding repeated work. Nevertheless, It's also a disappointment because they don't get their overtime pay. Again, safety and security directly influenced workers to move on the unhealthy situation.

Hossan et al. (2012) state that when management fails to resolve a worker's issue swiftly, it leads to conflict. So, both internal and external factors are related to the workers' unrest.

It is needed to implement labor rights properly, and management should spot the internal crisis by following organizational command.

2.4 Impact of Industrial Disputes

2.4.1 Industrial Disputes and Financial Impact

The financial crisis has left its fingerprints on Bangladesh's readymade garment industry. This study tracks and traces the impact of the monetary problem on the Bangladesh garments sector. All the disputes between the two parties of labor and the owner or management significantly impact the losses of properties and lack the of investors to reinvest in the garment industry. The worker disputes decrease the ultimate productivity of the production, which also demolishes the profit-earning capacity. The economical incident is very alluring for the exporters' industry. As we know, Bangladesh is the 2nd biggest exporter country of readymade garments industry in the international market.

Hossen et al. (2012) focused on some factors for defining the factory layoff, which is the crucial factor of financial impression over the workers. Worker turnover causes production to be disrupted. Due to a labor shortage, current employees may be assigned more tasks, affecting employee satisfaction. Management faces problems in fulfilling order placement which results in a decrease in profitability, and it also hampers getting attention from foreign buyers and earning foreign earnings.

However, over the last era, it has been noticed that several incidental problems in the readymade garment industry in Bangladesh. Tazreen Fashion Limited was fired in 2012, having killed 112 workers, and the KTS Garment Factory Fire killed 54 workers. Over 60 people died in the 2005 Spectrum Sweaters Factory Collapse, the Shifa Apparels and Omega Sweaters Fire in 2004, the Garib & Garba Sweater Factory Fire in 2010, the Condense Apparel and Fahmi Factory Fire in 2011, and the Rana Plaza collapse in 2013, which killed 1127 laborers and seriously injured almost 2500 others. Meanwhile, the Savar Tragedy and Bangladesh's garment industry failures have garnered worldwide attention. It highlights the sickly controlled and unsecured workplace in Bangladesh's readymade garments sector, as described by Rubaya (2014). The regulations problem creates property loss in this hazardous way. Again, this unsafe working condition has been treated over the domestic and international investment in the RMG sector in Bangladesh.

Schaffner (1909) discovered that when the unrest arose from the financial causes, it might be printed some impact on the workers. Any employer who declares or causes a lockout in violation of the labor act is subject to penalties of not less than $100 nor more than $1000

for every day or part of a day that the shutdown is in effect. Not less than $10 nor more than $50 is the penalty for each day or portion of a day that an employee strikes in violation of the statute. In addition, instigating a lockout or a strike is punishable by a fine of neither less than $10 nor more than $50. After then, both the employees and the owner of the clothing factory face sanctions.

2.4.2   Industrial Disputes and Production Impact

Industrial disputes in RMG have a long-term negative influence on the nation's economy. It slows down the rise of outstanding debt, but it also has a detrimental influence on employees and business owners. The consequences of complete industrialization's fast rise are devastating. Workers, owners, government, and overseas purchasers are the organization's core four stakeholders, all of whom must be impacted. If labor problems persist, international purchasers will refuse to buy, invest, or cancel orders, diverting to other exporters such as India, China, or Cambodia. Several RMG plants will close, putting people out of jobs and exposing them to unscrupulous practices. The government would be deprived of a significant source of foreign cash and revenue, disrupting the country's industrialization and growth process. Many enterprises that are entirely dependent on the RMG sector will be severely harmed.

Because Bangladesh is a developing nation, its citizens have an extremely low per capita income. As a result, compensation is a significant aspect that influences employee satisfaction and productivity. But it is understood that when the laborers are very frustrated with their small amount of income, even the other benefit packages, they are not at a level of satisfaction, which also stimulates industrial disputes (Zohir, 2007).

Adequate provident funds and inspiring monetary assistances are also the workers' satisfaction with the job. (Taylor, 2008). Garment laborers are happy with extra pay and other benefits, but not with a regular salary and advancement policies (Sadrul H. et al. 2011). As a result, inadequate compensation, payment delays and inconsistencies, and low salary are concerns that cause unhappiness among RMG employees in Bangladesh, which influences productivity. (Islam, M. S., Faruk, M. O., Khatun, R., and Esfaqur, M., 2014). Workers sometimes get scared and apprehensive about their future if their wage is not paid on time or on a regular basis, which leads to poor effectiveness and high discontent, and, most importantly, lower productivity (ILO, 2005; Morshed, 2007).

A part provides data on a shift in the pace of technological development related to equipment investment, as well as the influence of the productivity slowdown. Salaries and

benefits are a major problem for garment workers in underdeveloped nations like Bangladesh, where most are uneducated and live in poverty compared to employees in affluent countries. These nations' salaries and perks are pitiful. The reasons also have to do with the timely payment of wages and benefits to employees. These people are migrating from rural to urban regions searching for employment, and their low pay does not ensure that they will make it. Consequently, for employees in this industry, particularly in Bangladesh, wages and benefits are the essential factors in enhancing productivity and stimulating industrial disputes (Ahamed, F. 2014).

Working conditions and working environment have a significant interest in workers' job satisfaction. These also lead to little industrial dispute. Many important elements have a beneficial influence on employee satisfaction. It is vital to reduce the frequency of industrial conflicts and boost job satisfaction in areas such as supervision, connection with coworkers, current salary, type of work, and possibility for advancement, as stated by (Smith et al., 1969). In contrast to previous research, the study indicated that the most significant factors impacting workers' job satisfaction and productivity are remuneration and perks, supervisory conduct, and work and family life. Employees at RMG Bangladesh were found to be less satisfied with their jobs when it came to their work environment and working circumstances. Most studies have concentrated only on strikes, ignoring the reality that employees may resolve disagreements through methods other than strikes. Other than strikes, there is a significant indication that ups and downs impact the rate of work bans in economic and institutional situations. Industrial disputes have been the subject of a vast amount of theoretical and empirical study, but most of it has focused on a particular kind of dispute: strikes (McDonald, J. T. 2000, & Mosoetsa, S. 2012).

Because the concessions that employees would anticipate from the corporation are more when the interruption to production is greater, the success of industrial action is dependent on elements that represent the efficacy of industrial action. The success of action will be measured by the disruption it creates to the firm's output from the employees' viewpoint. As a result, the more disruptive a specific action is likely to be to output, the more likely employees are to do it. First, when aggregate demand is high, production disruption may be more expensive; the quantity of missed sales may be greater. Consequently, the firm's clients may look for alternative suppliers to avoid any downtime in their production. Larger sales will be impacted if the firm produces perishable goods, which can't be stored to meet demand in the event of a dispute.

The level of production disruption induced by a dispute may also be influenced by the capital intensity of production. Those in capital-intensive businesses are more likely to be able to step in and maintain a bigger proportion of output (such as running machines) than workers in labor-intensive industries, reducing the effectiveness of strikes (Cramton and Tracy, 1994). On the other hand, Bans may be less successful in well-capitalized firms where production runs 24 hours a day, and there is less need for overtime to begin with. We also analyze the sectoral productivity measurements in the United States and other nations to assess how well production is assessed in various sectors using theoretical analysis. Gordon (1990) presented an evident and comprehensive change for quality improvements in durable products and discussed the consequences of these changes on total factor productivity reporting.

However, even if production can be hoarded, conflicts will be expensive; for example, when demand is strong, a suspension in production might be more expensive due to the impact of industrial action. Even though Kennan and Wilson (1989) assert that strike incidence is mostly pro-cyclical within the United States and Canada, no time-series research has looked at this in Australia.

2.4.3   Industrial Disputes and Social Impact

Different causes and factors either directly or indirectly act out behind the formation of industrial disputes that happened in the garments industry of our country. The disputes burst into several forms of strikes; lock-out, picketing, gherao and boycott, which hinder the overall productivity of the clothing industry and leave an impact on the market, society as well as individuals' lives concerned with the industry.

Hossen and Miazee (2016) identified some causes of industrial disputes that occurred in the readymade garments industry of our country and are leaving a destructive impression on our society. Firstly, the safety issues of the industry, for which several accidents and injuries occurred throughout the year and countless death incidents take place which, tarnish the reputation of the garments industry. Moreover, due to the lack of responsive organization and the active role of government in enforcing different policies and acts, the workers need to continue to work in unfavorable work conditions, which increases the insecurity among the workers. Besides, sudden shut down of the garments factory lay off, lockout and illegal strikes in the industry during labor unrest may lead to job loss and increased the unemployment in the society.

Absar (2001) opined that due to level of education, age and nature of skill, the garment workers cannot change their occupation or engage in other tasks. So, while losing their job because of labor unrest, the workers remained unemployed.

Hasan (2013) argued that the industrial disputes obstruct the overall operational efficiency of the RMG sector of Bangladesh, for which the foreign importers of the clothing industry canceled the orders by considering unfavorable shipment arrangements and placing the orders in other countries. Thus, the competitors took the chance of industrial clashes, and Bangladesh lost revenue earned from the garments industry.

2.4.4 Industrial Disputes and Market Impact

All variables like financial, social, government, legal and compliance all are interrelated impacts on the productivity and market of the country as a whole.

Bangladesh must fulfill its 2021 target of manufacturing, which accounts for 90% of exports, to meet its aim of becoming a middle-income nation by 2021; it must dramatically boost production and obtain a 28 percent share of GDP, up from about 20%. Annually contribution of RMG growth can drastically improve the present market share and the foreign competitor. Though it is trying to achieve double-digit growth, it must the help of government policy and other supportive activities. This country is presently the second-biggest garment producer in the world. Government trade restrictions favoring readymade clothes makers have made it possible. Customs-free import of raw materials, bonding facilities, export benefit, LCs, and many more practical procedures are among them (Stankiewicz, P. 2009).

A report published in the newspaper that the relentless government support mobilized the RMG sector. This positive attitude impacts the internal and external parties of organizations. Over the previous three decades, the garment industry has had amazing development because of government policies, the dynamism of private sector entrepreneurs, and dynamic employees. With over a hundred nations and over 150 worldwide fashion companies using' made in Bangladesh' knit garments and woven items, the number of RMG units has grown to over 3,000, and export profits have surpassed $32 billion. The RMG industry alone exports $32 billion every year, accounting for 81 percent of our country's entire export revenues. A subject matter of concern was the domination of the sector in the whole economy. So, concentrating on retentive supportable development

and competitive advantage can be possible through the combination and a positive relationship with management and workers (Islam & Islam, 2013).

For Bangladesh's garment exporters to expand into new markets, the government has decided to raise incentives from 3 percent to 4 percent in monetary terms. The policy, which went into force in the 2018-19 fiscal year, aims to encourage clothing manufacturers to expand their export markets. To minimize its dependency on traditional markets, Bangladesh must diversify its export markets. By pooling export capacity, other export destinations may be explored. Non-traditional or growing export markets include Asian and European countries. These nations include China, Russia, Japan, India, South Africa, Australia, Turkey, Brazil, Chile, Mexico, South Korea, Malaysia, and New Zealand, all of which have significant clothing manufacturing industries, and all of which are major export markets for Bangladeshi garments. Because of the risk of losing foreign currency profits, governments were opposed to adopting labor standards and permitting unionization in this industry. The popular view of the current labor movement in Bangladesh as corrupt was used to explain opposition to further unionization. As a result, Bangladesh quickly became a favorite manufacturing destination for many global garment outsourcing businesses (Dannecker, 2002; Kabeer, 2004; Rock, 2001a; Siddiqi, 2004).

According to a WTO poll done in 2015, Because of shrinking profit margins and capacity restrictions, 86% of chief buying officers at major garment manufacturers in Europe and the United States intend to cut their sourcing from China over the next five years. Bangladesh is the second most popular sourcing destination. Bangladesh is the next hot location for monitoring in the RMG sector, according to the WTO. As a result, Bangladesh is likely to benefit greatly from the shift in the global RMG industry. In addition, the clothing sector in the EU is a sector with two faces. The industry of the high-quality fashion market can best be described as modern and highly flexible. The capacity to manufacture clothes that capture or influence the preferences of its customers is the competitive advantage of enterprises in this area, not cost-efficiency.

Supplier businesses may participate in more complex and value-adding activities as they advance up the production chain, say GCC proponents, by actively engaging with global customers and developing the competencies that enable them to do so (Gereffi 1999; Gereffi & Kaplinsky 2001). There are those who have argued that this path to upgrading is

merely idealistic or chimerical, because of the fact that global buyers have a severely imbalanced dominance over smaller suppliers, which means that manufacturers (except for a few) have little hope of rising to more developmental and value-adding export positions (Tokatli & Kizilgun 2007; Schrank 2004). The risk of remaining in low-margin tasks at the bottom of the value chain is thus not insignificant, and it raises questions about alternative routes to globalisation, such as the situations under which garment manufacturers in supplier countries can advance access to global markets via unconventional, relatively more individual export channels (Dolan & Humphrey 2000).

In addition to making connections with small and medium-sized importers, small suppliers should attend as many trade shows as possible in order to get access to the market (Author interview, Tirupur 2001). When it comes to preparing collections, Bangladeshi designers have gained more experience.

Providing particular types of buyer-supplier alliances, which eased market access for the bulk of Indian exporters, was also highlighted by the author (Tokatli & Kizilgun 2007). It is now possible for exporters to turn these origins into activities that allow them the export of comparatively design-intensive and overdramatized export items for upmarket buyers like Marc Jacobs, Macys, Tommy Hilfiger Ann Taylor Banana Republic Ralph Lauren and Diane Von Furstenberg. quotas have been removed" (Author interview, Orient Craft 2005 Delhi).

To make matters more ironic, a lot of the fundamental research on the Indian garment sector recognizes these abilities as a major source of industry weakness, a reason for poor productivity and a backwardness that prevents the business from expanding and modernizing (Banerjee & Duflo 2005; McKinsey Global Institute 2001). It has also altered drastically in the previous decade, as consumers' expectations for product quality and variety have increased.

Urban and rural customers in India are increasingly well-off, organized retail is on the rise, and shopping malls are mushrooming throughout the country, no matter where you live. New demand for fashionable ready-to-wear apparel from India's growing IT industry as well as a rush to capture market share before retail is opened up to FDI have resulted in

the emergence of local manufacturers and luxury brands in the Indian market during the last five years (Mukherjee & Patel 2005; Tewari 2006).

The substantial literature on global supply chains and 'buyer driven' value chains documents the enormous role of global buyers, retailers, and huge branded clothes merchandisers in controlling and coordinating access to western markets (Bair 2005; Gereffi 1999).

2.5 Conceptual Framework of the Study

Causes of Industrial Disputes
- Financial Causes
- Social and Cultural Causes
- Political Causes
- Environmental Causes
- Technological Causes
- Compliance Related Causes

Impact of Industrial Disputes on RMG industry
- Financial Impact
- Production Impact
- Social Impact
- Market Impact

Forms of Industrial Disputes
- General strike
- Hunger strike
- Sit down strike
- Lock out
- Go slow
- Picketing
- Gherao
- Boycott

Figure 2.1: Conceptual model of the research

2.6   Research Gap

Through the review of the previous research done in the area of industrial disputes in Bangladesh (Kamal et al., 2010; Khan 2011; Islam et al., 2014; Hossen & Miazee 2016; Islam & Ahmad 2010; Absar 2001and Rahman et al., 2008; Islam et al., 2014; Faruque 2009; Winters 2000; Hossan et al., 2012; Hossen & Miazee 2016; Faruque 2009; Hasan 2013; Kamal & Kaiser 2015; Saha & Mondal 2012; Paul & Majumdar 2001; Islam et al., 2016; Hasan 2013; Hossen & Miazee 2016; Hornstein & Per Krusell 2005; Gordon 1990; Dosi, G. 1982; Ahmed 2014; Islam & Islam 2013 and Ahmed 2012; Hossen et al., 2012;

Rubaya 2014; Schaffner 1909; Islam, M. S., Faruk, M. O., Khatun, R., and Esfaqur, M., 2014; Morshed 2007; Ahamed, F. 2014; McDonald, J. T. 2000, & Mosoetsa, S. 2012; Kennan & Wilson 1989; Stankiewicz, P. 2009; Islam & Islam 2013; Tokatli & Kizilgun 2007; Schrank 2004; Banerjee & Duflo 2005; Mukherjee & Patel 2005; Tewari 2006) are made by the researcher. Almost all the studies agree that industrial disputes positively impact the readymade garments industry. However, the reviewed literature indicates that a small number of studies on industrial conflicts in Bangladesh's readymade garments sector have been done. Moreover, there is an absence of literature identifying the elements that affect the industrial disputes in the RMG sector that are not unique to the researchers. Due to this, there is a need to recognize the reasons for industrial disputes in Bangladesh's readymade garments sector. The requirement to analyze the effect of industrial conflicts on readymade garments is a critical need. The garments industry in developing countries like Bangladesh is beset by a lack of suitable models and frameworks. After completing the studies, this research is expected to fill this area's research gap.

Chapter Three
Research Methodology

3.0 Introduction

A review of the previous study's research methodology suggests that there is no one of a kind way for doing impact research, particularly in Bangladesh's readymade garments sector. As a result, the goal of this chapter is to fill in the gaps in prior research techniques on the effect level in the readymade garments industry in a developing nation like Bangladesh. This chapter is a challenge in that it aims to offer broad principles of research techniques and their application in impact research and a research method for this study that is justified in light of the gaps in prior research methods. Finally, this chapter explains the present research's data collection and analysis methods. An in-depth interview technique was used in conjunction with a questionnaire survey to acquire data from a variety of perspectives. This chapter examines the qualitative and quantitative data analysis methodologies that were used. It then goes on to examine the findings' validity, dependability, and universal applicability.

3.1 A General View of Methodology

The term method refers to a certain kind of process for doing or approaching anything, particularly one that is methodical or well-established. It's an object that can only access data it knows about, ensuring data integrity across a group of objects in an application. Multiple objects may utilize the same method. It denotes a meticulous preparation of thoughts and themes, according to (Islam, 2002). In general, a technique is a system for accomplishing anything, particularly based on a larger plan.

There is a separate field of study known as methodology. It is a methodological methodology utilized in a certain field of study or practice. Science is an organized body of knowledge (Ghe, 1950). The research methodology is a way of solving a research topic in a methodical manner. It may be described as a discipline that investigates how research is conducted methodically (Kothari, 2004). It is from the Latin word "scica," which signifies knowledge, that we get the phrase "science." The scientific method is a systematic and organized collection of data that may be used in any area of inquiry (Anol, 2012). In general, the methodology is a set of basic principles or rules from which specific techniques or processes for interpreting or solving various issues within a certain subject

may be established. Methodology refers to the ideas that guide research processes and explains why specific methodologies or instruments were chosen for this study.

A well-established definition stated by MC Gregor and Murname (2010), "The word methodology comprises two nouns: method and ology, which means a branch of knowledge; hence, the methodology is a branch of knowledge that deals with the general principles or axioms of the generation of new knowledge. It refers to the rationale and the philosophical assumptions that underlie any natural, social or human science study, whether articulated. Simply put, methodology refers to how each of logic, reality, values and what counts as knowledge inform research."

In the realm of industrial conflicts, a lot of academic 'terminology' adjacent to quantitative and qualitative methodologies has gone through many philosophical disagreements over research methodology. Quantitative and qualitative approaches are both included in the wide categorization of research methodology utilized by many types of researchers. The basic differences between research methods and research methodology are discussed the below:

Table 3.1: Difference between Research Methods and Research Methodology

Research Methods	Research Methodology
Research methods refer to those methods by which you can conduct your research on a topic or subject.	The research technique outlines the many approaches you might use to your investigation.
Research methods comprise the bearing of experimentations, tests, reviews and the like.	Research methodology is a system of many techniques to doing investigation, such as tests, inspections, surveys, and analytical evaluations.
A primary goal of the research technique is solving research issues.	The research methodology's objective is to identify the solutions by employing the correct procedures.

Choosing a research subject like "English literature's use of figures of speech" necessitates researching a variety of poets' works and analyzing how they utilize words and phrases.	It's important to note that the research approach for a study on 'the use of figures of speech in English literature' will comprise an investigation into research instruments, a collection of relevant manuscripts, and so on.
Research methods conduct experimentations, tests, studies and the like.	Research methodology is the study of several ways that may be used in research and testing, experiments, reviews, and analytical analyses.

Source: Mark. Lewis & Adrian, (2003, p.02)

3.1.1 Qualitative, Quantitative and Mixed Methods

The approach utilized to do research must be appropriate for the phenomena of interest (Krauss, 2005). Different techniques may be required for different phenomena. Every researcher can choose the proper research methodologies, techniques, and processes that meet their technical requirements (Creswell, 2003). The researcher might choose from three main methodologies: qualitative, quantitative, or mixed methods.

In contrast to the qualitative paradigm, which is based on interpretation, the quantitative paradigm is founded on positivism (Altheide and Johnson, 1994; Kuzel and Like, 1991; Secker et al., 1995). (Lincoln and Guba, 1994). This categorization is made possible by empirical study, which reduces all phenomena to empirical indications that reveal the truth. It is possible to measure and analyze causal connections between variables using quantitative research (Denzin and Lincoln, 1994). Qualitative research focuses on both the process and the meanings. Detailed interviews and document reviews are examples of qualitative research methodologies. Samples are not intended to signify big populations. Small samples are useful in providing important information, not only used to represent a large group (Reid, 1996).

An essential part of portraying reality is using qualitative approaches, which make an effort to describe people in the context of their everyday lives and place a high value on observations (Amaratunga et al., 2002). Researchers consistently make use of qualitative inductive reasoning in their work (Teddlie and Tashakkori, 2009). Analyzing data via the use of inductive reasoning involves searching for and spotting commonalities and patterns.

As a technique, qualitative research has the advantage of being able to probe deeper into the intricacy of a situation than quantitative approaches can (Gillham, 2000). It is also possible to mix qualitative and quantitative research methods to get a more complete understanding of social science (Ticehurst & Veal, 2000).

From a research standpoint, a qualitative approach to generating theory is typically combined with an inductive approach, often employing an interpretive research model that allows for multiple subjective perspectives while constructing knowledge rather than searching for it in "reality." When it comes to assessing theories, quantitative methods are commonly based on a deductive process that relies on numbers or facts, and hence a positivist or natural science model, and an object model.

The use of numbers to represent thoughts or concepts distinguishes quantitative approaches from others (Amaratunga et al., 2002). A hypothesis is tested or inferred as a first step in any investigation (Perry et al., 1998). Hypotheses are generated a priori using a theory or conceptual framework, and then evaluated using numerical data and statistical analysis under the hypo-deductive paradigm (Teddlie & Tashakkori, 2009). Quantitative research has many advantages over qualitative methods, the most important of which is the capacity to objectively examine the reliability and validity of the data collected (Amaratunga et al., 2002).

According to Sue (2008), current research always includes quantitative and qualitative methods. The qualitative model relies on discourse analysis, while the quantitative paradigm is based on empiricism (Altheide and Johnson, 1994; Kuzel and Like, 1991; Secker et al., 1995). (Guba and Lincoln, 1994). The most popular quantitative procedures are I sample surveys or experimental designs, ii) respondents' selection on some statistically representative basis, iii) use of postal surveys or other standardized interviewing instruments, most typically structured questionnaires, and iv) huge sample sizes (Leather, 1987). Furthermore, To conduct an analysis, it is necessary to apply a numerical or measuring approach to the topic being studied (Bullock et al., 1992). Focus groups and in-depth interviews are examples of quantitative methods, while participant observation and open-ended surveys are examples of qualitative methods. IV) There are just a few participants in the study. An intense or micro approach, focusing on data from individuals or particular circumstances, is typically seen as intense or micro (Bullock et al., 1992).

Johnson and Christensen (2008) contrasted quantitative and qualitative research using the criterion listed in the table below:

Table 3.2: Differences between Qualitative and Quantitative Research

Criteria	Qualitative Research	Quantitative Research
1.Purpose	To recognize & analyzed social interactions.	To test hypotheses, appearance at reason & result, & make predictions.
2.Group Studied	Smaller and not randomly selected.	Larger and randomly selected.
3.Variables	All the variables were studied.	Specific variables studied
4.Type of Data Collected	Words, pictures, or items.	Figures and statistics.
5.Form of Data Collected	Open-ended replies, surveys, observations, field notes, and reflections are examples of qualitative data.	Quantitative data is derived from exact measurements collected using standardized and approved data-gathering devices.
6.Results	Findings that are more specific or specialized and less generalizable.	Findings that can apply to other groups.
7.Scientific Method	Based on the facts acquired, the researcher builds a hypothesis and a theory.	Using data to evaluate theories and hypotheses, researchers do confirmatory research.
8.View of Human Behavior	Self-motivated, situational, societal, & subjective.	Consistent & foreseeable.
9.Research Objectives	Explore, determine, & hypothesize.	Designate, clarify, & forecast.
10.Focus	A wide-angle lens that investigates the scope and depth of events.	Specific assumptions are tested using a narrow-angle lens.
11.Nature of Reality	Multiple realities; subjective.	Single reality; objective.
12.Final Report	The narrative report includes background information and firsthand quotes from survey respondents.	Correlations, mean comparisons, and statistically significant data are included in this statistical study.

Source: Johnson & Christensen (2008, p. 34)

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Using a combination of qualitative and quantitative methodologies, mixed method research gathers and analyzes data before synthesizing the results and drawing conclusions (Teddlie & Tashakkaori, 2009). As an alternative to the contradiction between qualitative and quantitative traditions, the hybrid method has been proposed in recent decades (Teddlie & Tashakkaori, 2009). Qualitative and quantitative methods both have strengths and weaknesses, thus it is possible that combining them may result in more complete study conclusions.

3.1.2 Research Methods for this Study

A researcher's ability to carry out a research project or plan is governed by the study design (Sage, 2008). Research designs are methods for gathering, analyzing, interpreting, and reporting data in scientific inquiries (Creswell and Clark, 2011). As stated by Zikmund (2003), the general structure of the inquiry must be shown in the study design, including judgments regarding what evidence is required, where the data will be gathered, and how the data will be processed. The study design is crucial in influencing methodological choices and establishing the logic by which researchers interpret their findings after their investigations (Creswell & Clark, 2011).

Industrial conflict studies have established their own methodological emphasis and knowledge base, despite the fact that research technique is widely accepted as a universal one. Industrial disputes include various individual and human activity and service sectors with substantial private and lucrative commercial organizations. (A. J. Veal, 2001). According to Larry Dwyer (2002), the use of qualitative and quantitative procedures has gained traction in the previous two decades across various academic fields, with diverse research communities developing their research methods, paradigms, and study approaches (Chen & Chirschheim, 2004).

Several issues may be traced back to using both qualitative and quantitative methodologies. The most notable is that, as destinations' dependence on the clothes industry has risen, and the sector has expanded internationally, more resources have been committed to collecting quantitative data and the upkeep of industrial data sets. This may have motivated quantitative data analysts to pay more attention to the plight of the Bangladesh garment sector. At the same time, stakeholders in the garments sector, such as employees, executives, managers, and owners, pay greater attention to quantitative research findings to make better judgments by establishing new regulations and reviewing

current ones (Larry Dwyer, 2002). Consequently, qualitative research in the social sciences is a well-established method of investigating phenomena. However, as part of a methodological triangulation process, qualitative and quantitative methods are used to improve data dependability and validity.

Furthermore, gathering data through various methodologies will result in more comprehensive coverage of the issue area. The next section addresses relevant research methodologies and approaches for the current study, followed by a discussion of the reason for choosing this strategy. The methodology for the present study was designed by taking into consideration the gaps in past literature on methodology and research questions, as well as the study's goals and study area, to ensure the study's applicability at the level of industrial conflicts in the garments sector.

The Method Used in the Study

For this study, the researchers used a combination of qualitative and quantitative methodologies, with a case study serving as a suitable research methodology for the qualitative component and using a variety of data collection techniques. This may be seen in the figure below:

Source: The Researcher
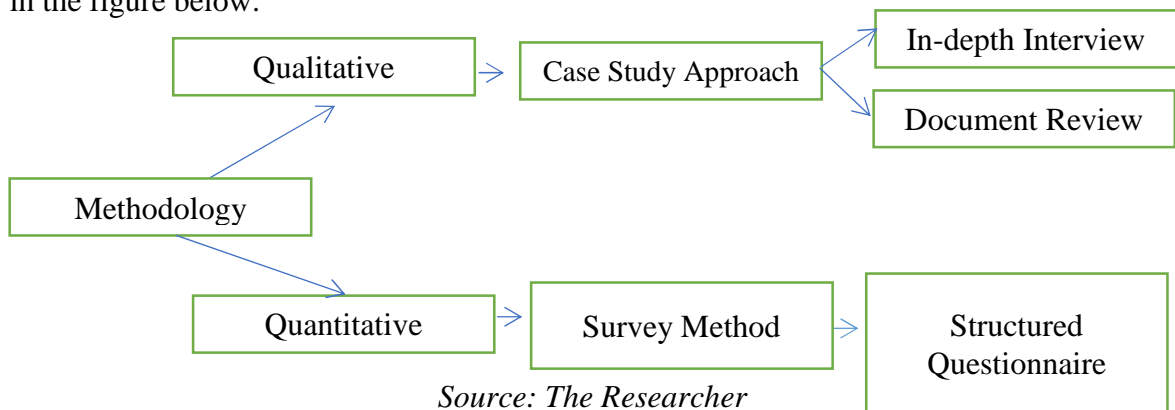
Figure 3.1 Methodology of the Study

The mixed-method technique is used by researchers to collect, evaluate, and integrate data from both qualitative and quantitative sources in a single study or a series of related studies across time (Creswell, 2003). The researcher considers it to be the best source of information on the subject under consideration. When other approaches fail to provide a solution, using a combination of techniques is a viable option (Teddlie and Tashakkori, 2003). In this study, researchers were able to answer exploratory and confirmational questions and verify ideas at the same time using mixed methodologies.

According to Johnson and Onwuegbuzie (2004, p. 21), mixed-method research has many advantages.

- Because the researcher is not limited to a particular technique or strategy, it may answer a larger and more comprehensive variety of issues.
- Numbers may make words, visuals, and stories more precise.
- In a research study, a researcher may combine the strengths of two different methods to offset the weaknesses of one.
- Numbers may be given more meaning and context by using words, images, and stories.
- It may strengthen the evidence for a conclusion by bringing together and correlating facts.
- It can be utilized to make findings more generalizable.
- It can provide insight and knowledge that might be overlooked if just one approach were employed.

3.1.3 Justification of the Choice of Research Methodology

The study's major goal is to determine the total effect of labor conflicts on Bangladesh's readymade garments sector (Detail in chapter One). Other goals include determining the causes of industrial disputes and the present condition in Bangladesh's RMG sector, determining the extent of the effect of industrial disputes on various performance metrics, and developing a strategy to reduce industrial disputes in Bangladesh's RMG sector. It looks to be too relevant to a variety of study-related issues. The data collection for the study's completion seems to be more suited to a mixed methodology approach than a single quantitative or qualitative strategy. It is also clear from the literature evaluation that the major purpose of this study is not merely to 'validate' or 'test' hypotheses but also to generate multiple ideas. It is possible to combine quantitative and qualitative research in order to have a better understanding of a given topic (Bryman, 2006).

Completeness, context, explanation, discovery, and confirmation are all reasons for integrating and combining quantitative and qualitative research. The triangulation approach is used in research to assure data dependability and validity in data sources and data gathering procedures. The literature review aids in acquiring sufficient information for a pre-understanding (Gummesson, 1991) of the literature concerns. Furthermore, combining qualitative and quantitative methods will offer a complete picture of the study

topic. As a consequence, qualitative and quantitative approaches must be used to answer the study's questions. After evaluating the many papers, it is clear that using a mixed-method approach to generate and test the hypothesis is the most scientifically relevant and only viable way.

As a result, mixed approaches are especially useful for the following:

  i. When the combination of quantitative and qualitative data provides a greater grasp of a study topic than either kind alone.
  ii. Pragmatism; diverse points of view; prejudiced and unbiased; subjective and objective
  iii. To include a qualitative component in research that is generally quantitative.
  iv. To go from one research phase to the next: I Qualitatively explore, then construct an instrument.

Consequently, the researcher reasonably comprehends the study problem, but in the context of Bangladesh, theory-building and testing are more suitable. As a result, the mixed research strategy was chosen for the current study.

All of the preceding justifications from Steckler et al. (1992), Fielding & Fielding (1986), Ragin et al. (2004), Morse (1991), and Tashakkori & Teddlie (1998) support the decision to use a mixed research approach in this study.

Selection of a Case and Criterion for Selecting a Case

The researchers have argued that a case can be a firm, a group of organizations, an institution, and a group of people such as an employee, consumers or even an individual or an event (Gumesson 1991, Yin 1990). This study considers a garment factory or manager individually a case, but the research interest is to assess the overall impact of industrial disputes on the RMG industry in Bangladesh; therefore, jointly, a garment factory, managers, and key personnel were considered as a case. Smith (1990) argues that there is no optimal way to decide the number of cases. The researcher used qualitative methods and especially in-depth interviews that each interview was conducted, the data were conformed to research expectations. This procedure is referred to as "saturation" of data (Glasser and Strauss, 1967). When saturation is achieved, the researcher may claim to have a sufficient number of cases.

By considering the nature and depth of study, twenty (20) cases were studied with "Employees and Key Executives" who are directly involved in business operations,

strategy making and taking decisions in the organization. So, it is expected that the required data collection to be easy and perfect.

Selection Process of Case

When using many case studies for research, case selection or sample is critical (Voss et al., 2002). So, in the case study, we often create a sample of cases by choosing cases based on several criteria (Eisenhardt, 1989, Yin 1990). Case selection employing replication logic rather than sampling reasoning should be employed when generating theory from case studies (Voss et al., 2002).

This study evaluated the following criteria for choosing a case to meet the research's goal (Islam, 2005).

    i)   Data required for the particular study.

    ii)   Demographic, economic and social criteria can be the basis of practically the study.

The case study approach is important for doing qualitative research. On the other hand, questionnaire surveys are critical for doing quantitative research. Twenty (20) instances were chosen at random from various types of factories. A total of 22 clothing factories were evaluated, with two (2) being completely free of problems. As a result, the following 22 clothes were chosen for this study:

Step -1: 50% of the total case i.e. 11 from Dhaka Stock Exchange (DSE) listed (Public Limited Company) and other 50% from private ownership

Step -2: In the case of a public limited company, a total of 20 RMG firms were selected randomly using a random number table to create a priority list for collecting data from the first 11 firms (first check first access basis). Then researcher tried to access based on the preferred list and five geographical regions to collect data but 3 firms have not given permission for access. Thus, the researcher accessed up to 14th no. firm from preferred list.

Step-3In the case of private ownership enterprises, a total of 20 RMG firms were chosen at random from the BGMEA company list using a random number table to create a priority list for collecting data from the top 11 firms (first check first access basis). The researcher then attempted to get access based on a preferred list and five geographical zones in order to gather data, however six businesses refused to provide access. As a result, the researcher had access to the 17th business on the recommended list.

On the other hand, in case of quantitative study, representative sample size is important. Hence, the sample size was determined 475 using statistical formula. Among the 600 questionnaires distributed by the researcher, 485 have been collected. From the primary checking and editing, 10 questionnaires have been screened-out for incompleteness and ambiguity. Finally, 475 questionnaires remained for further processing and data analysis.

Table 3.3 List of Sample Garment Factories

Number	Company Name	Location
1	Abir Fashions	Narayanganj
2	Alif Industries Limited	Dhaka
3	Desh Garments Limited	Chittagong
4	Dows Land Apparel Limited	Narayanganj
5	Elegent Fashion Limited	Dhaka
6	Fakir Fashion Limited	Narayanganj
7	Familytex BD Limited	Chittagong
8	Generation Next Fashion Limited	Savar
9	Impress Fashion	Dhaka
10	K. C. Print Limited	Dhaka
11	Knit Concern Limited	Narayanganj
12	Plummy Fashion Limited	Narayanganj
13	Shasha Garments Limited	Savar
14	Palmal Styles Limited	Dhaka
15	Simtex Limited	Dhaka
16	SK Trims & Industries Limited	Gazipur
17	Stylecraft Limited	Dhaka
18	Torque Fashions Limited	Savar
19	Tosrifa Industries Limited	Gazipur
20	Zahintex Limited	Dhaka

Source: The Author

3.2 Population and Sampling Design

Populations are utilized whenever a study subject demands data from all members of a group. A sample is a subset of a population that is selected for research purposes (Malhotra, 2003, p. 328). The first stage in sample design is determining the population to be sampled.

3.2.1 Population

Population refers to the total number of items for which data is sought. All members of the group being studied, as defined by the study's objectives, were included in this study (Crick-Farman & Prebtice-2000). There must be a clear definition of the study's target population. Research topics must be transformed into explicit statements about who and what should be included in the sample and excluded. In this study, those who work in

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Bangladesh's readymade clothes industry are considered a population. Bangladesh's garment industry is made up of six thousand garment factories and around four million employees (all levels). In general, it is hard to estimate how many individuals are directly or indirectly involved in this industry. Personal funds are used to complete and run the majority of outfits. All managers and workers were considered stakeholders in this analysis of chosen clothing. The study's overall goal is to assess the effect of labor conflicts on Bangladesh's ready-made garments sector. As a result, the study's population includes a number of employers, employees, and management executives.

3.2.2 Sample and Sample Size

Cochran's Sample Size Formula: An appropriate sample size may be determined using the Cochran formula if accuracy, confidence, and the projected percentage of the characteristic are all taken into consideration. When dealing with big populations, Cochran's formula comes in helpful. Because any sample size gives more information about a smaller population than a bigger one, the number determined by Cochran's formula may be reduced if the whole population is small.

The Cochran formula is:

$$n_0 = \frac{Z^2 pq}{e^2}$$

Where:

- e is the desired level of precision (i.e. the margin of error),
- p is the (estimated) proportion of the population which has the attribute in question,
- q is $1 - p$.

The z-value is found in a Z table.

so we get,

$((1.96)^2 (0.5) (0.5)) / (0.05)^2 = 385$.

A representative sample of 385 homes from our intended demographic should provide us with the degree of assurance we need. Nevertheless, the research used 475 participants as a sample, chosen at random from the Bangladeshi RMG industry's randomly selected RMG manufacturers, depending on access priority. The selection of a sufficient sample size is critical to the success of the investigation. The qualitative sample size, on the other hand, is 5 (five). Qualitative data will be gathered from the 5 (five) managers of chosen garment companies by conducting an in-depth interview.

3.2.3 Sampling Technique

The term "sample" refers to a set of people who can reflect the study's whole population and draw broad conclusions about the population's characteristics based on their responses (Sekaran, 2003). Probability and non-probability sampling approaches may be used to choose a representative sample since the study is based on both quantitative and qualitative methodologies. A non-probability sampling strategy is one that does not rely on chance at all, according to Kothari (1990). Instead of using random selection procedures, non-probability sampling approaches depend on the researcher's own opinion. sampling procedures in which each member of the population has an equal chance of being selected for the sample are known as probabilistic sampling. These include simple random sampling, systematic sampling and stratified sampling (Malhotra, 2003). A sample approach is chosen based on the purpose of the study.

The present study employs probabilistic stratified sampling to classify all respondents before using convenience sampling to collect data from the targeted sample, which is limited by respondents' availability as well as time and budgetary constraints (Mandhachitara, Shannon & Hadjicharalambous, 2007; Tifferet and Herstein, 2012). Basic random sampling was almost difficult to perform in this study due to the big population (Etikan, Musa & Alkassim, 2016).

Due to the researcher's restricted resources, time, and labor, non-probability sampling was determined to be suitable. It is difficult for the researcher to interview every responder in the RMG sector for this study. Using a convenience sampling approach was primarily motivated by this rationale. Choosing a sample in a way that ensures a reasonable degree of confidence. Purposive sampling was also used to determine study regions.

3.3 Data Collection

The research focuses on both quantitative and qualitative methods. The majority of research investigations are statistical. As it aims to measure the effect of industrial conflicts on Bangladesh's readymade garments sector, this research is statistical (Azim, 2008). Both primary and secondary sources have been used to get important information. Following data sources and data gathering techniques were utilized after doing a literature study and validating accessible data sources.

3.3.1 Tools of Data Collection

(i) Survey Method

The survey approach was employed to acquire primary data for this thesis. Each respondent reads and answers the identical set of questions in a preset sequence while the interviewer is present at the time of the survey procedure. This strategy is useful for quickly collecting more original data. Creating a dramatic transition from other sorts of methodologies in the twenty-first century is also a difficulty, according to Easterly Smith et al. (2008). A structured questionnaire was the main tool for collecting primary data utilizing several methodologies in this strategy. To acquire data for this study, the researcher employed personal and telephone interviews.

(ii) In-depth Interview

Qualitative research relies heavily on in-depth interviews to acquire information. Qualitative data were collected using in-depth interviews and a guideline questionnaire in this study. The researcher created all of the executives himself. The researcher first validates the interviewee's availability on the interview schedule, and then confirms again on the interview day. The interview was recorded using a voice recorder by the researcher to verify that no data was lost throughout the session. The length of each interview ranged from 30 minutes to an hour. All of the interviews were done at their workplaces, where they had access to information and communication technology. According to (Saunders et al., 2007) the site should be perfect for respondents, where they may engage in the interview at a time and place that is convenient for them. Respondents for in-depth interviews were chosen using the convenience sample method.

(iii) Documents Review

Document review is a way of acquiring data by looking through existing documents. Materials from both the inside and outside are provided. During the observation time, the researcher gathered various factory papers linked to the current and previous state of the plant, as well as the outcome of conflicts. The papers collected were either hard copies or electronic. The author analyzed these materials to provide a coherent interpretation of the facts acquired via an in-depth interview and observation approach.

3.3.2 Primary Data

Personal interviews using standardized questionnaires were used to acquire primary data. Primary data should not be gathered until all secondary data has been thoroughly examined. Primary data was acquired from the target population after secondary data was properly analyzed. A researcher collects primary data with the intent of solving the issue at hand. Getting original data is usually costly and time-consuming. A structured Questionnaire and In-depth Interview were used to obtain primary data from the respondents in this research.

- **Duration and time of primary data collection:** The main data was obtained from the respondents (475 respondents, including 30 executives) during a one-year and three-month period, beginning in September 2018 and ending in November 2019. Data was gathered over a period of time with the hopes of accumulating a large number of respondents who would say they were there for professional reasons and collected CEOs at their workplace addresses. As a result, throughout this time period, more respondents may be solicited for replies.

- **Geographic spot for primary data collection:** The main data were acquired from a population of employers, employees, and executives at the management level. In Bangladesh's RMG industry, there were 6,000 garment factories. The most number of RMG factories are situated and run in Dhaka, Chittagong, Narayanganj, Gazipur, and Savar metropolitan areas, which were chosen utilizing purposive sampling from Bangladesh's industrial region. The study's goal is to assess the total effect of industrial conflicts on Bangladesh's RMG sector. The information was gathered from clothes produced in Bangladesh's industrialized areas.

- **The response rate of the survey:** 600 employees were asked to fill out the questionnaire for the assessment using Structural Equation Modeling (SEM). A standardized questionnaire was used to obtain information from employees among all of these respondents. In-depth interviews were performed by the researcher to get information from executives. A survey approach was used to get information from employees who are the most important members of an industry. After discarding faulty, partial, and unanswered questionnaires, 485 were received, with 475 being completed for analysis, resulting in an overall response rate of 80.83 percent for the research.

- **Questionnaire Framing:** Structured questionnaires were developed by using five points Likert scaling technique for collecting data from the respondents. Then pilot survey with executives, workers association leaders and experienced literate employees was conducted. After the pilot survey, the questionnaire was finalized.

3.3.3 Secondary Data

Secondary data is information gathered for reasons other than the situation at hand. Secondary data is information provided by the RMG industry (Malhotra, 2003). Secondary data was gathered from books, reports, periodicals, newspapers, journal articles, and other sources. This study's literature review is based on secondary information. The RMG sector's related documentation will be examined, as well as the sector's development in Bangladesh. Various research studies have been conducted to examine the effect of industrial disputes on the readymade clothes business. A suggested model has been built and tested based on this research.

3.4 Variable Description

The study's population is made up of a number of employers, employees, and executives at the management level. In Bangladesh's RMG industry, there were about 60,000 garment factories. Dhaka, Chittagong, Narayanganj, Gazipur, and Savar metropolitan areas are where the most RMG industries are situated and run, as determined through purposive sampling from Bangladesh's industrial region. The purpose of this research is to assess the total effect of labor conflicts on Bangladesh's RMG business. The information was gathered from clothes manufactured in Bangladesh's industrialized areas.

3.4.1 Dependent Variable

The two most important variables in a research are the independent and dependent variables. A dependent variable is a kind of variable that is monitored in an experiment in order to assess the impact of the experiment on the results. In this case, the independent variable is counterbalanced by its dependent one. A dependent variable is one that relies on the independent variable.

(i) *Financial Impact*

The financial crisis has left its fingerprints on Bangladesh's readymade garment industry. This study tracks and traces the impact of the monetary problem on the Bangladesh garments sector. All the disputes between the two parties of labor and the owner or management significantly impact the losses of properties and the lack of the investors to reinvest in the garment industry. Additionally, the monetary reliance of an individual specialist on a business remains the basic truth of their relationship, one that has genuine potential outcomes with regard to wellbeing and wellbeing. The business is viewed as

having an overall obligation to give a protected and stimulating working environment and prepare laborers to manage their responsibilities securely. The laborer has a corresponding obligation to adhere to well-being and well-being directions and forgo hurting themself or others while at work. As we know, Bangladesh is the 2nd biggest exporter country of readymade garments industry in the international market. Inability to satisfy these or different obligations can prompt questions that rely upon the work relations framework for their goal. Debate goal systems incorporate principles overseeing not just work stoppages (strikes, log jams or go-eases back, work to govern, and so forth) and lockouts, but the order and excusal of representatives also. Moreover, in numerous nations, managers are needed to partake in different establishments managing security and wellbeing, perform well-being and well-being observation, report hands-on mishaps and maladies and, by implication, repay laborers who are experiencing a work-related injury or illness.

(ii) Production Impact

The clashing interest identified with the portion of design continues. Workers look to improve their wages and non-wage benefits; managers try to improve benefits and returns for the proprietors and investors. A common case of a clashing interest is when businesses look for caution over employing and terminating, though laborers need security from uncalled for work rehearses.

(iii) Social Impact

The disputes burst into several forms of strikes; lock-out, picketing, gherao and boycott, which hinder the overall productivity of the clothing industry and leave an impact on society as well as individuals' lives concerned with the industry. Industrial conflicts in the readymade garments sector have a negative impact on our society, resulting in concerns such as workplace safety, many accidents and injuries, worker deaths, and other work-related catastrophes. Furthermore, employees must continue to work in adverse working circumstances owing to a lack of responsive organizations and active participation of the government in implementing various regulations and acts, which increases worker insecurity. Furthermore, during labor unrest, unexpected shutdowns of garment factories, layoffs, lockouts, and illegal strikes in the industry may result in job losses and exacerbate the unemployment crisis. It may sometimes result in people losing their jobs, leaving them jobless. It also impedes overall operational effectiveness.

(iv) Market Impact

In modern relations frameworks overwhelmed by market powers, struggle among laborers and businesses, and their associations are unavoidable, bringing about differences and questions that should be settled. Debates can be anticipated and settled by agreement-based activities of managers and laborers or, on the other hand, through the activities of outsiders through the cycles of mollification and bargaining.

3.4.2 Independent Variables

In a scientific experiment, an independent variable is a variable that is manipulated to evaluate the influence on the dependent variable. The factors of comprehending the connection in the independent variable are the focus of this research. The following are the primary independent variables:

i. Financial Cause

The Bangladesh readymade garment industry has become, over the space of a couple of brief a long time to turn into the second biggest on the planet. The RMG area has developed into an important sector of the Bangladesh economy and the country's turn of events. RMG sends out totaled US$34.5 billion (2020-21), representing over 82% of the country's foreign income and utilizing around 4 million laborers, an expected 55-60% of whom are female. A modest quantity of Allowance, Pending Dues, Lack of Proper Investment, Small amount of salary, and irregular overtime are the financial causes of industrial disputes.

ii. Social and Cultural Cause

The term labor relations, otherwise called industrial relations, alludes to the framework where businesses, laborers and their delegates and, legitimately or by implication, the administration cooperate in setting the standard procedures for the administration of work connections. It likewise depicts a field of study committed to looking at such connections. The field is an outgrowth of the mechanical transformation, whose abundance prompted the rise of worker's organizations to speak to laborers and the improvement of aggregate work relations. A work or mechanical relations framework mirrors the cooperation between the primary entertainers: the express, the business (or managers or a businesses' affiliation), worker's organizations and representatives (who may partake or not in associations and different bodies bearing laborers' portrayal). The expressions "work

relations" and "mechanical relations" are likewise utilized regarding different types of laborers' investment; they can likewise include singular business connections between a business and a specialist under a composed or inferred agreement of work, despite the fact that these are generally alluded to as "business relations. Harassment of Female and Male Workers, Not Implementation of MoU Signed by BGMEA and BGWUC, NGOs Activities are the main factors while measuring the social and cultural cause of industrial disputes.

iii**. *Political Cause***

Kamal and Kaiser (2015) have analyzed the impact of the pre-election political turmoil in the readymade garments industry in 2014. Because of this hostile political clash, foreign buyers have canceled their orders from Bangladesh by considering uncertain shipment of the orders. As a result, the Bangladesh garments industry has missed several opportunities and incurred a huge loss. Additionally, the garment workers also suffered from the fear of losing their jobs as well as had irregular wage payments during the political conflict and government decisions also.

iv. Environmental Causes

Paul and Majumdar (2001) identified several frequent restrictions that impede the garment factory's working environment. These limitations include leased manufacturing space, short stairs, low ceilings, enclosed settings, the lack of lunchrooms, the lack of fresh drinking water, the lack of separate restrooms or common rooms for female employees, and many more. The garments sector's growth has been threatened by these physical infrastructural deficiencies. As a result, the research stated that the garments industry's management and owners must fix these flaws in order to preserve their worldwide market position and continue contributing to the national economy.

v. Technological Causes

G. Dosi (1982) defines technology as bits of information, both immediately "practical" (connected to real issues and equipment) and "theoretical" know-how, techniques, processes, the experience of successes and failures, and so on. Physical gadgets and equipment were regularly addressed in a specified problem-solving process. Existing physical gadgets represent, in a sense, technological advancements. Changing economic circumstances have a demonstrable impact on the process of selecting new technologies, developing them, and eventually obsolescence and replacement.

vi. Compliance Cause

Obviously, the Bangladesh Readymade Garment (RMG) area had arrived at a significant point. The business could not proceed, obviously. Central changes identifying with security, investigation and consistence must be made if the lives of more than 4,000,000 laborers were to be defended and the certainty of worldwide purchasers held long working hours, factory layoff notice (Ahmed et al., 2020). Key components are, as of now, being executed, including building and fire wellbeing appraisals; work review changes; word-related security and wellbeing; restoration and abilities preparing just as the dispatch of Better Work Bangladesh. A few bosses' associations were at first settled because of the weight of the worker's organizations to arrange; however, others might be followed by middle age societies or different gatherings established to shield specific market premiums. Businesses' associations have been portrayed as formal gatherings of managers set up to shield, speak to, and exhort subsidiary bosses and fortify their situation in the public arena everywhere concerning work matters, particularly financial issues. Not at all like worker's guilds, which are made out of individual people, managers' associations are made out of undertakings (Oechslin 1995).

Working hours are likewise a reason for modern debates. Low and semi-talented laborers are regularly made to work for extended periods of time without being genuinely redressed. Along these lines, debates among laborers and bosses emerge. All specialists need shorter working hours and high wages, while businesses need them to work for extended periods of time and pay them as meager as could be expected under the circumstances. Subsequently, strikes typically eject in light of a mix of long working hours, helpless working conditions and low wages. The idea of the connections among sorted out work, bosses and the administration as for wellbeing and security are demonstrative of the general status of mechanical relations in a nation or an industry and the front-side is similarly the situation. An immature work relations framework will in general, be a tyrant, with rules directed by a business without immediate or aberrant representative contribution aside from at the purpose of tolerating work on the standing advertised.

3.5 Mediating Variables

A mediating variable is a variable that connects the independent and dependent variables and whose presence describes the connection between them. A mediator variable or an intervening variable is another name for a mediating variable. In this research, forms of conflicts were used as a mediator between the causes of workplace disputes and their influence on the RMG business.

Form of Disputes

A mechanical contest can be characterized as a distinction in conclusion, a contradiction, rubbing or any type of contention among the board and laborers or among laborers. These debates regularly bring about strikes, exhibitions/showdowns, lockouts and boycotts. In numerous cases, strikes or fights emerge when the complaint is associated with major shameful acts. These could be helpless laboring conditions, unreasonable treatment of laborers or separation. As a rule, shows and blacklists turn brutal. The significant reasons for mechanical questions are summed up beneath.

Labor questions might be minor, major, individual, or aggregate, limited to one laboring environment or reached out over numerous undertakings. The reasons for these debates are numerous and different, going from a basic grievance by an individual representative over compensation privileges, to an objection by a gathering of representatives concerning hazardous or unfortunate laboring plans, to a labor stoppage by all representatives inside a labor environment guaranteeing they are being kept from framing an association to additional their advantages. A purposeful impermanent stoppage of or withdrawal from labor by a gathering of laborers of a foundation or a few foundations to communicate a worry or to uphold requests, for example, laboring conditions (compensation, laboring hours, laboring time), security of business and so forth provocation and weight at the labor environment can take the state of different hostile practices. It is portrayed by determinedly negative assaults of a physical or mental nature on an individual or gathering of representatives, which are regularly flighty, nonsensical and unjustifiable.

3.6 Hypothesis Development

The following hypotheses have been drawn on the basis of a literature review and conceptual framework.

Individual Effect

H1: Causes of Industrial Disputes have direct positive financial impact on the RMG industry

H2: Causes of Industrial Disputes have direct Positive market impact on the RMG industry

H3: Causes of Industrial Disputes have direct Positive production impact on the RMG industry

H4: Causes of Industrial Disputes have direct positive social impact on the RMG industry

H5: Forms of Industrial Disputes have direct positive financial impact on the RMG industry

H6: Forms of Industrial Disputes have direct Positive market impact on the RMG industry

H7: Forms of Industrial Disputes have direct Positive production impact on the RMG industry

H8: Forms of Industrial Disputes have direct positive social impact on the RMG industry

H9: Financial causes have direct positive relationship with causes of industrial disputes

H10: Social causes have direct positive relationship with causes of industrial disputes

H11: Political causes have direct positive relationship with causes of industrial disputes

H12: Environmental causes have direct positive relationship with causes of industrial disputes

H13: Technological causes have direct positive relationship with causes of industrial disputes

H14: Compliance related causes have direct positive relationship with causes of industrial disputes

H15: Financial impact has positive relationship with the impact of the RMG industry

H16: Market impact has positive relationship with the impact of the RMG industry

H17: Production impact has positive relationship with the impact of the RMG industry

H18: Social impact has positive relationship with the impact of the RMG industry

Direct Effect

H19: Causes of industrial disputes (COD) have direct positive impact on FOD in the RMG industry (Multi Order Model)

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H19a: Causes of industrial disputes (COD) have direct positive impact on FOD in the RMG industry (First Order Model)

H20: Causes of industrial disputes (COD) have direct positive impact on the RMG industry (Multi Order Model)

H20a: Causes of industrial disputes (COD) have direct positive impact on the RMG industry (First Order Model)

H21: Forms of industrial disputes (FOD) have direct positive impact on the RMG industry (Multi Order Model)

H21a: Forms of industrial disputes (FOD) have direct positive impact on the RMG industry (First Order Model)

Mediating Effect

H22: FOD has direct positive mediation effect between COD and Impact on the RMG industry in Bangladesh

Hypothetical Model
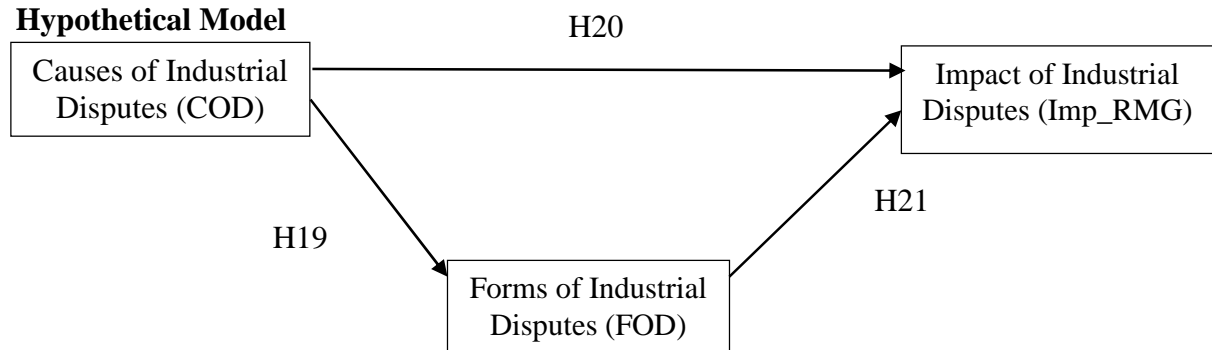
Figure 3.2 Hypothetical model based on the conceptual framework

3.7 Techniques of Data Analysis

In order to evaluate the primary data, the Statistical Package for the Social Sciences (SPSS) was employed In the beginning, the data was updated, coded, and examined to see whether any of it was missing. Worldwide, SPSS is a well-known tool for doing quantitative analyses on large amounts of data. Several statistical methodologies were used to explore various data in order to answer various questions and fulfill the study's primary purpose. goal. A detailed explanation of how to analyze survey data using a variety of methods is provided in the next section. Due to the risk of bias in a well-designed experiment, data analysis is an essential phase in the research process (Kumar et al., 1999). Statistics, according to academic literature, may assist build a theoretical model's credibility by measuring how much influence the independent variables have on

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the dependent one (Coorley, 1978, P. 13).

- *Preliminary Data Analysis*

It is the ability to arrange and convert statistical information into an examination framework that determines the quality of data analysis (Aaker et al., 2005). In order to test hypotheses, raw data should be evaluated first before doing statistical analysis. It was as a consequence that the data from this study was edited, coding & cleaning, managing missing data, and testing the SEM assumptions of normality, outliers, multi-collinearity, and non-response bias. There was also a presentation of "descriptive factor analysis." As Zikmund (2003) points out, SPSS version 20 is "the most extensively used and acknowledged data analysis technique" (Zikmund, 2003).

- *Descriptive Statistics*

SPSS 20 was used to analyze the data obtained from the respondents (employees, executives, and owners). We produced descriptive statistics (mean, median, and standard deviation). For example, only percentages were used to analyze the respondents' demographic profiles and behavioral features. For each variable, these analyses were carried out to get preliminary information on the participants.

- *Model Specification*

A Structural Equation Modeling (SEM) model was employed for this study, which contains a number of significant elements and the connections between them. First introduced in the 1980s, structural equation modeling (SEM) is a method for analyzing marketing data (e.g., Bagozzi 1994; Bagozzi and Yi1988; Fornell and Larcker 1981a, 1981b). When it comes to analyzing data, structural equation modeling (SEM) is frequently utilized and well accepted. H. Homles-Smith et al., 2006). In addition to Hair et al., Jöreskog and Sörbom, Jöreskog and Sörbom, Hair, Schumacker, and Lomax, Kline, and Homles-Smith et al., all published in the 1990s, Researchers in the fields of biology, economics, education, marketing, medicine, and a variety of other social and behavioral sciences have all used this statistical approach, which is surprising (Anderson &Gerbing, 1988). According to the literature, SEM is the ideal method for researchers who need to simultaneously sequence relevant interactions between measured variables and latent constructs, as well as between distinct latent constructs (Hair et al., 2006b; Schumacker & Lomax, 2004). It's therefore possible to observe relationships between one or more independent variables (IVs) and one or more dependent variables (DVs), both continuous and discrete, using Structural Equation Modeling techniques (SEM) (Ullman, 2006). It is possible to use SEM to examine correlations between complex variables, such as latent and observable variables, using statistical methods.

Table 3.4 Summary of the variables used in SEM

Name of the Variable	Definition of the Variable
Exogenous variables (Independent variables)	Variables in the model that are unaffected by other variables.
Endogenous variables (Dependent variables)	Variables in the model that are impacted by other variables.
Manifest variable	A variable that can be viewed and measured directly. Also known as items, observed measurements, or indicator variables (Fornell & Larcker, 1981).
latent variable	A variable that cannot be measured directly. It refers to the terminologies that are used to demonstrate theoretical notions. A circle visually represents these variables in the model.
Observed Variable	Explicitly measured and key assessed by a square in the model, variables include all objects, measures, and indicators of variables. (1981; 2009; Andreev, Heart, Maoz & Pliskin) Fornell and Larcker.
Moderation	It describes a scenario with three or more variables in which the existence of one of them alters the connection between the other two.
Mediation	It describes a scenario with three or more variables in which all three variables are connected by a causal procedure.

Source: Byrne, (2013)

Structured equation modeling has been used to investigate the multivariate analysis of a theory, such as unidimensionality, dependability, and validity of a concept (Anderson & Gerbing, 1988; Hair et al., 2006b; Kline, 2005). SEM is a comprehensive approach for analyzing and changing a theoretical model (Anderson and Gerbing, 1988). It's also known as a second-generation multivariate approach for evaluating the model measures' reliability and validity. Byrne (2013a) defined SME as a statistical approach that examines a structural theory on a particular phenomenon to study confirmatory method (i.e., hypothesis-testing). SEM may be thought of as a hypothesis that shows "causal" procedures that display data from various factors (Gefen, Straub, & Boudreau, 2000; Hair, Ringle, & Sarstedt, 2011). In general, there are two main ideas in the SME method. First, by tolerating measurement error, develop a collection of structural (i.e., regression)

equations that endow with the researched causal processes. Second, transforming structural linkages into a research model for generalization (Roldán & Sánchez- Franco, 2012; Wong, 2013). By describing the structural model employed by the statistical software, SEM calculates a sequence of discrete but interconnected multiple regression equations simultaneously. SEM "represents a second-generation analytical approach that: a) combines an econometric viewpoint concentrating on prediction, and b) a psychometric perspective modeling latent (unobserved) variables inferred from observed-measured variables," according to Chin (1998; 2001). In comparison to first-generation approaches, SEM can give more flexibility in modeling theory with facts. SEM has "three basic components: I indicators (commonly termed manifest variables or observable measures/variables), ii) latent variable (or construct, idea, factor), and iii) route associations (correlation, one-way pathways, or two-way paths)," according to Chin (1998; 2001). By increasing statistical estimates and better reflecting theoretical notions, SEM must give both practical and theoretical rationale (Hair et al., 1998).

3.8 Justification of the Choice of SEM Technique

Structural equation modeling was utilized to analyze the hypothesized model and test assumptions regarding the relationships between the components in the conceptual model. In comparison to other multivariate approaches, SME provides a lot of advantages.

First, the model allows for reciprocal interactions, is extremely adaptable, allows for correlated or uncorrelated mistakes, and allows for the modeling of many sorts of interaction relationships or experimental effects.

Second, it can assign connections in the study between latent variables (unobserved constructs) and observable variables.

Third, "First-generation regression models like linear regression, ANOVA, MANOVA, and LOGIT can only analyze one layer of linkages between independent and dependent variables at a time, whereas SEM" (Chin,1998) allows researchers to visualize relationships between multiple independent and dependent constructs simultaneously (Gerbing and Anderson, 1988) of all variables in the model rather than separately. While first-generation regression models required two separate investigations, SEM permits complicated variable interactions to be described via hierarchical or non-hierarchical, recursive or non-recursive structural equations to provide a comprehensive picture of the whole model (Bullock et al., 1994, Hanushek and Jackson, 2013).

Fourth, Using SEM, a theoretical network of (primarily) linear interactions between variables may be described, estimated, and evaluated. Variables may be noticed or not, and even if they can be seen, they are only inadequately (Rigdon, 1998).

Fifth, Through the use of flexible factor analytic measurements, SEM enables researchers to acknowledge their measurements' flaws and correct them.

Sixth, it is a potent statistical tool for effectively dealing with multi-collinearity issues.

Finally, In many scientific domains, it is used to study hypothetical models for clarifying the interconnections among a set of variables (Rigdon, 1998), which has made it a common tool (Chi, 2005).

3.9 Measures

The measurement items in this dissertation are based on previously established constructs. When using survey methods, it is recommended to reuse already authenticated tools, as indicated by Straub (1989). Using existing measures has the advantage of having already undergone reliability and validity testing, providing the researcher confidence in the measuring properties of the current measures without having to analyze them (Bryman and Bell, 2007). Furthermore, the construct's homological validity can be proven by testing and validating it with a range of the sample in various circumstances and over time (Straub et al., 2004).

3.10 Data Analysis

3.10.1 Structural Equation Modeling (SEM)

In the multivariate statistical technique of structural equation modeling, one or more independent and dependent latent variables are examined for direct and indirect relationships (Gefen et al., 2000). Regression analysis, route analysis, factor analysis, canonical correlation analysis and growth curve modeling are all examples of multivariate statistical studies that may be performed using SEM (Gefen et al., 2000; Urbach and Ahlemann, 2010). If a structural model is being tested, structural equation modeling may be used to examine the model's overall fit (Chin, 1998b; Gefen et al., 2000). For example, SEM examines the linkages between ideas and their associated measures in addition to their supposed structural ties.

SEM has advantages over the initial generation of analytic tools when used correctly (e.g., principal component analysis, factor analysis, or multiple regression). To better understand

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the relationship between hypothesis and evidence, SEM provides researchers with a more efficient means of doing so (Chin, 1998a). One of the advantages of using SEM is that it enables researchers to (1) model the associations between numerous predictors and the criterion variable, (2) generate unobservable latent variables, and (3) model measurement errors for observed variables (Chin, 1998a).

According to Fornell and Bookstein, PLS removes many of the limiting assumptions that drive ML techniques, including erroneous solutions and factor indeterminacy (1982).

3.10.2 Rules of Thumb for Selecting CB-SEM or PLS-SEM

Considering the assumptions underpinning both statistical approaches is necessary for a researcher to decide which statistical approaches to use. A number of criteria can influence the choice between CB-SEM and PLS-SEM, including the study purpose, measurement model specification kinds, structural modeling, data features, and model evaluation (Hair et al., 2011). Hair et al. (2011) suggest that while deciding between PLS-SEM and CB-SEM, there are a few general guidelines to follow.

1. When deciding between these two methodologies, the researcher must determine the research's goal. If the study's goal is to test or validate a theory, CB-SEM is an appropriate tool to use. This is because demonstrating how well a hypothetical model fits the experiential facts is required when evaluating a theory (Barclay et al., 1995). CB-SEM is more appropriate for modeling if the goal is to reduce the covariance matrix, according to Barclay et al. (1995). CB-SEM has always been in this area.

   Meanwhile, PLS-SEM is appropriate when the study's objective is to make predictions and construct theories. The goal of this sort of modeling is to find the best predictors of relationships between variables, as well as to maximize the volume of covariance between latent variables to improve model explanation (Sosik et al., 2009).

2. Only models with reflective components are suitable for CB-SEM analysis. Even though the structural model has made use of formative measures, they have often led to identification problems (Henseler et al., 2009). With formative constructs in CB-SEM, for example, the covariance of each indication could not be explained (Chin, 1998b). Furthermore, CB-ability SEM's to handle reflecting and forming components is very varied (Urbach and Ahlemann, 2010).

To investigate a study model with both reflective and formative components, PLS-SEM may be utilized instead (Chin, 1998b). Researchers may employ both reflecting and formative components at the same time thanks to PLS.

3. Assumptions are made in CB-SEM before any further analysis can begin. In order to test the following assumptions: First, the data must be multivariate normal, and the observations must be independent of each other (Sosik et al., 2009). To utilize CB-SEM, the data must be normal and have a large sample size. If any assumptions are violated, the CB-SEM findings will be incorrect (Hair et al., 2011).

    When it comes to analyzing data with non-normal distributions, PLS-SEM is a better option. In addition, PLS does not need data normality since it uses normalization tools to turn non-normal data into data that follows the central limit theorem (Beebe et al., 1998).

4. Finally, It is not to determine which alternative model best fits the data that the PLS-SEM is used to investigate and/or predict the hypothetical model given on the basis of literature (Sosik et al., 2009). Relatives on manifest and latent variables may be "estimated" in PLS since they are associated (Falk and Miller, 1992, p. 10).

3.10.3 Partial Least Square (PLS)

Herman Wold, Economist, Partial Least Square (PLS) was invented in the 1970s by an econometrician (Chin, 1998b). Expanded principal component analysis and canonical correlation analysis are part of PLS' alternating least squares approaches (Henseler et al., 2009). Linear equations used in PLS models include the measurement model and the structural model (Henseler et al., 2009). This distinction between the measurement model (i.e., the outer model) and the structural model (i.e., the inner model) is important since the latter explains how a latent variable interacts with its manifest variables (items).According to Henseler et al. (2009), the PLS method is simply a series of regressions in terms of weight vectors, with the following stages:

1. Iterative estimate of latent variable scores, which includes iterating through a four-step approach until convergence is achieved:

    a) Outer approximation of latent variable scores;

    b) Inner weights estimation;

    c) Inner approximation of latent variable scores; and

    d) Outer weights estimation

2. In the second step, outer weights/loading and path coefficients are estimated.

3. In the third step, location parameters are estimated.

Increasingly, PLS-SEM is being used in marketing and other business sectors (Henseler et al., 2009). Academics believe that the PLS-SEM approach to structural model estimation is more reliable (Henseler et al., 2009). When CB-distributional SEM's assumptions cannot be met, PLS-SEM is considered an alternate approach (Hair et al., 2011). In this dissertation, the research model is examined using established analytic criteria and a statistical approach known as Partial East Square (PLS-SEM). The following factors impacted this choice:

1) The emphasis of this dissertation's study is not on model invariance measurement. Rather, the research looks at the factors that influence social media-induced techno-stress. Consequently, it's vital to analyze the underlying relationship between the LVs using latent variable scores (Sosik et al., 2009).

2) According to (Henseler et al., 2009) complex models with many latent variables may benefit from PLS. A more sophisticated research methodology and a large number of LVs are used in this dissertation (Henseler et al., 2009).

3) The dissertation aims to look into connections based on the past theoretical understanding. PLS-SEM can compute residual correlations and evaluate their influence on the model.

3.10.4 Evaluating Measurement and Structural Models using Partial Least Square

Using a two-step method, the research model is examined in this dissertation: (1) measurement model evaluation, and (2) structural model assessment. The ultimate purpose of model validation is to determine whether or not the measurements and structural model meet the superiority criteria for experimental study (Urbach and Ahlemann, 2010). Measurement and structural model evaluation methodologies utilized in this research are outlined below:

3.10.4.1 Measurement Model

Reflective measurement models may be judged on their internal consistency, indicator reliability, converging validity, and discriminant validity based on previous investigations (Lewis et al., 2005; Straub et al., 2004).

i) *Reliability and Validity for SEM*

Structured equation models should be validated for validity and reliability in order to achieve consistency (Hair et al., 2011). SEM was studied by measuring the reliability, internal consistency, and discriminant validity of individual items (Hulland, 1999; Eta, 2010). It was determined that the RMG sector in Bangladesh has been adversely affected by labor conflicts by surveying employees and executives from a number of companies having a direct stake in the garment industry.

ii) *Indicator Reliability*

Reliability is a measure of how closely an item correlates with the notion with which it is related, and it is typically referred to as a simple correlation. SEM reliability may be evaluated using the loadings of reflective construct elements. The loadings score may be derived from the factor analysis results. Henseler et al. (2009) state that each indicator should have a large amount of variance explained by a hidden variable (usually at least 50 percent). Studies show that there are several methods to assess an item's reliability. According to Higgins, Barclay, and Thompson, items having loadings less than 0.700 should be discarded (1950). It is recommended that items with factor loadings of less than 0.50 be excluded from structural analysis, according to Hulland (1999). However, according to Igbaria et al. (1997), a factor loading of 0.40 is sufficient for each individual (Hair et al., 1997). According to Sirdeshmukh et al., 2002, a factor loading level of 0.30 is considered appropriate in the literature. A minimal cut-off value of 0.6 was chosen by the researcher because of the study's location in Bangladesh as the most appropriate metric for improving individual reflective construct item dependability in order to keep the greatest number of items for final data analysis (Hossain et al.2010b, 2011d).

iii) *Internal consistency*

Fornell and Larcker (1981) created internal consistency for analysis. The term "consistency" refers to the interconnection between the test objects and if the items are sufficiently consistent among themselves to allow them to be integrated (Serbetar and Sedlar, 2016). SEM researchers use Composite Dependability rather than Cronbach's alpha to measure internal consistency reliability (Wong, 2013). (Bagozzi and Yi, 1988; Hair et al., 2012). Using Cronbach's alpha and composite reliability, internal consistency is evaluated in this study:

a) **Composite Reliability:** A composite reliability model, unlike Cronbach's alpha, has no presupposition that all indicators are equally trustworthy. Values below 0.60 show a lack of reliability in the SEM model, which is defined as a composite reliability of 0.60-0.70 in exploratory research and 0.60-0.90 in more advanced stages of investigation. Each indicator's absolute standardized loading should be more than 0.70, according to Henseler, Ringle, and Sinkovics (2009). Bagozzi et al. (1998) advocated an internal consistency cut-off value of 0.60. Most of the time, loadings between 0.40 and 0.70 should only be removed off the scale if doing so enhances the overall reliability of the composite. According to Hensele, Ringle, and Sinkovics, indicators with very low loadings of 0.40 should never be used on scales (2009).

b) **Cronbach's Alpha:** In order to assess a multiple-item variable's dependability, the most often employed reliability coefficient is Cronbach's alpha (Nunnally, 1978). The coefficient alpha is used to assess internal consistency or reliability (Serbetar and Sedlar, 2016). We don't want an alpha value lower than 0.60. (Churchill and Peter, 1984). As a rule of thumb, Nunnally (1978;1988) recommends that the Cronbach's alpha cut-off value should stay at 0.60 when scaling things that have never been used before in a new context and 0.70 when scaling items that have previously been used in a new context. In this investigation, a value of 0.60 is deemed appropriate (Churchill and Peter, 1984, Nunnally, 1978;1988).

c) **Convergent Validity:** The term "validity" relates to a research tool's accuracy. According to Fornell and Larcker, the AVE should be tested for convergent validity (198). Hair, Ringle, and Sarstedt (2011). When the Average Variance Extracts (AVE) values above the crucial threshold of 0.50, the latent variable has appropriate convergent validity, suggesting that it can explain on average more than half of the variance of its indicators (Hensler et al., 2009). Any latent construct should have an AVE larger than the highest squared correlation with a latent construct, according to Hair, Ringle, and Sarstedt (2011). (Fornell and Larcker, 1981). This loading should be greater than the loadings with other constructions when considering an indicators cross-loading (i.e., the cross-loadings).

d) **Discriminant Validity:** The next stage in the measuring model is to assess the discriminant validity of the variables that measure how different the constructs are

from one another. To undertake discriminant validity, Barclay, Higgins, and Thompson (1995) proposed two analytical approaches. These are

I.   A Square root of AVE evaluation at the construct level and

II.   Cross-loading matrix evaluation at the item level.

I. Square Root of Average Variance Extracted (AVE)

Each latent variable is initially tested for discriminant validity by calculating the AVE of each latent variable. In order to get the square root of AVE, you'll first need to figure out AVE. It was advised by Fornell-Larcker (1981) that the off-diagonal elements (correlation of latent variable) be less or equal to the blooded diagonal components (square root of the average variance explained) (Igbaria et al. 1997; Barclay, Higgins and Thompson, 1995; Gefen Straub & Boudreau 2000). The inter-construct correlation is then compared to this value. When the square root of a construct's Average Variance Extracted (AVE) is greater than the correlation with other constructs, discriminant validity has been obtained, according to Barclay, Higgins, and Thompson (1995).

II. Cross Loading

This measure of discriminant validity may be satisfied if an item's loading in one construct is higher than its loading in all other constructs (Chin, 1998). At the indicator level, the cross-loadings allow this computation, whereas the Fornell–Larcker criteria evaluate discriminant validity at the idea level (Henseler et al., 2009).

3.10.4.2 Structural Model

It is only possible to analyze the structural model if the measurement model has been confirmed. The structural model's hypotheses may be rigorously tested to see whether they are supported by evidence by validating the structural model (Urbach and Ahlemann, 2010). The coefficient of determination (R2) and path coefficients may be used to assess a PLS structural model.

An endogenous latent variable's coefficient of determination (R2) is the first relevant criteria for assessing a structural model's fit to data. On the other hand, according to Chin (1998b), R2 values of 0.67 are considered noteworthy, whereas values of 0.333 or below are considered bad.

The path coefficient value, which forecasts the strength of the association between two latent variables, is the second criteria for evaluating the structural model. When examining the connection between two latent variables, it is necessary to consider the path

coefficients, algebraic sign, magnitude, and significance. To account for a particular impact in the model, path coefficients must surpass 0.100 and be significant at the 0.05 level of significance (Huber et al., 2007). The structural model is estimated in this dissertation and judged acceptable if:

1) The correlation coefficient is greater than 0.19.

2) Path coefficients between LVs must be at least 0.1, have the correct algebraic sign (positive or negative), and be statistically significant (at least 0.05).

3.10.4.3 Mediation Relationship

An independent (predictor) and a dependent (outcome) variable are linked by a mediating factor in simple mediation. A mediator is a method through which a prediction has an impact on an outcome (Baron and Kenny, 1986).

3.11 Summary

In the methodology section, the overall research design, population, sample, sampling techniques, variables description, hypothesis and the overall statistical tools used for the data analysis are described. The model specification, mainly the principal component matrix, and the PLS-SEM tools are also described.

Chapter Four
Overview of Readymade Garments Industry

4.1 Introduction

Bangladesh's GDP was expected by the World Bank to be US$6.29 billion in 1972, growing to $353 billion by 2021, with $46 billion of it coming from exports, 82 percent of which were ready-to-wear garments; Bangladesh was the second-largest producer of clothing in the world in 2016, behind China. For American fast fashion firms, Bangladesh ranks second in the world as a source of raw materials. 60 percent of Western brand export transactions are with European customers, followed by 30 percent by Americans and 10 percent by foreigners. Only 5% of textile mills are owned by foreign investors, while the majority of output is controlled by local entrepreneurs. 80.7 percent of all export sales and 12.36% GDP were created by the RMG sector in FY 2016-2017, which earned US$28.14 billion in sales and employs green manufacturing practices.

4.2 Historical Development of RMG Industry in Bangladesh

The ready-to-wear garment business is a major contributor to Bangladesh's economic growth. As a result of the "Made in Bangladesh" label, the country has received worldwide reputation. Clutches say Bangladesh has gone from a "bottomless basket" to a "wonderful" basket. In spite of the country's meager resources, it has achieved remarkable social and human progress, with an average annual GDP growth rate of 6%

Bangladesh was one of the world's poorest nations when it gained independence in 1971. While Bangladesh was known as East Pakistan, there were no significant businesses because of the West Pakistani administration's discriminating attitude and policies. As a result, it seemed that repairing the country's war-damaged infrastructure on a tight budget was the most difficult task.

Bangladesh's single biggest export earner, the readymade garment (RMG) industry, has played a crucial part in the nation's and economy's recovery. 81% of the country's total

export   revenue   comes   from   this   sector.

Source: BGMEA

Eventually, the RMG industry stepped in to fill the void left by the decline of our only substantial export earner, jute.

The garment industry in Bangladesh began in the 1980s and has since developed to its current state. The late Nurool Quader Khan was the driving force behind Bangladesh's ready-to-wear industry. A picture of how the nation may be transformed occupied his thoughts. A total of 130 students were dispatched to South Korea in 1978 in order to study the craft of making ready-to-wear clothing.

Source: BGMEA

For export, he established the first garment factory, "Desh Garments," which employed the trainees he had hired. As well as Akhter Mohammad Musa, the late Mohammad Reazuddin, the late Md. Humayun, the late Engineer Mohammad Fazlul Azim of Azim Group, the late Major (Retd.) Abdul Mannan of Sunman Group, M Shamsur Rahman of Stylecraft Limited, the first President of the BGMEA, AM Subid Ali of Aristocrat Limited, M Shamsur Rahman of Stylecraft Limited.

Several more cautious and industrious businessmen followed in their footsteps and built RMG facilities all around the country. Since then, the garment industry in Bangladesh hasn't had to look back. A worldwide market presence has been established and continues to prosper despite many hurdles faced by the business in recent years. Since its start, the industry has grown and matured as a result of a variety of stimuli. Child labor was initially brought to our attention in 1994 and eliminated from our operations in 1995.

In our industry, the MFA-quota was a blessing, helping it to expand and evolve. When the quota was set to expire in 2004, a lot of people feared that our exports would be severely disrupted. Post-MFA era is a success story, though. Post-MFA concerns were overcome by proving the projections wrong, which helped us overcome the difficulties. Over $25.49 billion worth of garments were exported from Bangladesh in the 2014-15 fiscal year, becoming the garment industry Bangladesh's top exporter.

The RMG corporation encountered a few snags on the route to development. This is the worst crisis our clothing sector has faced since the devastating building collapse in 2013. The building's collapse was widely expected to put a stop to our RMG industry's rapid rise. However, a new era has dawned in the world of fashion. As a result of this newfound understanding that protecting the health and safety of garment industry employees is a shared duty, governments, brands, buyers, suppliers, entrepreneurs, and garment workers throughout the world are banding together to create a safe and sustainable sector. Competitive competitors have joined forces to protect and maintain an industry for the first time in business history.

The workplace safety and worker rights in this business, which has a tremendous impact on the lives of millions of people, have improved dramatically. There has been substantial progress in enhancing workplace safety thanks to the National Action Plan (NAP), the Accord, and the Alliance. Accord and Alliance have completed factory inspections at all of their facilities, while the NAP intends to do so by the end of the month. " We are pleased to report that just 2% of the facilities were deemed to be at risk and were quickly shut down. The Fair Factory Clearinghouse (FFC) database, as well as the websites of the

relevant government ministries, Accord and Alliance, provide public access to factory inspection records. This increases the transparency and reliability of our work. After all factories have completed Corrective Action Plans, Bangladesh's RMG sector will be the safest in the world (CAPs).

Employees' rights have also been strengthened. In the previous five years, RMG workers' minimum wage has increased by 219 percent. The amended Labor Law ensures that the rights and well-being of workers have increased considerably. BGMEA, the ILO, and the International Trade Center (ITC) are working together to provide education and training for both plant management and workers on topics such worker-management relations, Occupational Safety and Health, and labor regulations.

Garment manufacturers are striving to be environmentally responsible to retain a strong place in the global market. In many RMG plants, green technology and practices are being implemented by themselves. As a result, they are using more ecologically friendly technologies and producing garments that will benefit future generations. The US Green Building Council (USGBC) has previously accredited many RMG factories for their ecologically friendly operations.

Table 4.1 The Milestones of the RMG Industry

Year	Milestone
1995	Realistic Solution of child labor issue with ILO, UNICEF & US Embassy
2005	Phase out of MFA Quota
2009	Successfully faced Global Recession
2010	Ranked as the 2nd Largest Exporting Country
2013	Ensuring workplace safety

Source: BGMEA

4.3 Green Garment Factories

Table 4.2 The Most Green RMG Factories of Bangladesh

TOP 11 LEED CERTIFIED FACTORIES (PLATINUM CATEGORY)

POINTS	FACTORY NAME	COUNTRY NAME	CERTIFICATION DATE
97	Remi Holdings Ltd	Bangladesh	July 2016
93	Tarasima Apparels Ltd	Bangladesh	July 2016
92	Plummy Fashions Ltd	Bangladesh	September 2015
90	CONFIDENTIAL	Ireland	September 2014
90	AR Jeans	Bangladesh	March 2018
90	Vintage Denim Studio Ltd	Bangladesh	May, 2012
88	Green Textile Ltd Unit #3	Bangladesh	April, 2018
87	Columbia Washing	Bangladesh	November 2016
86	Echotex Ltd	Bangladesh	March 2017
86	Bottega Veneta Atelier	Italy	March 2014
86	Method Products PBC	United States	March 2015

Source: Dhaka Tribune, Published at 12:35am March 2nd, 2018

Bangladesh's RMG industry, which is valued $28 billion, boasts the most ecologically friendly green buildings of any nation in the world, with 67 of them. The idea was hatched by representatives of the garment industry and the US Green Building Council (USGBC) during an awards ceremony for Green Factory owners held in the city on Thursday. The Bangladesh Garment Manufacturers and Exporters Association (BGMEA) collaborated with the USGBC and GBCI to launch the "LEED Green Factory Award" in recognition of Bangladesh's RMG sector's progress in green industrialisation. Thirteen of Bangladesh's leading green building manufacturers received the "LEED Green Factory Award" in recognition of their efforts to achieve LEED Platinum certification in sustainability. Sustainable green industrialisation has taken the lead in Bangladesh, which is the world's second-largest provider of ready-made clothing. According to the US Green Building Council, there are already 67 LEED-certified companies in Bangladesh's RMG sector (USGBC). The USGBC has registered more than 280 factories for LEED certification, 13 of which are LEED Platinum certified. Indonesia has the second-largest number of green industries, with 40, followed by India (30), and Sri Lanka (10). The "bottomless basket" moniker was given to Bangladesh soon after it gained independence in 1971, and dire predictions were made about the country's future. Bangladesh's RMG industry has become synonymous with child labor, forced labor, and micro-factories, according to special guest and Environment and Forests Minister Anisul Islam Mahmud. A total of 67 factories in Bangladesh's garment sector have been certified as LEED platinum, gold or silver; this is the most in the world, according to Mahmud. Mahmud praised the Bangladeshi RMG industry's green drive, saying it provides the country's overall economic stability. He also stresses the need of a long-term strategy for the organization. Green buildings in the RMG sector have appeared in several countries, including Sri Lanka. "Now, Bangladesh has the biggest number of green factories in the garment business," said Md. Miran Ali, chairman of Remi Holdings Ltd., a LEED platinum-certified company with a 97 out of 110. By educating people about emerging green technology, Miran believes that everyone can learn and be encouraged to start a sustainable company. He predicted that 10% of the RMG business will be using green technologies in the following decade. " The RMG sector and Bangladesh as a whole have a bad reputation. Fazlul Haque, managing director of Plummy Fashions, a platinum-certified company, adds, "We can't just announce Bangladesh as a green building country." According to him, it's also time to name and market Bangladesh. When it comes to sustainability, "it's not an option; it's mandatory." South Asia's green initiatives have been spearheaded by Bangladesh, says Gopalakrishnan

P. of GBCI in the Asia-Pacific and Middle East Markets. We are delighted to mark this critical milestone and thank you for your continuing support of our efforts to transform the built environment in Bangladesh," added Gopala. "There has been a quiet revolution in the RMG industry in Bangladesh in the last several years. LEED Platinum denim factories, knit factories, washing plants, and textile mills may all be found in Bangladesh, according to BGMEA president Md. Siddiqur Rahman. This green industrialisation achievement is due in large part to the entrepreneurs in the RMG sector. SAID THE LEED Green Factory Award recognizes their efforts and achievements." The minister says that if wages are decided based on worker needs and industry capabilities, there would be no disagreement between workers and owners. To ensure the sector's continued gain from present trade advantages, he urged individuals in the business to take the lead. After Remi Holdings, the other top-performing companies were Tarasima Apparels, Plummy Fashion and Vintage Denim Studio. They were followed by Columbia Washing Plant, Echotex and SQ Celsius Unit 2. They also included Envoy Textiles and SQ Birichina and SQ ColBlanc.

4.4 Domestic Investors

After China, Bangladesh is the world's second-biggest exporter of Readymade Garments (RMG). RMG accounts for almost 81 percent of its export profits. The textile and apparel industry contributes over 20% of Bangladesh's GDP. The industry employs around 20 million people directly. This industry is the key driver of the country's economy. Bangladesh hopes to achieve middle-income status by 2021, and RMG will undoubtedly play a key role in realizing that goal. Basically, two types of investment are available in the readymade garments industry such as domestic investment and foreign investment. About 90% of investments in readymade garments are from domestic owners and the rest 10% owners from foreign countries.

The following is a summary of the operating expenses.

- 50 percent direct and indirect labor (Salary, Bonus, Other benefits)
- 15 percent management overhead
- Electricity Cost: 5%
- 10 percent administrative costs
- Consumables not covered by the MRP: 5%
- 10 percent financial outlay
- 5% for others

4.5 Foreign Investors

Thanks to government measures to attract foreign investors, Bangladesh's textile and apparel industry has experienced a dramatic increase in FDI in the recent year.

According to figures from the Bangladesh Bank (BB), Bangladesh's textile and apparel industry attracted $421.68 million in foreign financing in calendar 2017, up 15.70 percent from $364.44 million in 2016.

Figure 4.1 FDI trends in Bangladesh textile and apparel industry
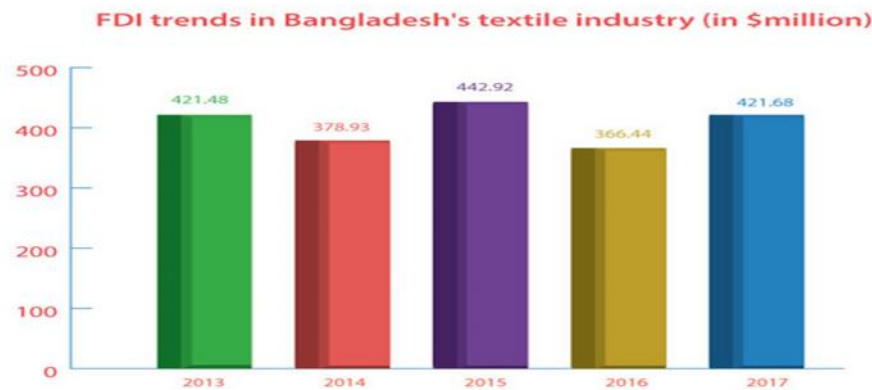
Source: www.textiletoday.com

4.6 Growth of Garment Factory

The road to garment exporting success

Bangladesh's garment manufacturing capacity has increased dramatically thanks to continued investment (including FDI), with the number of clothing factories and corresponding job possibilities about 400 percent during the 1990s. The sector is currently established as a significant industrial cluster, employing around four million individuals in over 5,000 enterprises. Inditex, H&M, Marks & Spencer, Gap, and Benetton are among the worldwide companies that have placed large orders with these manufacturers. Of course, the bulk of these overseas consumers need short turnaround times.

Table 4.3 Growth of Garments Factory in Bangladesh

YEAR	NUMBER OF GARMENT FACTORIES
1984-85	384
1985-86	594
1986-87	629
1987-88	685
1988-89	725
1989-90	758
1990-91	834
1991-92	1162
1992-93	1533
1993-94	1839
1994-95	2186
1995-96	2354
1996-97	2503
1997-98	2725
1998-99	2964
1999-00	3205
2000-01	3482
2001-02	3619
2002-03	3767
2003-04	3956
2004-05	4109
2005-06	4228
2006-07	4495
2007-08	4747
2008-09	4924
2009-10	5069
2010-11	5154
2011-12	5408
2012-13	5879
2013-14	4226
2014-15	4293
2015-16	4327
2016-17	4488
2017-18	4569
2018-19	4613
2019-20	4672
2020-21	4696

Source: BGMEA

4.7 Employment in RMG Industry

Table 4.4 Employment in RMG Industry

YEAR	EMPLOYMENT IN MILLION WORKERS
1984-85	0.12
1985-86	0.20
1986-87	0.28
1987-88	0.31
1988-89	0.35
1989-90	0.34
1990-91	0.40
1991-92	0.58
1992-93	0.81
1993-94	0.84
1994-95	1.20
1995-96	1.29
1996-97	1.30
1997-98	1.50
1998-99	1.50
1999-00	1.60
2000-01	1.80
2001-02	1.80
2002-03	2.00
2003-04	2.00
2004-05	2.00
2005-06	2.20
2006-07	2.40
2007-08	2.80
2008-09	3.50
2009-10	3.60
2010-11	3.60
2011-12	4.00
2012-13	4.00
2013-14	4.00
2014-15	4.00
2015-16	4.00
2016-17	4.00
2017-18	4.00
2018-19	4.2
2019-20	4.2
2020-21	4.4

Source: BGMEA

4.8 Production

Production systems are necessary to allow businesses to manufacture the greatest quantity of items at the lowest cost while maintaining the appropriate quality. Materials handling, manufacturing procedures, workers, and equipment that guide workflow and manufacture completed goods are part of the garment production system. It is the process of converting a two-dimensional cloth into a three-dimensional garment in a manufacturing system. Different sorts of systems may be used to create garments. Individuals and small tailor businesses employ different clothing manufacturing processes than factories. Two systems are described bellows:

1. **Individual System**: It is a classic way of manufacturing in which one operator or small team sews one full garment at a time, doing all of the essential sewing procedures. The operator may also use their work technique to create a pattern and cut the cloth. After completing one garment, the operator will go on to the next. When a variety of garments must be made in modest numbers, this garment assembly method is useful. Homemakers, local tailors, shops, and others like the personalized approach of garment assembly.

Figure: Individual System

2. **Factory Production System**: When goods are manufactured in a factory, a system is in place to guarantee that everything goes smoothly. These are often known as production systems. The clothing industry employs a variety of manufacturing processes for garment assembly. The optimal production method relies on the kind of product, the number of items to be manufactured, when the products are required, the factory's size, and the workers' talents. The most commonly used types of production systems in the garment industry are:

i. Progressive Bundle System (PBS)

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ii. Unit Production System (UPS)

iii. Modular Production System (MPS)

The points are discussed below:

i. Progressive Bundle System (PBS): There is a long history of the garment industry's usage of the progressive bundling process, which has been in use for decades. Bundles of garment components are handed from sewing machine operator to sewing machine operator in this method. One technique must be completed on each piece of unfinished clothing that each worker receives. After completing their task, they re-tie the bundle and hand it off to the next operator for completion. SAM" (Standard Activity Marker) time is allocated to each PBS program (Standard Allowed Minutes). The efficiency of a plant's production system is key to the success of PBS.

Progressive Bundle System (Courtesy: Ananta Group)

ii. Unit Production System (UPS): Flexible material handling systems such as the unit production system (UPS) need a computerized overhead transportation system to move garment components between workstations in a specified sequence. Garment parts are moved and handled by machines instead of by hand in the usual manufacturing process. It boosts productivity and product quality by allowing workers to operate without interruption.

This is critical in the fast-paced fashion and garment sector.

Fig: Unit Production System (Courtesy: Beximco Textile Ltd.)

iii. Modular Production System: A modular manufacturing system consists of a group of four to seventeen persons who determine their standards and collaborate to make a final garment. They function as a group or module, with each team member handling several operations. Operators assist one another in completing the garment rapidly with this method, and the team is accountable for production and quality. The number of teams at a plant varies depending on the industry's needs, size, and clothing product line. This MPS system is ideal for garment manufacturers that want rapid responses. Cellular Garment Manufacturing, flexible work groups, and the Toyota Sewing Technique are used to describe this system (TSS).

Fig: Modular Production System

4.9 Marketing

The global marketplace is undergoing significant changes, and industry participants find that their marketing strategies are becoming outmoded. Today's market has hundreds of salespeople all pushing identical items, and buyers are constantly traveling from store to store negotiating. Prices ultimately decline, a move made by company owners intending to establish a long-term connection with their customers. People's discretionary money has increased, and the media has influenced their lifestyles. Even though customers are spending more, globalization and fierce competition make it harder for marketers to keep or expand their wallet share.

American Marketing Association (2013) "Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large."

Dr. Philip Kotler (2010) defines marketing as "the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It defines, measures and quantifies the size of the identified market and the profit potential. It pinpoints which segments the company can serve best, and it designs and promotes the appropriate products and services."

Bangladesh's readymade garments try to capture the international market by doing an effective marketing mix.

Figure 4.2 The 7Ps Marketing Mix in RMG
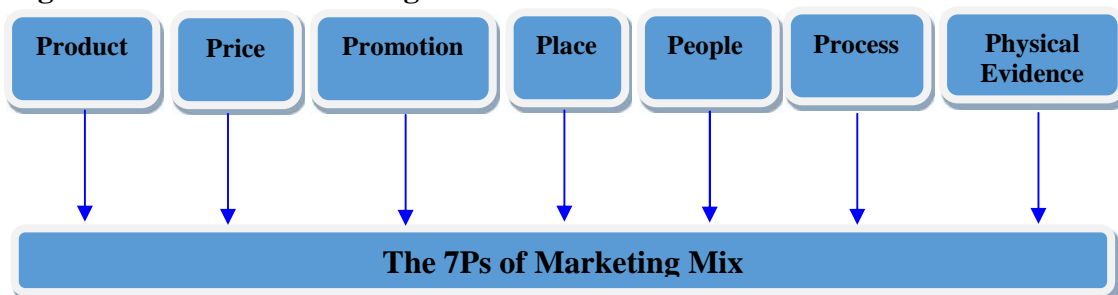
Source: Self-created

1. **Product:** In Bangladesh's readymade garments business, product is the most significant aspect of the marketing mix. Because the term "apparel product" encompasses not only physical things but also intangible characteristics such as brand identity and consumer trust and confidence in the worldwide market. Garment manufacturers must concentrate on developing a product that meets customer desires. Shape, size, color, quality, appearance, brand value, support, and warranty are all examples of product attributes.

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2. **Price:** Price is not an important consideration in the case of clothes, especially in fashion. The cost of a product is determined by its quality, style, and brand. Today, the emphasis is on service, but it will change to personality in the future. Design innovation is no longer a competitive advantage. However, pricing is always an issue.

3. **Promotion:** Promotion is a critical component of the marketing mix when used in tandem with other strategies. This is especially true for the garment sector, where the ability to effectively communicate with customers is vital to making a positive impact on their purchasing decisions. Clothing products need to be embraced by a respected group in society before the whole public would accept them. Celebrities have the most sway over the masses when it comes to swaying public opinion. CPR (Consumer Personal Reference) marketing is a kind of advertising in which a client endorses a brand by using it and telling their friends about it.

4. **Place:** Distribution locations must be taken into account when creating a proper marketing mix for the apparel industry, since perception, price, and quality are the most important factors. As a result, store designs must reflect current trends and enhance the brand's image. Distribution techniques and partners must also be kept in mind, since even the best-in-class products would fall short without them. Major business revolutions have been started through relocations. There are a number of aspects that must be taken into account, including location, logistics, channel motivation and service standards.

5. **People:** From the front line to the Managing Director, the individuals who operate garment firms depend on them. In Bangladesh's readymade garment sector, people, or labor, are the most significant crucial success component. Having the right people in the right position is critical because they are as much a part of your company offering as the products/services you are giving.

6. **Process:** The procedures involved in providing your goods and services to customers are called processes. The clothing delivery is frequently done with the client present; therefore, how the goods are provided is part of what the customer is paying for.

7. **Physical evidence:** Even though most of what the buyer is paying for is intangible, almost all items have some physical parts. For example, a clothing manufacturer would provide its clients with a finished design, whereas an insurance firm might send them printed material. By this definition, even if the substance is not physically apparent, they are still getting a "physical product."

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4.10 Major Buyers

Table 4.5 List of important customers for Bangladeshi RMG products

1. Adidas	23. M&S	49. Gastro	75. Sumi Tomo
2. H&M	24. Tema	50. Spider	76. TKI
3. Wal-Mart	25. Terco	51. P.P Tex	77. Ulla Pop ken
4. GAP	26. Decathlon	52. Maxim	78. New Yorker
5. Levi's (Brand: Docker, Denizer Levi-Strauss)	27. Carretow	53. Multiline	79. Mister & Lady
	28. NKD	54. Texco	80. Wool Worth
	29. Lindex	55. OBS	81. Q, Solution
6. Nike	30. K-mart	56. Multiline	82. Maxim
7. VF Asia (Brand: Lee, Wrangler)	31. Uniquelo	57. DR & S	83. Jules
	32. Huloson Bay	58. MB Fashion	84. EWM
8. PVH-Phillips Von Heuson (Brand: CK)	33. Black Berry	59. Colince	85. Giordano
	34. Mahindra	60. Octagon	86. Carr era,
9. Li & Fung	35. ITC	61. Katag	87. Neck & Neck
10. Old Navy	36. Ramond	62. Cream soda	88. Mono Prix
11. Academy	37. S. Oliver	63. Trig Lobe	89. Quick Silver
12. US Polo	38. IC Company	64. Shobi fashion	90. Inter Sport
13. American Eagle	39. Tom Tailor	65. Kiabi	91. Shobey
14. Banana	40. Umbro	66. Brice	92. S.F.G
15. Peri Ellis	41. Ed Ward Wang	67. Algodon	93. Pierre Cardin
16. Zara		68. Target	94. Matteo
17. Sains Burry	42. New Look	69. Zaogora	95. Francesca
18. C&A	43. Maskos	70. Vood Bridge	96. Liujo
19. Hugo Boss	44. Up-2-Date	71. Air Solution	97. B.Young
20. Esprit,Mango	45. Grenville	72. Evrozon	98. Women Secret
21. Puma	46. Erima,	73. Ginkana	99. Silvian Heach
22. European Eagle	47. Asmara	74. Lion Star	100. Etam
	48. Esprit		

Source: BGMEA

4.11   Export

Last fiscal year, RMG exports increased by 8.76 percent.

According to EPB statistics, Bangladesh's RMG export revenues were $30.61 billion in the previous fiscal year, 8.76 percent.

Too far, the clothing sector, which employs 40 million people, the most of whom are rural women, has contributed 83.49 percent of Bangladesh's total exports of $36.66 billion. Because of safety improvements, Bangladesh's garment export revenues increased by 8.76 percent to $30.61 billion in FY18. Too far, the clothing sector, which employs 40 million people, the most of whom are rural women, has contributed 83.49 percent of Bangladesh's total exports of $36.66 billion.

Bangladesh's export revenues from the RMG sector reached $30.61 billion in the past fiscal year, according to figures issued by the Export Promotion Bureau (EPB) on Wednesday. The amount is 1.51% higher than the $30.16 million objectives for FY18.

Bangladesh's export revenues increased by 0.2 percent to $28.15 billion in FY17, the lowest level in almost a decade. Knitwear goods accounted for $15.18 billion of the total, up 10.40 percent from $13.76 in the same time last year. Woven items brought in $15.42 billion, up 7.18 percent from $14.39 billion. Meanwhile, Bangladesh's total export profits increased by 5.8% to $36.66 billion in FY18, up from $34.65 billion.

Manufacturers credited safety improvements in the garment sector for regaining consumer trust to put more orders here, according to the Dhaka Tribune. Economists, on the other hand, claim that this expansion falls short of the industry's potential.

"Global retailers have been cautious about making orders in recent years owing to continuing safety checks in the garment industry. But in the past fiscal year, they changed their minds since the inspection is virtually complete and showing great improvement," Abdus Salam Murphy, president of the Exporters Association of Bangladesh (EAB), told the Dhaka Tribune. Consequently, export revenues have increased, but Salam believes it might be much higher.

"This year's export increase is better than the previous year's." The Bangladesh Garment Manufacturers and Exporters Association (BGMEA) president, Md. Siddiqur Rahman told the Dhaka Tribune that there is still room for growth in terms of export revenues.

Bangladesh's worldwide market share in clothes was 6.4 percent in 2016, according to the World Trade Statistical Review 2017.

To take advantage of the opportunity, the government must shorten delivery times by improving port capacity, allowing for more efficient transport of completed products. According to Siddiqur, air freight capacity should be enhanced to guarantee rapid delivery of sample items and accessories from the airport.

"Export profits increase over the previous year does not imply a positive image of the export industry." The contribution of exports to GDP is continuing to decline, which is a major source of worry for the government, according to Policy Research Institute (PRI) executive director Ahsan H Mansur.

To fund development projects, Bangladesh requires a substantial double-digit increase in export profits. According to the economist, a slower increase in export performance would worsen the balance of payments difference.

Bangladesh would not be able to meet its aim of $60 billion in export revenues by 2021 at its current growth pace, according to Ahsan.

The government must change bonded warehousing facilities and export facilities supplied to businesses to achieve the intended goal. He also mentioned the need for infrastructure development.

Bangladesh must identify challenges impeding the country's export potential and take effective efforts to address them, according to a former financial adviser to the caretaker government, AB Mirza Azizul Islam, who spoke to the Dhaka Tribune.

To tackle the difficulty, Azizul proposed diversifying products and markets. He also emphasized the need for R&D in moving toward value-added items, which would boost export revenues.

Table 4.6 Comparative Statement on Export of RMG and Total Export of Bangladesh

Value in Million USD

Year	Export of RMG	Total Export of Bangladesh	% of RMG's to Total Export
1983-84	31.57	811.00	3.89
1984-85	116.2	934.43	12.44
1985-86	131.48	819.21	16.05
1986-87	298.67	1076.61	27.74
1987-88	433.92	1231.2	35.24
1988-89	471.09	1291.56	36.47
1989-90	624.16	1923.70	32.45
1990-91	866.82	1717.55	50.47
1991-92	1182.57	1993.90	59.31
1992-93	1445.02	2382.89	60.64
1993-94	1555.79	2533.90	61.40
1994-95	2228.35	3472.56	64.17
1995-96	2547.13	3882.42	65.61
1996-97	3001.25	4418.28	67.93
1997-98	3781.94	5161.20	73.28
1998-99	4019.98	5312.86	75.67
1999-00	4349.41	5752.20	75.61
2000-01	4859.83	6467.30	75.14
2001-02	4583.75	5986.09	76.57
2002-03	4912.09	6548.44	75.01
2003-04	5686.09	7602.99	74.79
2004-05	6417.67	8654.52	74.15
2005-06	7900.80	10526.16	75.06
2006-07	9211.23	12177.86	75.64
2007-08	10699.80	14110.80	75.83
2008-09	12347.77	15565.19	79.33
2009-10	12496.72	16204.65	77.12
2010-11	17914.46	22924.38	78.15
2011-12	19089.73	24301.90	78.55
2012-13	21515.73	27027.36	79.61
2013-14	24491.88	30186.62	81.13
2014-15	25491.40	31208.94	81.68
2015-16	28094.16	34257.18	82.01
2016-17	28149.84	34655.90	81.23
2017-18	30614.76	36668.17	83.49
2018-19	34133.27	40535.04	84.21
2019-20	27949.19	33674.09	83.00
2020-21	31456.73	38758.31	81.16

Source: Export Promotion Bureau, Compiled by BGMEA

Table 4.7 Value of Total Apparel Export (Fiscal Year)

Value in Million USD

Year	Woven	Knit	Total RMG
1992-1993	1240.48	204.54	1445.02
1993-1994	1291.65	264.14	1555.79
1994-1995	1835.09	393.26	2228.35
1995-1996	1948.81	598.32	2547.13
1996-1997	2237.95	763.30	3001.25
1997-1998	2844.43	937.51	3781.94
1998-1999	2984.96	1035.02	4019.98
1999-2000	3081.19	1268.22	4349.41
2000-2001	3364.32	1495.51	4859.83
2001-2002	3124.82	1458.93	4583.75
2002-2003	3258.27	1653.82	4912.09
2003-2004	3538.07	2148.02	5686.09
2004-2005	3598.20	2819.47	6417.67
2005-2006	4083.82	3816.98	7900.80
2006-2007	4657.63	4553.60	9211.23
2007-2008	5167.28	5532.52	10699.80
2008-2009	5918.51	6429.26	12347.77
2009-2010	6013.43	6483.29	12496.72
2010-2011	8432.40	9482.06	17914.46
2011-2012	9603.34	9486.39	19089.73
2012-2013	11039.85	10475.88	21515.73
2013-2014	12442.07	12049.81	24491.88
2014-2015	13064.61	12426.79	25491.40
2015-2016	14738.74	13355.42	28094.16
2016-2017	14392.59	13757.25	28149.84
2017-2018	15426.25	15188.51	30614.76
2018-2019	17244.73	16888.54	34133.27
2019-2020	14041.19	13908.00	27949.19
2020-2021	14496.70	16960.03	31456.73

Source: Export Promotion Bureau Compiled by BGMEA

Table 4.8 Value of Total Apparel Export (Calendar Year)

Value in Million USD

Year	Woven	Knit	Total RMG
1994	1544.89	341.53	1886.42
1995	1976.40	512.18	2488.58
1996	1942.37	686.27	2628.64
1997	2621.33	810.49	3431.82
1998	2871.06	976.29	3847.35
1999	2987.73	1169.90	4157.63
2000	3376.49	1448.22	4824.71
2001	3162.28	1432.72	4595.00
2002	3076.28	1573.40	4649.68
2003	3398.84	1850.36	5249.20
2004	3686.78	2532.62	6219.40
2005	3689.60	3210.48	6900.08
2006	4544.83	4388.67	8933.50
2007	4608.40	4741.93	9350.33
2008	5655.50	6223.42	11878.92
2009	5695.88	6194.61	11890.49
2010	7067.34	7787.26	14854.60
2011	9252.80	9961.67	19214.47
2012	10117.43	9670.71	19788.14
2013	12052.30	11448.68	23500.98
2014	12421.26	12162.70	24583.96
2015	13805.44	12797.26	26602.70
2016	14931.33	13736.95	28668.29
2017	14673.99	14538.94	29212.93
2018	16681.04	16245.84	32926.88
2019	16630.64	16441.74	33072.38
2020	13242.36	14228.37	27470.73
2021	16216.38	19595.49	35811.87

Source: Export Promotion Bureau Compiled by BGMEA

Table 4.9 Main Apparel Items Exported from Bangladesh

Value in Million USD

Year	Trousers	T-Shirts & Knitted shirts	Sweaters	Shirts & Blouses	Underwear
2015-16	10167.31	6892.80	3182.47	3076.36	1172.74
2016-17	9943.09	6650.51	3361.53	2918.97	1328.50
2017-18	10833.83	7153.84	3674.70	2927.34	1410.70
2018-19	11754.86	7902.27	4255.91	3190.23	1640.36
2019-20	9362.64	6273.77	3597.68	2449.65	1358.72
2020-21	10681.52	7239.74	4051.83	2048.40	1789.70

Source: Export Promotion Bureau Compiled by BGMEA

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Table 4.10 Bangladesh's RMG Export to World Calendar Year 2019 to 2021

Value in Million USD

EU Countries	Woven			Knit			Total			Growth in 2021
	2019	2020	2021	2019	2020	2021	2019	2020	2021	
Austria	8.33	5.84	10.60	28.33	20.63	29.01	36.66	26.47	39.61	49.63%
Belgium	354.47	223.00	219.10	401.71	272.90	418.57	756.18	495.90	637.66	28.59%
Bulgaria	0.43	0.19	0.42	2.13	1.81	1.48	2.56	2.01	1.90	-5.47%
Denmark	241.32	252.25	318.82	454.33	439.87	628.30	695.65	692.11	947.12	36.85%
Finland	7.24	6.27	5.84	27.42	21.31	25.08	34.66	27.58	30.92	12.12%
France	800.64	596.75	696.66	1187.19	936.30	1260.79	1987.83	1533.05	1957.45	27.68%
Germany	2402.16	2199.60	2688.02	3133.42	2692.84	3507.88	5535.58	4892.44	6195.91	26.64%
Greece	7.63	7.46	8.72	34.28	25.61	30.78	41.91	33.07	39.50	19.45%
Italy	504.56	376.78	399.61	927.99	744.18	911.11	1432.55	1120.96	1310.72	16.93%
Ireland	85.30	54.22	60.08	102.56	82.21	109.77	187.86	136.43	169.85	24.49%
Netherlands	444.29	387.25	496.69	559.78	526.42	704.21	1004.07	913.68	1200.90	31.44%
Portugal	28.82	15.94	20.63	56.25	36.68	49.81	85.07	52.62	70.43	33.85%
Romania	4.46	3.27	3.45	10.88	9.54	15.39	15.34	12.82	18.85	47.06%
Spain	1088.23	863.40	1070.73	1298.12	1053.56	1432.14	2386.34	1916.96	2502.87	30.56%
Sweden	234.33	197.05	213.41	410.92	342.15	440.53	645.26	539.21	653.93	21.28%
U.K.	1806.35	1310.64	1486.38	2030.41	1785.68	2324.69	3836.76	3096.32	3811.06	23.08%
Cyprus	0.76	0.38	0.19	1.59	1.79	1.84	2.35	2.17	2.04	-6.15%
Czech Republic	193.54	105.23	119.11	103.57	89.57	105.40	297.11	194.80	224.51	15.25%
Estonia	0.01	0.06	0.13	1.17	0.83	0.89	1.18	0.89	1.02	14.46%
Hungary	0.94	7.35	23.22	6.95	40.03	86.63	7.90	47.39	109.85	131.81%
Latvia	0.10	0.01	0.24	0.59	0.80	0.80	0.69	0.81	1.04	28.53%
Lithuania	0.63	0.34	0.20	2.03	1.21	0.28	2.66	1.55	0.49	-68.66%
Malta	7.25	0.04	0.02	4.90	1.41	0.06	12.15	1.44	0.08	-94.22%
Poland	529.76	449.93	599.97	733.27	692.67	1041.13	1263.03	1142.60	1641.10	43.63%
Slovakia	29.38	24.90	22.02	48.17	42.76	50.64	77.55	67.66	72.66	7.39%
Slovenia	12.47	12.60	18.95	44.24	42.96	66.31	56.70	55.57	85.26	53.43%
Croatia	5.67	4.26	3.67	11.03	9.32	10.73	16.70	13.58	14.40	6.04%
Sub-Total (EU)	8799.08	7105.04	8486.86	11623.23	9915.06	13254.27	20422.31	17020.10	21741.12	27.74%
EU % of World	52.91	53.65	52.34	70.69	69.69	67.64	61.75	61.96	60.71	
Growth %	-1.90	-19.25	19.45	0.07	-14.70	33.68	-0.79	-16.66	27.74	
USA	4494.48	3499.85	4653.69	1525.88	1567.58	2624.28	6020.36	5067.44	7277.97	43.62%
% of USA	27.03	26.43	28.70	9.28	11.02	13.39	18.20	18.45	20.32	
Growth %	1.95	-22.13	32.97	6.28	2.73	67.41	3.01	-15.83	43.62	
Canada	623.40	459.21	537.70	491.36	405.96	573.69	1114.76	865.17	1111.38	28.46%
% of Canada	3.75	3.47	3.32	2.99	2.85	2.93	3.37	3.15	3.10	
Growth %	6.51	-26.34	17.09	4.05	-17.38	41.32	5.41	-22.39	28.46	
Non-Traditional Markets										
Australia	302.07	263.45	299.75	390.21	369.32	465.72	692.28	632.77	765.47	20.97%
Brazil	65.87	40.99	34.64	65.61	45.53	39.06	131.48	86.52	73.70	-14.82%
Chile	50.34	39.67	54.73	64.57	43.49	70.77	114.90	83.17	125.50	50.90%
China	247.02	143.53	137.80	196.45	122.03	104.06	443.46	265.56	241.86	-8.93%
India	353.73	227.26	323.37	158.65	140.83	232.92	512.38	368.09	556.29	51.13%
Japan	502.73	459.18	483.42	570.70	418.72	545.68	1073.44	877.89	1029.11	17.22%
Korea Rep.	144.04	131.97	153.96	153.22	158.38	205.90	297.26	290.35	359.85	23.94%
Mexico	108.66	68.36	94.88	99.27	65.81	113.80	207.93	134.17	208.68	55.54%
Russia	192.45	183.90	252.52	289.98	289.64	435.29	482.43	473.54	687.81	45.25%
South Africa	41.34	34.07	48.30	52.08	42.48	63.11	93.42	76.56	111.41	45.53%
Turkey	105.91	94.54	65.28	53.38	53.02	47.91	159.29	147.56	113.19	-23.29%
Other Countries	599.52	491.33	589.49	707.13	590.52	819.03	1306.66	1081.85	1408.51	30.20%
Sub-Total (Non-Trad.)	2713.68	2178.26	2538.14	2801.26	2339.76	3143.25	5514.93	4518.03	5681.38	25.75%
% of Non-Traditional	16.32	16.45	15.65	17.04	16.44	16.04	16.68	16.45	15.86	
% Growth of Non-Traditional	-0.15	-19.73	16.52	2.88	-16.47	34.34	1.37	-18.08	25.75	
GRAND TOTAL	16630.63	13242.36	16216.38	16441.74	14228.37	19595.48	33072.37	27470.74	35811.86	30.36%
Growth %	-0.30	-20.37	22.46	1.21	-13.46	37.72	0.44	-16.94	30.36	

Source: EPB, Compiled by: RDTI Cell, BGMEA

Table 4.11 Bangladesh's RMG Export to World Fiscal Year 2018-19 to 2020-21

Value in Million USD

EU Countries	Woven			Knit			Total RMG		
	2018-19	2019-20	2020-21	2018-19	2019-20	2020-21	2018-19	2019-20	2020-21
Austria	8.84	6.06	8.87	26.56	24.13	23.06	35.40	30.19	31.93
Belgium	344.13	282.47	221.73	421.61	310.83	339.86	765.75	593.31	561.59
Bulgaria	0.70	0.13	0.44	2.87	2.14	1.35	3.58	2.27	1.79
Denmark	231.54	226.42	291.35	472.88	397.38	542.46	704.41	623.81	833.81
Finland	8.94	6.49	7.14	25.12	24.46	23.66	34.06	30.95	30.80
France	834.25	618.26	659.39	1232.34	950.99	1109.61	2066.59	1569.25	1769.00
Germany	2538.45	2136.11	2518.67	3302.46	2656.91	3094.01	5840.91	4793.03	5612.68
Greece	7.95	7.47	7.53	35.55	27.16	25.43	43.50	34.63	32.96
Italy	555.81	425.49	381.68	980.10	770.55	834.72	1535.91	1196.03	1216.40
Ireland	79.78	67.28	55.08	107.53	79.35	95.07	187.31	146.64	150.15
Netherlands	455.46	395.02	422.72	569.01	477.19	621.02	1024.46	872.21	1043.74
Portugal	29.49	23.13	17.55	62.20	45.26	41.03	91.68	68.39	58.59
Romania	5.10	3.66	3.41	13.03	9.21	11.92	18.12	12.87	15.33
Spain	1073.40	936.40	927.40	1333.73	1082.81	1234.01	2407.13	2019.21	2161.41
Sweden	236.55	198.50	215.61	415.78	350.95	393.94	652.33	549.45	609.55
U.K.	1841.60	1464.28	1331.02	2017.55	1708.94	2113.55	3859.15	3173.23	3444.57
Cyprus	0.59	0.44	0.21	1.65	1.83	2.03	2.25	2.27	2.23
Czech Republic	394.67	101.70	128.18	105.16	89.79	95.25	499.82	191.49	223.43
Estonia	0.02	0.05	0.09	0.98	1.03	0.95	1.00	1.08	1.04
Hungary	1.02	1.34	17.22	5.28	12.96	68.15	6.30	14.30	85.37
Latvia	0.07	0.05	0.13	0.86	0.60	0.70	0.93	0.65	0.84
Lithuania	0.98	0.42	0.31	3.42	1.42	0.93	4.40	1.84	1.24
Malta	3.65	4.47	0.04	8.84	1.97	0.69	12.49	6.43	0.73
Poland	471.12	448.55	512.48	709.76	629.43	867.92	1180.88	1077.98	1380.40
Slovakia	33.30	25.13	26.04	48.55	40.20	51.67	81.85	65.33	77.71
Slovenia	12.99	12.24	15.58	41.96	42.47	54.32	54.96	54.71	69.90
Croatia	5.73	5.06	3.56	12.17	9.59	9.77	17.91	14.64	13.33
Sub-Total (EU)	9176.13	7396.62	7773.43	11956.95	9749.56	11657.10	21133.08	17146.18	19430.53
EU % of World	53.21	52.68	53.62	70.80	70.10	68.73	61.91	61.35	61.77
Growth%	6.46	-19.39	5.09	8.61	-18.46	19.57	7.66	-18.87	13.32
USA	4619.07	3772.93	3887.71	1514.65	1373.61	2058.69	6133.72	5146.53	5946.40
% of USA	26.79	26.87	26.82	8.97	9.88	12.14	17.97	18.41	18.90
Growth%	16.12	-18.32	3.04	10.21	-9.31	49.87	14.60	-16.09	15.54
Canada	651.14	480.63	502.99	528.16	395.64	492.60	1179.30	876.27	995.59
% of Canada	3.78	3.42	3.47	3.13	2.84	2.90	3.45	3.14	3.16
Growth%	17.93	-26.19	4.65	28.50	-25.09	24.51	22.44	-25.70	13.62
Non-Traditional Markets									
Australia	313.07	260.33	300.74	406.71	340.81	430.38	719.78	601.14	731.13
Brazil	82.86	50.96	34.97	77.65	55.67	35.76	160.51	106.63	70.73
Chile	47.45	49.58	37.12	63.91	54.27	45.44	111.36	103.85	82.56
China	282.56	192.33	145.55	223.96	137.63	125.73	506.51	329.96	271.28
India	369.43	272.21	253.49	129.66	148.51	168.37	499.09	420.73	421.86
Japan	487.72	492.49	462.05	603.71	469.45	482.77	1091.43	961.94	944.82
Korea Rep.	138.78	135.49	143.09	140.42	157.94	179.22	279.20	293.43	322.31
Mexico	101.84	90.16	75.69	101.89	76.29	83.01	203.73	166.45	158.70
Russia	195.80	178.76	220.41	292.78	262.12	373.25	488.58	440.88	593.66
South Africa	50.03	33.37	42.52	52.56	41.85	56.53	102.58	75.22	99.05
Turkey	126.18	104.20	73.27	63.68	54.06	43.88	189.86	158.26	117.15
Other Countries	602.65	531.12	543.66	731.88	590.60	727.29	1334.53	1121.72	1270.96
Sub-Total (Non-Trad.)	2798.38	2391.01	2332.57	2888.79	2389.20	2751.64	5687.17	4780.20	5084.21
% of Non-Traditional	16.23	17.03	16.09	17.11	17.18	16.22	16.66	17.10	16.16
% Growth of Non-Traditional	22.91	-14.56	-2.44	20.68	-17.29	15.17	21.77	-15.95	6.36
GRAND TOTAL	17244.73	14041.19	14,496.70	16888.54	13908.00	16,960.03	34133.27	27949.19	31456.73
% Growth	11.79	-18.58	3.24	11.19	-17.65	21.94	11.49	-18.12	12.55

Source: EPB, Compiled by: RDTI Cell, BGMEA

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Table 4.12 Bangladesh's RMG Export to World (Monthly)

FY 2020-21 & 2021-22 (Value in Million USD)

Month	Woven		Growth Rate (%)	Knit		Growth Rate (%)	Total (Woven+Knit)		Growth Rate (%)
	Year			Year					
	2020/21	2021/22		2020/21	2021/22		2020/21	2021/22	
July	1494.66	1228.77	-17.79	1750.28	1658.45	-5.25	3244.94	2887.22	-11.02
August	1103.52	1152.94	4.48	1364.5	1600.44	17.29	2468.02	2753.38	11.56
September	1064.54	1513.55	42.18	1348.88	1905.29	41.25	2413.42	3418.84	41.66
October	985.50	1515.82	53.81	1338.22	2045.89	52.88	2323.72	3561.71	53.28
November	1110.12	1459.55	31.48	1334.47	1775.50	33.05	2444.59	3235.05	32.34
December	1261.05	1868.44	48.17	1389.82	2176.06	56.57	2650.87	4044.50	52.57
January	1399.22	1972.17	40.95	1462.94	2112.41	44.39	2862.16	4084.58	42.71
February	1272.65	1716.04	34.84	1352.64	1795.68	32.75	2625.29	3511.72	33.77
March	1142.48	1881.22	64.66	1312.43	2050.18	56.21	2454.91	3931.40	60.14
April	1175.21	1811.49	54.14	1341.77	2122.69	58.20	2516.98	3934.18	56.31
May									
June									
Total:	12008.95	16119.99	34.23	13995.95	19242.59	37.49	26004.90	35362.58	35.98

Source: EPB, Compiled by: RDTI Cell, BGMEA

4.12   Contribution of RMG to National Economy

Bangladesh's economic transformation has been aided by the export-oriented RMG sector. Our RMG entrepreneurs play a key role in the development of our RMG sector, which is unique in the developing world, thanks to the support and incentives provided by successive governments, as well as RMG-supportive linking activities in the domestic economy. When jute and jute products lost their usual markets and faced a sharp drop in foreign revenues, the RMG industry stepped in first to replace them and overcome them. While the conventional export sector failed to provide the desired outcomes, the RMG sector steadily infused energy into both the export and domestic economies via backward and forward linking economic activity.

Bangladesh's biggest foreign currency earner, the RMG sector, accumulated $30.60 billion in FY2017-18, a gain of 8.7 percent over the previous fiscal year's $28.15 billion (July 3, 2018), and contributed 83.49 percent to the country's total exports of $36.66 billion to date. Former caretaker government finance advisor ABM Azizul Islam said, "Our export revenues are largely dependent on the garment industry, since this sector accounts for 82% of total export profits. It makes up around 10 percent of total GDP.

Sector-wise contributions of RMG to the Bangladesh economy are as follows:

1. **Backward and Forward Linkages:** Because of the growth of the RMG industry, new linkages between firms have emerged, enabling several service-related enterprises to thrive. Aside from spurring the growth of related industries such as yarn and fabric manufacturing, textile dyeing, and textile finishing, along with the

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production of accessories and spare parts, the RMG industry also generated significant externalities by supporting other economic activities such as banking and insurance. It also supported the packaging industry. The textile industry, which provides textiles, yarn, and other ancillaries, has a disproportionately strong backward connection with the RMG sector. It has strong backward linkages to utilities like power and gas and the equipment and spare parts supply industries. It is connected to transportation, communication, banking and insurance, and trade services. Furthermore, the industry has a significant subcontracting nexus. The purchasing house also plays an essential role in bringing finished product makers and purchasers closer together. Since then, the RMG industry has changed dramatically, with significant added value improvements. Even while the nation had a cotton textile industry before forming the export-oriented RMG sector, its connection to the global market was minimal. The Bangladesh government recognized the significance of the backward linkage industry in delivering export-grade yarn and fabric to meet the needs of the burgeoning RMG sector and declared the textile sector a thrust sector early on. The private sector stepped up to invest in backward linking businesses in response to government incentives and a ready market given by the RMG industry. In the recent decade, backward linkages and other associated initiatives have developed significantly.

2. **Banking and Insurance:** Since the commencement of Bangladesh's ready-made garment (RMG) sector, banks have played an essential role in trade facilitation. Because of the back-to-back letter of credit system, Bangladesh's garment and primary textile industries flourished (LCs). For RMG and other merchants, the nation's banking industry has provided payment, financing, and risk management services to help the country become more integrated into the global economy. Trade services are becoming more difficult for banks because to increased business complexity, technical advancements, market demands, and financial crimes. On the other hand, Banks must continue to provide effective services to the country's major trade industry, according to RMG. For Bangladesh's economic sustainability, the RMG sector requires appropriate, seamless, and efficient trade services from banks, providing proper risk identification, management, and compliance concerns while providing the essential trade services. Bangladesh's most significant commerce commodity is rice. When back-to-back LC sessions were introduced in the late 1970s, the RMG's success story was born. This was reportedly the first major

attempt in this field by Desh Garments Ltd. Almost 7,000 RMG factories in Bangladesh generate approximately one-fifth of all manufactured goods and employ nearly half of the workforce. There was a 25 percent increase in RMG export value in FY18 when raw materials were imported through a back-to-back L/C, according to Bangladesh Bank figures (2018). As a consequence, this sector contributed almost 75% of the total gross value added. According to yearly data on RMG export and back-to-back raw material import, the average value added by RMG export from FY10 to FY17 and the first half of FY18 is nearly 75%. The major importers of Bangladeshi RMG products are the United States, the United Kingdom, Germany, France, Spain, Italy, Belgium, the Netherlands, and Canada. Changing trade relations, shipping and logistics costs and access, raw material pricing, compliance issues, consumer tastes and attitudes, and other factors must be a priority for the government if the RMG industry is to maintain its development trajectory and handle potential threats in the future. According to a study conducted by the Bangladesh Institute of Bank Management (BIBM), the widespread use and expanding dominance of documentary credit in import transactions are plainly evident. It's possible that similar trends might be discovered in the RMG sector as well. LC is once again the preferred method of payment for RMG exports. RMG, on the other hand, uses less LC than the total quantity exported. Bangladeshi exporters continued to use LC as their preferred method of payment. Back-to-back LCs make up a significant fraction of all LCs and are utilized mostly in RMG trading operations. These raw materials come from both local and foreign suppliers to meet export orders in the apparel industry. In Bangladesh's RMG business, local back-to-back LC accounts for the majority of all export LC. Transferable LC is limited to a proportion of the total. Because of the dramatic decrease in transferrable LC, exporters are more likely to secure direct financing. Because more people are buying homes, transferable LC is a viable option. In order to get the products, the purchasing houses (of clothing items) must transfer the LCs to the legitimate makers. In addition, it is quite common for apparel manufacturers to outsource work for which an LC is transferred. One of the most common types of LC is an LC that is stacked on top of another. On the other hand, the local back-to-back LC reigns supreme... Export LC documentation requirements are almost identical to those for import LC. Exporters' Letters of Credit (LCs) seldom include requests for insurance documentation, according to a study (not very different from the LC opened by banks located in

Bangladesh for foreign exporters). The ocean bill of lading, often known as multimodal, is the most common kind of transport document. All RMG exports, regardless of size, must undergo a pre-shipment inspection, which may be conducted by the buying houses or a third party chosen by the buyer. Late shipment and late presentation were the most common irregularities in RMG export and import documentation in CY 2017. In the opinion of practitioners, the proportion of LC that is in compliance has gone up dramatically. The problem is that banks are witnessing an increasing number of false discrepancies.

Source: Dr. Shah Md. Ahsan Habib is a Professor and Director (Training) at Bangladesh Institute of Bank Management (BIBM). September 12, 2018

3. **Shipping and Logistics:** The RMG sector has aided Bangladesh's shipping industry by encouraging the establishment of many container yards, the development of port infrastructure to accommodate big container trains, and the growth of cargo handling and storage facilities. Clearing and forwarding agents are also used extensively by RMG producers for customs clearing of inputs and final items. Port use fees received by the RMG sector account for more than 40% of the port authority's revenue.

4. **Transport Communication:** The RMG business has contributed significantly to the expansion and development of inland transportation services. The RMG industry uses both wheel and rail transportation services for production and freight transit. In Bangladesh, the covered van idea was developed for the safe transportation of RMG items. The RMG sector contributed roughly $27.3 million to the inland transportation industry in 2002.

5. **Professional Services:** CA companies, legal agencies, and business consultants are used extensively in the RMG industry. The overall payment for professional services in FY 2002 is $3.61 million.

6. **Engineering Sector:** Repair and preservation service sector (USD 4.29 million), electrical engineering (USD 4.38 million), vehicle maintenance (USD 2.87 million), and machine tools (USD 2.87 million) service were all included in the RMG industry's $14.22 million bill for the engineering sector (USD 2.63 Million).

7. **Utility Services:** In FY2002, the RMG business is expected to have paid $14.74 million in electricity bills. Payments for gas, WASA, and other utilities totaled $3.75 million.

8. **Information and Communication Technology:** The RMG industry also contributes to developing the country's ICT sector. The ICT sector received money from the services used by the RMG business. In FY 2002, payments for ICT services, including communication, hardware, and software, were anticipated to be $9.88 million.

9. **Real Estate:** The garment industry's need for real estate development to house offices and factories for approximately 3400 garment units has sparked a flurry of activity in the construction sector. In FY 2002, the RMG industries spent roughly $26.24 million on factory, office, and garage rent.

10. **Hotel and Tourism:** Every year, around 1000-1500 international garment buyers and their agents visit Bangladesh for commercial purposes. The RMG sector generated roughly $4.42 million in revenue for the country's tourist industry in FY2002.

11. **Emerging Consumer Market:** The industry's 1.6 million employees have produced a significant demand for consumer products. A consistent source of income improves fundamental consumer demands such as food, healthcare, family utensils, and living circumstances, among other things. Consumption of low-cost goods, cosmetics, clothing, footwear, fast food, and other things has increased as a result of the industry. An entire industry has risen, employing hundreds of thousands of people.

4.13 Rana Plaza Tragedy

The Rana Plaza Accident and its aftermath

The Rana Plaza disaster, Savar, Bangladesh

1,132 people were killed and almost 2,500 were injured when the Rana Plaza building in Dhaka, Bangladesh, which contained five textile companies, collapsed on April 24, 2013. At least 112 people were trapped in the blazing Tazreen Fashions factory on the outskirts of Dhaka only five months earlier.

These tragedies, which are among the worst in industrial history, brought Bangladesh's appalling working conditions in the ready-made garment industry to the attention of the world.

For some of the lowest wages in the world, millions of people, mostly women and girls, are forced to labor in hazardous conditions with a high rate of job-related fatalities and illnesses. The vast majority of enterprises fail to fulfill building and construction standards. Thus, fires and building collapses account for a significant proportion of all fatalities.

There have been 109 incidents since the Rana Plaza collapse. Four hundred ninety-one people were hurt and twenty-seven people were killed in textile mill accidents, which accounted for 35 of the total. Most garment workers and their families are still waiting for a well-functioning labor inspection system and strong enforcement measures to make a decent livelihood.

Benefits must be enough to compensate injured workers for lost pay and to ensure that they have access to medical treatment and other related services because of the dangerous circumstances of their jobs and their high risk of harm on the job.

Depending on the circumstances, dependent family members who have lost their breadwinner may get anything from nothing to just barely enough to get by, when children and the elderly are required to work in order to make a living. Workers and their families' main financial safety net is labor law, which mandates that companies pay wounded or deceased employees or their dependents when they are at fault.

When Tazreen and Rana Plaza went up in flames, there was no need for businesses to get liability insurance. There is little long-term protection for claimants against sickness and poverty due to the minimal compensation amounts and lump sum payments that have been proposed. Due to significant practical application issues (such as evasion, limited enforcement, and ineffectual remedies), legal claims seldom come to fruition within the current system's framework.

Despite the catastrophic losses sustained by the victims and survivors of the Tazreen and Rana Plaza catastrophes, no compensation was paid under the labor code's provisions on employer culpability. In the months after the tragedies, a limited number of international purchasers and local players offered charitable gifts to the victims.

Parties throughout the world have decided to develop a new and unprecedented coordinated structure in order to handle the problem more substantively and to guarantee that wounded workers as well as the families of the dead are adequately paid, both monetarily and in terms of medical care. The International Labor Organization (ILO) acted as a neutral chair to negotiate an agreement to offer a unified system of compensation in

accordance with ILO statutes and, in particular, the 1964 Employment Injury Benefits Convention (No. 121).

In the case of an on-the-job injury, social security benefits might be temporarily suspended.

With help from organizations like the Clean Clothes Campaign, local and national authorities, as well as organizations like the Industry All Global Union, have taken bold steps to improve occupational safety, health, and labor inspection services in the wake of recent tragedies, including the Tampoco and MultiFabs factory fires in 2016, as well as earlier incidents like the Tazreen fire and the Rana Plaza disaster.

As a result, Bangladesh has taken efforts to build a national employment injury system based on the principles of Convention No. 121 and mutual agreement on the scheme's most important elements. It's safe to say that putting in place an Employment Injury Insurance (EII) plan will take at least two years, if not longer. There must be a proper bridging solution in place before an EII scheme can collect contributions and pay benefits in the event of another large-scale industrial accident, such as the Rana Plaza collapse or the Tazreen building fire, to provide appropriate health care and compensation to the victims in a timely manner.

Bangladesh's Committee for Compensation for Workplace Injuries

After a series of conversations and groundwork on the legal framework, expenses, and bridging solution, a consultation session was conducted in Geneva in November 2017. The State Minister of Labor and Employment (MoLE) was the Chief Guest, while the Secretary in Charge of MoLE served as the event's Chair.

During the conference, the forum suggested that a three-member policy committee on EII review the groundwork done by the ILO and discuss the next steps for Bangladesh's EII program.

At the Project Advisory Committee (PAC) meeting in late November 2017, this notion was endorsed and a notice was issued to form a three-member committee on EII. Workers' education is coordinated by the National Coordination Committee for Workers' Education (NCCWE), which is comprised of the Bangladesh Employers' Federation (BEF), the Bangladesh Garment Manufacturing & Exim Manufacturers Association, the Bangladesh Knitwear Manufacturing & Exporters' Association, and the IndustriALL Bangladesh Council (IBC). There will be a kickoff meeting of this group in early May of 2018. After the first meeting, which is planned to take place in July 2018, the panel will provide its findings within two months. **Source:**https://www.ilo.org/global/topics/

4.14   Challenges of the RMG Industry

The readymade garments industry's unquestionable contribution to foreign currency earnings, poverty alleviation, women empowerment, manpower development, and long-term economic prosperity, among other things. Bangladesh's RMG industry, in particular, has been critical in supporting the country's export profits, providing 83.4 percent of total export (EPB) and employing 4.4 million people, 80 percent of whom are women (WB). Given the significance of the industry to the country's economic stability, guaranteeing sustained RMG export growth in the near to medium term is a critical policy goal. Exports increased by 0.2 percent and 8.7 percent in 2016-17 and 2017-18, respectively, indicating that the industry is developing slowly. Future growth would be determined by various internal and external variables, which might affect the sector's competitiveness and performance compared to its nearest rivals. The RMG sector has faced several problems, including the following:

1. **Poor Workers Management:** About 4.4 million employees are doing jobs in the garments sector of Bangladesh, but now their management system is poor. The workforce planning, collection and retention strategies of human resources, training and proper performance evaluation are not up to the mark. The entrepreneurs of garments organizations do not bother about the management approaches, principles, systems, policies and procedures. Time, motion and fatigue studies are mostly absent in the RMG industry of Bangladesh. Owners have no headache about the professionalism of management in this sector, and they intend to use the workforce as a machine. As a result, laborers show their negative attitude toward authority and involve vindictive activities in the factory.

2. **Establish Strong Backward Linkage:** Establishing strong backward links is critical for the success of Bangladesh's garment industry because robust backward linking is a prerequisite for long-term development and continued growth. Backward connections are the most serious challenge to this industry. A significant amount of money is spent on establishing backward linkages, and profit is reduced every year. As a result, backward linking items like fabric, trimmings, and accessories are imported from other nations. A large percentage of raw materials is acquired from the international market. 60-70 percent of the product price is lost in the procurement of raw materials, and the profit gained from these manufacturing orders is little (Habib, 2016). Though we have improved our backward connectivity throughout the year, we are still lacking in forwarding linkage (Islam, 2015).

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3. **Establish Strong Forward Linkage:** Forward linkage is related after producing the products and reach these products to ultimate consumers. It includes warehouse, insurance, transportation, financial support, marketing and promotion, trade agreement, tax facilities, incentive, government support etc. Maintaining minimum lead time and quick delivery of product are the hard challenge for Bangladesh garments industry.

4. **International Hard Competition:** China, India, Pakistan, Sri Lanka, Vietnam, and Cambodia are all putting pressure on Bangladesh's readymade clothing sector. In the worldwide market, China ranks first with 36.6 percent market share, while Bangladesh ranks second with just 6% market share, indicating a significant gap between the top and second positions. Bangladesh comes in second place by offering high-quality items at a reasonable price. However, in Bangladesh's readymade garments sector, industrial disputes are a major issue and conspiracy. Due to labor unrest and accidents resulting in a capital loss of employees, buyers now have a bad opinion of Bangladeshi clothing. Vietnam is attempting to replace Bangladesh; however, it is challenging owing to labor and manufacturing costs.

5. **Comparatively Low Labor Productivity:** The growth of a clothing company is mostly dependent on its productivity. If a company's productivity is high, so is its profit. An inexperienced and semi-inexperienced staff has a negative impact on our productivity, which now stands at 77%. This is a better deal than what we can get from our primary rivals (India 92 percent , Vietnam 90 percent and Pakistan 88 percent). There is a dearth of qualified professional trainers, a weak training program (irregular courses that only cover workers), a lack of teaching/training aids, no systematic training needs assessment or evaluation program, no follow-up and feedback intervention, no corollary relation between the training and benefits in terms of cash or kind, etc. in many factories (Khan, 2010). Over half of first-line operators studied by Rahman et al. (2008) had an average competence level between zero and minimum. Apart from on-the-job training, the major explanation given was a dearth of technical skillsets. Rather of relying on vestibule training, the head of the apparel sector should take steps to boost production by using a variety of on- and off-the-job training methods.

6. **Improve Quality of Products:** An industry's performance is largely dependent on the quality of its goods. Companies can only be successful in the long run if they

constantly provide items of excellent quality that satisfy their customers' needs and satisfy the market's demand for their products and services. Bangladesh's RMG industry is mostly export-oriented. A substantial portion of its customers are big garment retailers, who often offer these items via large retail chains in Europe, North America, Asia, Latin America, and other growing regions. Typically, these clients purchase ahead of time for the future season based on the styles they have selected, which are then created using the quality fabric they have selected, which in turn is produced from select yarns with maintained quality requirements.

7. **Provide Sufficient Gas and Electricity:** Bangladesh's ready-to-wear industry has a major difficulty in ensuring a steady supply of gas and energy. Because of the power outage and lack of utility services, the Bangladeshi garment industry's enticing open market investment strategy has had little success. Basic necessities for industrial growth include things like gas, oil and power. When the power was turned off, output dropped quickly and with it, the export order. As a result of an increase in the price of power, the cost of manufacturing has increased. At least 60 to 70 percent of the Bangladesh Textile Mills Corporation (BTMC) facility, according to a company spokesman, had been hit by the severe Gas and Electricity shortages and was unable to accept export orders from all over the world (Mazedul, 2013). In the wake of the power crisis, a power shortage resulted in a USD 1.6 million daily loss in productivity (Zadeed, 2013). To meet the task of generating $50 billion in 2021, Bangladesh has to supply sufficient gas, power, and water.

8. **Unskilled Workers:** An industry's growth will be hindered without access to a highly trained staff. The RMG sector in Bangladesh has a critical role to play in the development of Bangladesh's garment workers and executives, after the Quota system was abolished in 2005. The garment industry's expansion is stymied by a shortage of qualified workers, notably in middle management positions. Currently, the sector employs 4.4 million people, the most of whom are women, the majority of whom are illiterate and unskilled, and the majority of whom come from rural and remote areas of the nation. Bangladesh should work with national and international organizations to provide comprehensive training for all workers in the readymade clothes sector.

9. **Political instability:** Politics is the most essential factor in determining a country's overall growth. Negative politics have hindered the growth of the clothing sector.

For example, the Bangladesh National Party and the Awami League have been embroiled in a political battle that has repeatedly hampered exports and imports to Bangladesh. Planning security, political turmoil, strikes, and corruption are the biggest impediments to economic development. Bangladesh's garment industry has been hit hard by political unrest, as have other sectors of the economy. Asian Studies Center claims that Bangladesh is one of the most politically vulnerable nations in the world and Asia. With a score of 92.5, the nation came in sixth place in Asia and 29th overall. Disruption in the RMG business is occurring because of political upheaval and convoluted regulations supported by a corrupt government (Hossan et al., 2011). Garment exporters and makers in Bangladesh stated Sunday, according to the Dhaka Tribune, that the sector is in "serious crisis" as a result of the recent unrest.

10. **Social Compliance:** Compliance indicates conformance to the established norms and guidelines. Workers' safety and health, environmental protection, and a code of conduct for purchasers are all part of the garment industry's standard operating procedures. These procedures are governed by national laws, international labor agreements, and ILO conventions. Many Western purchasers want social compliance in Bangladesh's ready-made garment business, and this is seen as the key difficulty after the tragedies that occurred at Tajrin and Rana Plaza. As several NGOs, media outlets, and other international purchasers keep a careful eye on the working conditions and safety requirements for garment workers in Bangladesh, the country's social compliance has been widely discussed. However, on July 15, 2013, the Bangladesh Labor Act was amended in accordance with the International Labor Organization (ILO). Because of this, most of the key norms and regulations that promote working safety and working environment are met by Bangladesh's labor law. It's getting more difficult to put labor legislation into practice in all of the nation's factories.

11. **Retaining Existing Market:** According to World Trade Organization (WTO) figures, Bangladesh is the second-largest garment exporter in the world, after China. Data showed that Bangladesh maintained its position in the globe, accounting for 6.5% of the global market in FY 2017-18.
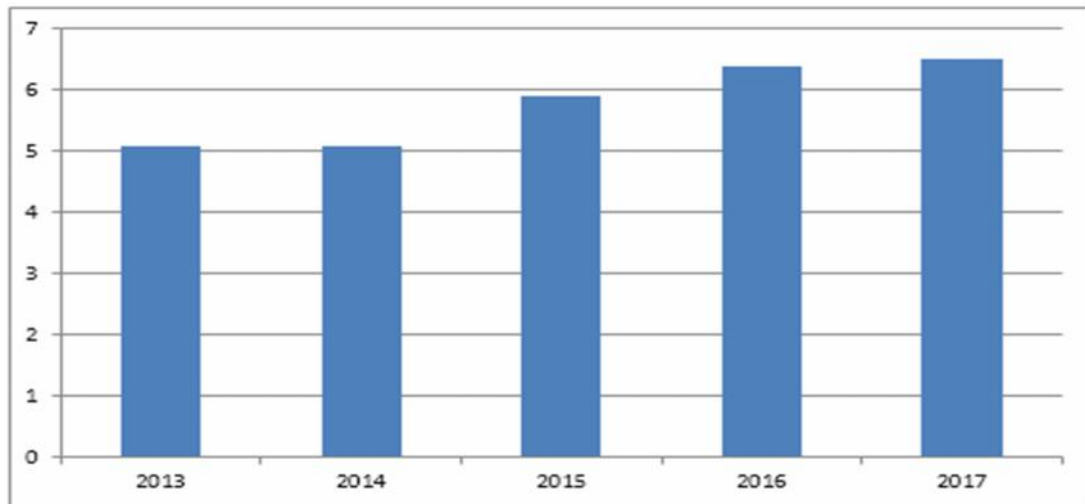
Figure 4.3 Bangladesh's share of the global apparel market (in percent, Source: WTO)

Bangladesh accounted for 6.4 percent of the worldwide clothing market in 2016. Bangladesh's apparel exports were $29 billion in 2017. China has maintained its position as the world's leading clothes provider, with exports totaling $158 billion last year. According to WTO figures, Vietnam exported $27 billion worth of garments in 2017 and had a 5.9 percent market share. India was the fourth-largest exporter of garments in 2017, with a total value of $18 billion. In fifth place was Turkey, which had a 3.3 percent share of the market (Textile Today 07 August, 2018). The majority of Bangladeshi RMG goods are exported to the United States and the European Union. During the last three decades, Bangladesh has risen from a lowly position in the EU and US to a position of prominence. Currently, the United States and the European Union account for the bulk of global garment exports. Bangladesh's low-cost product variety and quota system help the EU market thrive. In fact, empirical evidence shows that if the EU's duty-free access had been used intelligently and effectively in EU nations like Germany, the U.K., France, and Italy, the outcome might have been far better. Bangladesh should look for a new market in the EU rather than relying just on a few major purchasers, which is susceptible. Bangladesh's apparel products with high quality and low production costs that match the tastes of consumers in developed nations could find new potential destinations outside of Bangladesh's traditional markets, such as Japan, Australia, South Korea, Brazil, Mexico, Taiwan, China, Singapore, Russia, and the United Arab Emirates (Rahman, 2015). The worldwide garment industry is now worth around US$ 450 billion, but that figure is expected to rise to US$ 650 billion by 2021. by 2021, Bangladesh aims to have an 8 percent share of the total global clothing demand compared to its present 5 percent share (ProthomAlo, December 07, 2014).

12. **Providing Higher Wages to the Workers:** Workers and owners respond differently to a minimum wage increase for RMG employees. The government of Bangladesh has increased the minimum monthly salary for 4.4 million textile workers from TK 5,300 ($65) to TK 8,050 ($96). Previously, the clothes owners offered 6,360 TK ($75.75) as minimum monthly payments, but the employees' union wanted Tk12,020 ($142). (Textile Today, September 27, 2018). Bangladesh boasts the world's lowest labor costs. Bangladesh is able to provide lower-cost items than other nations because of this. This is the cause for Bangladesh's success in the RMG business during the previous two decades. American and European clients are interested in purchasing garments from Bangladesh to increase their profit margins. Bangladesh is the most competitive in the industry because of this. A graph depicts Bangladesh's position as the most expensive labor market. As can be seen from the chart above, Bangladesh processes the most low-cost labor in Asia, so customers from Europe and America continue to choose Bangladesh's textile items over those from China and Vietnam, which are Bangladesh's main rivals. According to a 2012 'McKinsey' poll, 86 percent of Europe and America's top textile product importers plan to cut their sourcing from China and Vietnam due to increased costs. As a result, they are particularly interested in purchasing clothes from Bangladesh. Bangladesh has seen great success in the textile industry. Bangladesh now has cutting-edge technology that aids the RMG industry in achieving greater product sufficiency and quality. This improvement has several implications for the future.

13. **National Source of Raw Materials:** Bangladesh has a double problem in the post-MFA trade environment: first, it must be able to get raw materials at a competitive price. In a quota-free environment, the RMG industry is now competing with formerly limited nations (Bhattacharya & Rahman, 2001). Longer lead times and hazards of sourcing due to Bangladesh's dependence on imports When purchased from India or China, the typical lead time for woven fabrics is 15 days, but it takes just seven days on average for fabrics made in Bangladesh to be ready (McKinsey, 2011). Textile raw material costs in Bangladesh are very volatile, as are cotton and other raw materials.

14. **National and International Conspiracy:** The ready-made garment (RMG) industry is widely acknowledged as the backbone of the Bangladeshi economy. The industry is

currently the greatest contributor to international trade and the national economy. Despite its successes, the clothing industry is characterized by high volatility. In 2006, it suffered serious labor unrest over a salary increase. Since then, there have been labor unrest in the industry practically every year. Many academics and industry insiders see it as a conspiracy by specific national or international entrenched interests, albeit proof of such participation needs sufficient evidence. Even during the recent labor unrest in Ashulia in May and June, industry experts, researchers, government officials, and parliamentarians sought to understand the true roots of the upheaval, which were not connected to pay hikes (The Daily Star, August 2012). On Sunday, Prime Minister Sheikh Hasina warned all parties involved, including garment factory owners, customers, employees, and international purchasers, to be wary of conspirators at home and abroad who are attempting to destabilize Bangladesh's RMG industry. "I'm urging the owners, workers, foreign buyers and consumers to beware of local and foreign conspirators," she said while inaugurating the first-ever 'Dhaka Apparel Summit-2014', organized by Bangladesh Garments Manufacturers and Exporters Association (BGMEA) at Bangabandhu International Conference Centre (BICC) in the city (ProthomAlo, December 07, 2014). Industries Minister Amir Hossain Amu has said despite a global conspiracy against Bangladesh's readymade garment (RMG) sector; it is continuously maintaining a positive trend. "There was a global conspiracy against our RMG sector, and still there is. However, our garment sector is maintaining a positive growth despite the negative campaign of a vested quarter," he said, reports UNB (The Daily Sun, August 09, 2017).

15. **Infrastructure Development:** Investment may be stifled by inadequate or incorrectly constructed infrastructure. Bangladesh is dealing with a significant problem here. Businesses questioned in Bangladesh as part of the Global Competitiveness Report 2014–2015, said that inadequate infrastructure supply was the most significant obstacle to doing business in Bangladesh. There was no purpose-built facility at the time of the start of the RMG business, thus garment factories were set up in a haphazard way, largely in converted and shared buildings (Islam, 2013). Accidental events like Rana Plaza and Tazrin garments, which resulted in the deaths of over 2,000 people and wounded thousands more, are now demonstrating the effects of such

hitherto unanticipated problems. Buyers from the European Union and the United States are increasingly concerned about these difficulties. Building and workplace safety is now a top priority for them. It is our goal with Accord and Alliance to eliminate or minimize common workplace dangers and hazards. In order to provide secure factories and workplaces for employees, infrastructure development is a big problem for the RMG industry, which accounts for much of export revenue and makes a significant contribution to GDP.

16. **Technological Change:** From smart phones and tablets to smart technology in houses managing lighting, heating, and household appliances, technology is a growing presence in our lives today, affecting the way we interact and contributing in increasing ways to our daily lives. However, technology has the potential to provide considerably bigger advantages to all of us working in the garment business, especially in Bangladesh, where the sector is so important to the country as a job and a contributor to GDP. We are all familiar with the benefits that technology is already providing in the ready-made garment (RMG) sector. Systems exist that can be employed to benefit the whole supply chain cycle; from the purchasing of raw materials and trims, to CAD tools that expedite the whole product design and development process, maximize fabric utilization, reduce standard minutes in garment manufacture, and reduce laundry costs. Advances in the preparation of base raw materials are one area that can benefit hugely from technology contributing to the whole sustainability of the garment supply chain. A simple cotton t-shirt requires some 700 gallons of water to grow, produce, and transport, with more water being used in the dyeing process. Radical thinking has led to the development of innovative new dye techniques. Take, for example, the recent development of CO_2 dyeing by DyeCo. This innovative process uses pressurized, reclaimed CO_2 as the dyeing medium in the dyeing of fabrics, eradicating the need for chemicals and water to achieve finished fabrics and resulting in a massive reduction in the consumption of energy. But technology can take us further still. The pursuit of a closed-loop or circular fashion system in which every component of a garment can be re-used at the end of its life is gaining traction with our Western customers, with

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numerous retailers and brands keen to push the cause of sustainability, encouraging customers to bring in old clothing for recycling. The innovations above are just some of the many examples of how technology is enabling sustainable initiatives to be fully integrated into the garment supply chain concerning the raw materials used. The use of technology in the design process is well-documented computer-aided design systems now allow the development of virtual samples for customers to select from, eradicating the need for the costly, time-consuming prototype development sample process (Dhaka Tribune, March 23, 2019).

17. **Products Diversification and Design:** T-shirts, shirts, sweaters, and jeans form the bulk of Bangladesh's RMG exports, accounting for approximately 75% of the country's total RMG exports. Economies of scale are necessary to keep this product viable. In today's global economy and ever-changing fashion industry, product diversification is essential to company success. RMG entrepreneurs must develop their product range from basic shirts, T-shirts, pants, shorts, pajamas, ladies' and children's clothing, and sophisticated high-end products, starting with a modest number of items.

18. **Attract New Investment:** Bangladesh is facing problems attracting new investment, both international and Locally, in the RMG Sector (Bangladesh Observer-Business Survey, 2009). The pessimistic attitude of the local entrepreneurs is opposing the international firms from entering the local RMG sector, especially in the lower-level product market (Moazzem, 2012). They would only allow the International firms to settle in particular are where the local firms have no expertise. Apparel exporters, both woven and knitwear have demanded a ban on Foreign Direct Investment (FDI) in the readymade garment (RMG) sector outside the Export Processing Zones (EPZs) as the government withdrew the ban in 2006 to woo FDI in the RMG sector. The main Fear of Local Investors in joint ventures with the international firm is the labor unrest over the wage issue. There is also a competitiveness issue that international firms can use their reputation and expertise to make the local firms kick out of the competition (Ziaur, 2012). It has been the demand from the local investors that international firms should only be allowed to invest in developing backward linkage and high-value products.

19. **Action-Oriented Research and Development:** Due to the lack of a world-class research and design center, Bangladesh's RMG manufacturers produce apparel based on designs given by purchasers, a process known as 'cut and paste development.' As a result, Bangladesh continues to focus on low-value items. Bangladesh can conquer the high-end product sectors with good branding and fashion research. Both the BGMEA and BKMEA Research Centers are performing post-export research, which include analyzing export figures. According to foreign buyers, the RMG industry is now experiencing a 25% lack of trained labor (Mirdha, 2009). Due to a lack of training, the Bangladeshi merchandiser's negotiating skills are also lacking. There are just a few educational and training institutes that provide garment technology instruction, but both the quantity and quality are lacking. However, these institutions take relatively few steps for new product development.

Chapter Five

Data Analysis, Results & Discussion

5.1 Introduction

In this chapter, data have been analyzed and presented and given proper interpretation of the causes and impact of industrial disputes on the ready-made garments sector in Bangladesh. It also described both employees' and employers' responses regarding industrial disputes in Bangladesh. The total quantitative data were collected from a survey of employees of the Garments industry in Bangladesh. At first, the procedure of data preparation is presented. Then through the tables, analyzed data has been shown. The interpretation of data analysis has been included in an easy way to understand.

This chapter is structured in thirteen points, commencing with an introduction in Section 5.1, followed by Data Preparation, Coding and Verification 5.2, Section 5.3 Demographic Profile of the Respondents, Section 5.4 provides a Descriptive Statistics of the Variables, Section 5.5 provides Reliability of the Study, Section 5.6 provides Factor Analysis, Section 5.7 Relationship between Constructs, Section, 5.8 Evaluation of the Measurement Model, Section 5.9 Structural Model, Section 5.10 Mediation Effect Analysis, 5.11 Quantitative Findings of the Study, 5.12 Results from In-Depth Interview, and Finally, Section 5.13 presents the Chapter Summary.

5.2 Data Preparation, Coding and Verification

5.2.1   Questionnaire Checking and Editing

This chapter examines the origins and consequences of labor conflicts in Bangladesh's readymade garments industry. The study aims to measure the different causes of industrial disputes in terms of the readymade garments sector of Bangladesh and its impact in separate spheres through analyzing the primary data. A quality check of all questionnaires has been done before starting the data analysis for completing and interviewing. Then, data editing was done by screening the questionnaires to find illegible, inconsistent and ambiguous responses. Among the 600 questionnaires distributed by the researcher, 485 have been collected. From the primary checking and editing, 10 questionnaires have been screened out for incompleteness and ambiguity. Finally, 475 questionnaires remained for further processing and data analysis.

Following this evaluation, all 475 workable data are inputted into the SPSS version 20 software, which generates descriptive statistical reports, exploratory analyses on each

variable to look for missing or invalid data, and additional analyses to look for normality, and response bias, and common method bias.

The measurement and structural models for PLS-SEM analysis were examined using Smart PLS 3.0. The data was transformed into an Excel CSV file using Smart PLS to create raw input for the software.

5.2.2   Coding

In the next step, coding has been done to assign codes to represent a detailed question laterally with the data record. A pre-coding was done before the data was collected for the questions with the Likert Scale. So, post coding has been only done for the multiple-choice questions and the demographic information in the first section.

5.2.3   Verifying Data Characteristics

The analyses carried out to verify the acquired data are discussed in this section. This phase is necessary to confirm the validity and completeness of the data utilized in the higher-level analysis. A few studies are carried out to confirm that the data is normal, that there are no missing values, and to see if there is any possibility of common method bias.

5.2.4   Missing Data

A full phase checks all collected data through SPSS 20 and shows no missing value in this dataset. The survey service automatically detects incomplete responses, and the system only uses whole answers. As a result, all of the responses were complete and contained no missing information.

5.2.5   Data Normality

Two statistical methods were used to investigate the data normality test: (1) the Shapiro-Wilk test; and (2) an assessment of Skewness and Kurtosis. The Shapiro-Wilk test reveals that all variables have significant values of 0.00, suggesting that the data is not normal (non-normal). The data skewness and kurtosis scores were calculated for further experiments. Hair et al. (2010) and Bryne (2010) argued that data is considered to be normal if skewness is between -2 to +2 and kurtosis is between -7 to+7. That is, the data normality distribution assumption was broken, bootstrapping the case for using PLS-SEM. The result of skewness is 1.58, and kurtosis is 1.80. So data is normally distributed.

5.2.6 Common Method Bias

The data was analyzed to determine whether there was a common approach bias in the results. As in earlier studies, the results of the un-rotated factor solutions were evaluated in this dissertation using Harman's one-factor test in order to determine how many factors account for the variance in the variables (Koh and Kim, 2004; Leimeister et al., 2006). When a single factor emerges from factor analysis and accounts for the majority of the covariance in the independent and criterion variables, this is a common technique bias.

According to Podsakoff et al., the amount of variation explained by common method biases (CMB) differs by study topic (2003). For example, marketing, management, or psychology. In behavioral investigations, common method bias is evident when the covariance accounted for by a single component is more than 40.7 percent. This research used Harman's one-factor test to identify six components, with one factor accounting for 29.7% of the covariance. Research results are unlikely to be contaminated by common technique bias as a result of this study.

Because the data for this dissertation was supplied by workers, there is a possibility of bias due to the data coming from a single source. Harman's one-factor test was used to verify the data in this case (Podsakoff and Organ, 1986). Factor analysis was performed on the constructions, but only one component was considered, and no rotation strategy was applied. If a factor accounts for more than half of the volatility in the data, it is subject to CMB. There was no significant risk to CMB, according to the study. The common approach variance was tested using just one latent component (Podsakoff and Organ, 1986).

After doing a confirmatory factor analysis in order to rule out the presence of CMB, it was found that no apparent variables had an effect on the latent component. CMB was not a concern in our investigation since the loading of various manifest components was evaluated.

5.3 Demographic Profile of the Respondents

In this section, the collected data from different firms have been presented separately. Later, a summary of the findings will combine all the firms.

5.3.1 Ownership Form of the Organization

The ownership form of the Garments Firm

Table 5.1: Ownership Form of the Factory

	Frequency	Percent	Valid Percent	Cumulative Percent
Private Limited	193	40.6	40.6	40.6
Public Limited	201	42.3	42.3	82.9
Sole Proprietorship	31	6.5	6.5	89.5
Partnership	50	10.5	10.5	100.0
Total	475	100.0	100.0	

Source: The Author (SPSS output based on primary data)

The above Table 5.1 illustrates that the ownership form of an organization is analyzed in four major headings. These are classified as Private Limited Company, Public Limited Company, Sole Proprietorship and Partnership. Most garment organizations form under Public and Private Ownership showing almost 80% of the total respondents i.e. 42.3% and 40.6%. Among the selected organizations, 10.5% have partnerships in profit distribution and a small percentage formed sole proprietorship, followed by 6.5%. However, no single organization among the selected firms have foreign ownership.

Similarly, the sample profiles of all the firms studied in this study are included in appendix A. In appendix **A, table A1,**the ownership structure of the company shows that Alif Industries Limited, Desh Garments Limited, Familytex BD Limited, Generation Next Fashion Limited, Simtex Limited, SK Trims Industries Limited, Stylecraft Limited, Tosrifa Industries Limited and Zahintex Limited are the 100% Public Limited Companies. However, Dows Land Apparel Limited, Elegant Fashion Limited, Fakir Fashion Limited, K.C. Print Limited, Knit Concern Limited, Plummy Fashion Limited, Shasha Garments, Palmal Styles Limited and Torque Fashions Limited are100% Private Limited Companies. Meanwhile, Abir Fashionis100% Sole Proprietorship Garments. On the other hand, Impress Fashion is 100% Partnership Garments.

5.3.2 Gender of Respondents of the Garment Industry

Table 5.2: Gender of the Respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	204	42.9	42.9	42.9
Female	271	57.1	57.1	100.0
Total	475	100.0	100.0	

Source: The Author (SPSS output based on primary data)

Table 5.2 shows the gender distribution of the informants. RMG sectors are reliant on female labor in general, and this survey echoes such sentiments. More importantly, about 57.1 percent of the population is female, with the remaining 42.9 percent being male.

The majority of the study's respondents are female, according to the company wise gender listed in appendix A, table A2. Female respondents made up 77.3 percent of the respondents at Alif Industries Limited, Impress Fashion 71 percent, K.C. Print Limited 85 percent, Shasha Garments 87.5 percent, and Stylecraft Limited. In two businesses, Generation Next Fashion and Simtex, the responses were evenly split (50 percent male and 50 percent female). Elegant Fashion Limited and Palmal Styles Limited had respondent ratios of 40 percent male and 60 percent female, respectively, whilst Fakir Fashion Limited had respondent ratios of 60 percent male and 40 percent female. Surprisingly, 94.7 percent of Plumy Fashion Limited's responses were men.

5.3.3 Marital Status of Respondents of the Garment Industry

Marital Status of Respondents of the Garment Industry

Table 5.3: Marital Status of the Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
	Unmarried	146	30.7	30.7	30.7
	Married	314	66.1	66.1	96.8
Valid	Divorce	14	2.9	2.9	99.8
	Remarried	1	.2	.2	100.0
	Total	475	100.0	100.0	

Source: The Author (SPSS output based on primary data)

The Marital Status of 475 sample profiles is described in Table 5.3. A large percentage of responders are married. Only 66.1 percent of the population is married, while over a third (30.7 percent) is not. Divorce and remarried people make up a small percentage of the population (about 2.9 percent and 0.2 percent, respectively).

Table A3 in Appendix A shows the respondents' marital status. The respondents were divided into three groups: married, single, and divorced. In Abir Fashion (73.7 percent), Alif Industries Limited (80 percent), Elegant Fashion Limited (70 percent), Generation Next Fashion (70 percent), Impress Fashion Limited (83.9 percent), K.C. Print Limited (80 percent), Plummy Fashion Limited (75 percent), Palmal Styles Limited (75 percent), Torque Fashions Limited (80 percent), and Zahintex Limited (73.7 percent), the respondents were married in the majority of the firms (around 70 percent).

On the other hand, firms have unmarried employees (above 40%) are Desh Garments (45%), Familytex BD Limited (47.6%), Stylecraft (45.5%) and Tosrifa Industries Limited (41.2%). K.C. Print (10%), Knit Concern (8%), Plummy Fashion 5%, SK Trims 9.5% and Tosrifa Industries (5.9%)divorced respondents were found. Notably, Shasha Garments Limited had equal proportion of marital status i.e. 50: 50.

5.3.4 Educational Background of Respondents of the Garment Industry

Table 5.4 Educational Background of the Respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Illiterate	11	2.3	2.3	2.3
Primary	180	37.9	37.9	40.2
Up to class eight	115	24.2	24.2	64.4
SSC	84	17.7	17.7	82.1
HSC	64	13.5	13.5	95.6
Graduation	6	1.3	1.3	96.8
Masters	15	3.2	3.2	100.0
Total	475	100.0	100.0	

Source: The Author (SPSS output based on primary data)

The following table 5.4 represents the information about the educational background of respondents in the garment industry. The scenario in the above table is horrible is the sense of literacy rate. A major proportion, 37.9% completed only primary education, whereas slightly less than a quarter, 24.2%, finished their eighth standard. Similarly, just under a fifth of total respondents, 17.7% completed SSC. However, a small number are in the list of HSC, Masters and Graduation i.e. 13.5%, 3.2% and 1.3%, respectively. This resulted in negative consequences for RMG respondents and their literacy rate.

As same, in appendix A, table A4 describes that in most of the cases, the respondents have primary education i.e. Abir Fashion (47.1%), Alif Industries (70%), Desh Garments (55%),

Impress Fashion (54.8%), Knit Concern (80%), Style Craft (47.5%) and ZahinTex (42.1%). Among the firm K.C. Print belongs to 100% primary educational background.

Again studies up to class 8 reveal that Generation Next fashion, Shasha, SK Trims, Torque Fashions, Tosrifa Industries and Zahintex are 60%, 75%, 57.1%, 65%, 47.4%, 47.4%, respectively. The Elegant Fashion Limited completed their secondary education around 70%, Plummy Fashion 41.2%, Palmal Styles 60% and Simtex 40%. Followed by respondents who have completed their higher secondary education Dows Land Apparel Limited are 85%, Plummy Fashion 41.2%. Reluctantly, followed by respondents who have completed their graduation and post-graduation, only Fakir Fashion Limited 21.1% (graduate respondents) and 47.4% (masters) respondents. Similarly, Palmal Styles Limited 15% (graduate respondents) and 10% (masters) respondents and Shasha Garments had 12.5% respondents were graduates. The level of education is below the standard, followed by respondents who are illiterate Simtex, SK Trims and Stylecraft 10%, 9.5% and 13.6%, respectively.

5.3.5 Type of Employment of Respondents of the Garment Industry

Table 5.5: Type of Employment

	Frequency	Percent	Valid Percent	Cumulative Percent
Permanent	453	95.4	95.4	95.4
Temporary	22	4.6	4.6	100.0
Total	475	100.0	100.0	

Source: The Author (SPSS output based on primary data)

The following table 5.5 denotes the variety of employment of the whole respondents. As most RMG works permanently, the worker also gets employed with such procedures. The information showed a significant proportion 95.4% worked as permanently and the rest 4.6% worked as a temporary workers.

Explicitly, in appendix A, table A5 analyses that the majority of the respondents are permanently employed in their respective organizations. However, the respondents of only 6 organizations were temporarily hired to conduct the business i.e. Elegant Fashion Limited, Impress Fashion, Simtex Limited, SK Trims Industries Limited, Stylecraft Limited and Tosrifa Industries Limited.

5.3.6   Length of Service of Respondents of the Garment Industry

Table 5.6: Length of Service

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 2 Years	138	29.1	29.1	29.1
2-5 Years	210	44.2	44.2	73.3
6-9 Years	115	24.2	24.2	97.5
Above 10 Years	12	2.5	2.5	100.0
Total	475	100.0	100.0	

Source: The Author (SPSS output based on primary data)

The information in table 5.6 delineates the service duration in their respective organization. Almost half of the respondents 44.2%, are working for 2 to 5 years, and just under a third 29.1%, rendering service below 2 years. Productive results showed, one quarter, about 24.2% are working for 6 to 9 years and only 2.5% actively performing their job up to 10 years.

In appendix A, Table A6 shows that, among the respondents, the employees do not have much longer experience in performing their duties. Moreover, respondents who have 6-9 years of work experience (near above 30%), were Abir Fashion (41.2%), Desh Garments Limited (36.8%), Knit Concern Limited (48%), Palmal Styles Limited (35%), Simtex Limited (30%), SK Trims & Industries Limited and Tosrifa Industries Limited both had (33.3%). In Dows Land Apparel Limited company, around 70% (i.e. 66.7%) of respondents have 6-9 years of work experience. The rest of the respondents in 4 Companies i.e. Abir Fashions (5.9%), Fakir Fashion Limited (31.6%), Shasha Garments Limited (12.5%), and Tosrifa Industries Limited (16.7%) have working experience of 10 years or more.

5.4 Descriptive Statistics

Descriptive statistics are the foundation of quantitative analysis because they give concise summaries of the samples and measurements. Descriptive statistics are used to examine if the answers for each variable have enough variety. The descriptive analysis checks the percentage form of the variables and develops ideas regarding the respondents' opinions. This section presents the causes and impact of industrial disputes on the readymade garments industry in Bangladesh. The analysis follows the steps in the descriptive analysis of the respondents. In Appendix section B, the researcher represented the descriptive statistics of the different causes of industrial disputes and their impact on several aspects, respectively.

5.4.1   Existence of Industrial Disputes in the Garments Industry

In the study, the author investigated whether there is any occurrence of industrial disputes in their respective organization. In appendix B, table B1 demonstrates that most of the respondents' 20 firms accept that industrial disputes exist in their existing organizations. However, some of the participants hesitate to accept the truth. Even respondents of 2 firms gave negative responses i.e. Esquire Knit Composite Limited and Hamid Fabric Limited (100% dispute free). For this reason, these 2 firms have not been considered further for data analyses.

5.4.2   Causes of Industrial Disputes in the Garments Industry

The aim of the current study is to find out the reasons of industrial disputes that occur in the garments industry of Bangladesh. In the questionnaire, the author categorized different causes of industrial disputes under 6 headlines. The causes have been classified as financial, social and cultural, political, environmental, technological and compliance-related causes.

From the evaluation of the composite mean, it has been found that most of the respondents from different firms gave neutral responses regarding the causes that create industrial disputes. It can be because the employees do not give negative responses, thinking that it might affect their activities. This shows that workers agree that the mentioned variables play a significant part in creating disputes within the organization.

5.4.2.1   Descriptive Statistics on Financial Causes of Industrial Disputes

Table B2 in Appendix B shows that most of the variables have a mean score greater than one, indicating that workers strongly disagree with all claims connected to financial issues. In particular, pending debts had a mean value of 4.10, while wage and salary payment delays had a mean value of 3.00. On the other hand, the average score for housing rent and insurance policy problems was 1.10 and 1.14. The mean values were said to vary between 1.10 and 3.00. As a result, it can be inferred that employees disagree with the factors that might impact the financial reasons of industrial disputes, resulting in conflicts between workers and management. Only one item with outstanding dues is a positive concept 4.10, which implies consensus. The standard deviations were substantial, ranging from 0.918 to 0.308. This refers to the impact of all factors on the occurrence of labor disputes in Bangladesh.
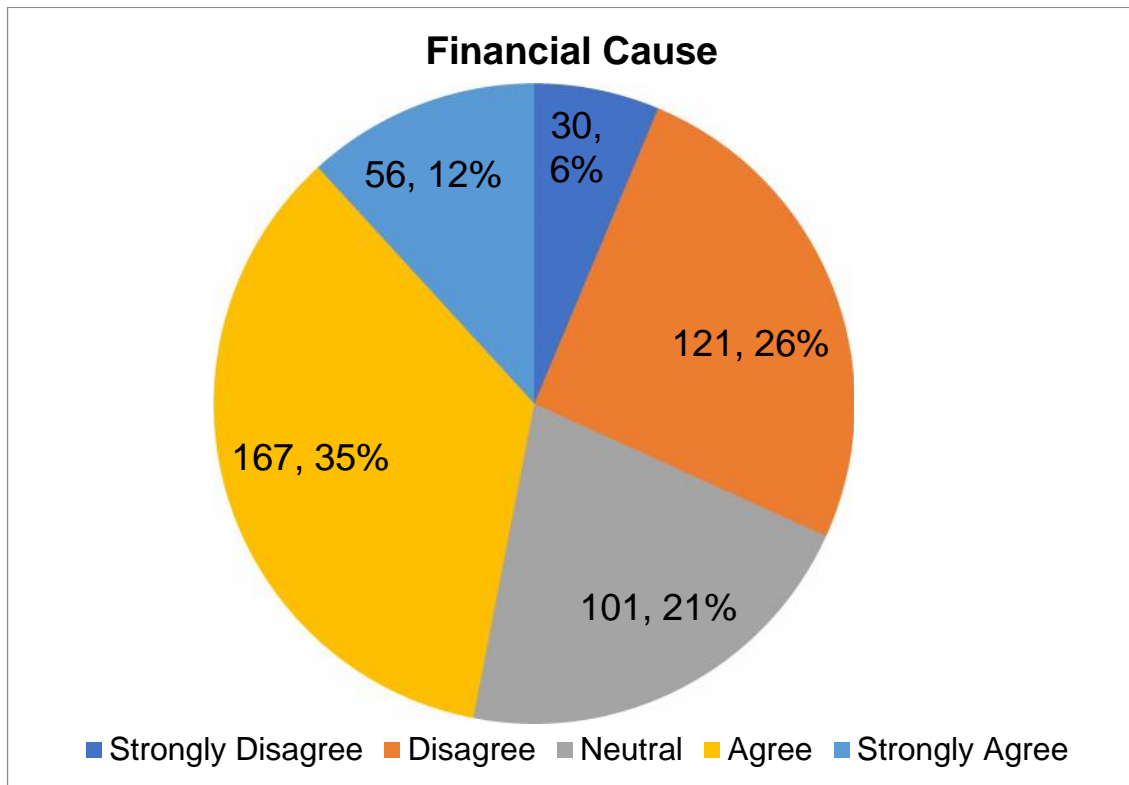
Source: SPSS output by analyzing primary data

Figure 5.1 Financial causes of industrial disputes

The above pie chart illustrates financial cause is the reason for the industrial dispute. Most of the respondents (167 or 35%) agreed that financial cause is the important reason for the industrial dispute. Out of this, 6% of employees strongly agreed that financial cause is the strongest reason for industrial disputes in the readymade garments industry of Bangladesh. But, 21% of employees think that financial matters are sometimes created an industrial dispute, sometimes not. On the other hand, 121 (26%) employees strongly believed that financial matter is not the most remarkable financial cause of industrial dispute. Because they think other reasons are more important for industrial disputes in the readymade garments industry of Bangladesh. Side by side 56 (12%) employees show their opinion near the same.

5.4.2.2 Descriptive Statistics on Social and Cultural Causes of Industrial Disputes:

In Appendix B, Table B3 showed that all the variables had a fluctuating mean score, which means employees have mixed opinions about these statements that were related to social and cultural causes. Particularly, regarding the rude behavior of supervisors and

managers, the factory employees agreed i.e. mean score is 4.10. Similarly, harassment of male and female workers, Attitudes between the Labor and Management, communication gap between labor and management, attitude of the owner and officials and sexual harassment of female workers had a mean score range in 3.05 to 3.50, which means a positive response of respondents. However, a rumor from the different corners and false news from other factories showed the range of mean scores from 1.50 to 1.58. The ranged of mean values was stated between 1.50 and 4.10. Therefore, it can be concluded that employees have diverse opinions about the variables that can influence social and cultural causes of industrial disputes for creating disputes between workers and management. The standard deviations of all items ranged from 0.964 to 0.447, remarking the difference of the mean value in the social and cultural causes of industrial dispute.
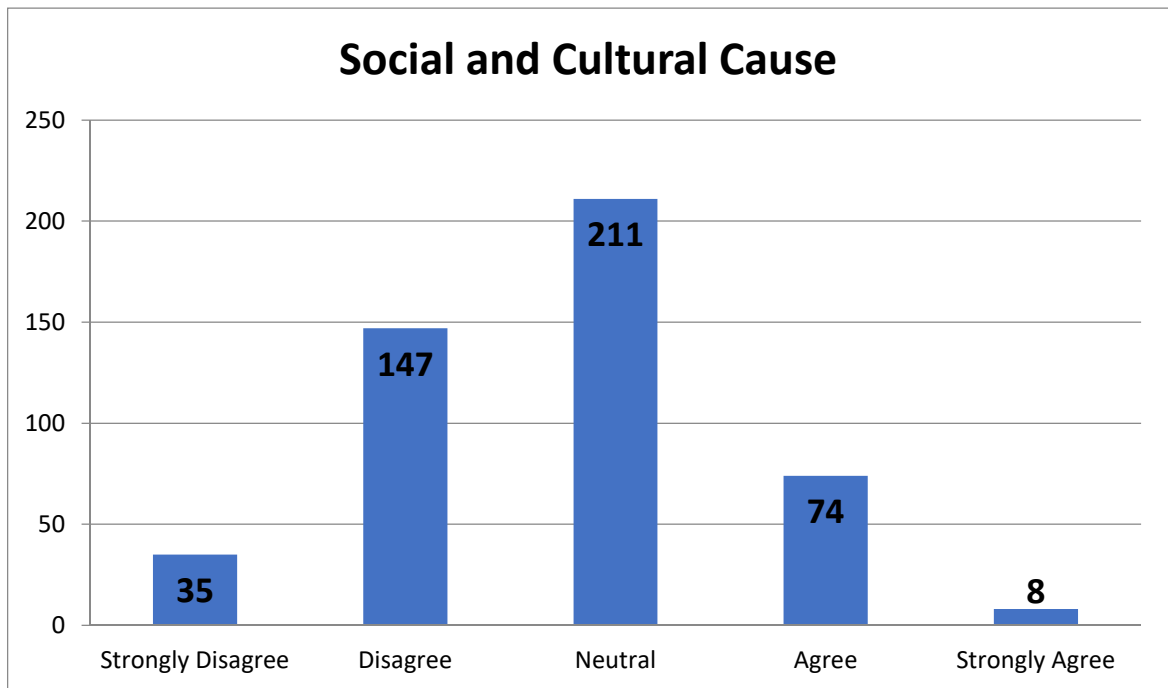
Source: SPSS output by analyzing primary data

Figure 5.2 Social and Cultural Causes of Industrial Disputes

The above bar chart given is a diagrammatic representation of the values, which shows that out of 475, 74 respondents have positive replies i.e. 8 strongly agreed. But, 211 were neutral, 147 disagreed with the statement, and only 35 strongly disagreed. So, it could be said that social and cultural facts have a reasonable impact on the disputed matter.

5.4.2.3 Descriptive Statistics on Political Causes of Industrial Disputes

According to the data in Appendix B, Table B4, the majority of the variables had a mean score of one to three, indicating that workers disagreed or were indifferent to all statements linked to political issues. Employees have a neutral opinion on workers' associations and the involvement of local politicians and musclemen (i.e. 3.95 and 3.10). The mean values were indicated to vary between 1.25 and 3.95. As a result, it may be inferred that employees disagree with the factors that might impact the causes of industrial disputes, resulting in labor-management conflicts. Furthermore, the standard deviation values were 0.968 and 0.444, respectively, from highest to lowest. This backs up the influence of all sub-factors on the emergence of labor conflicts in Bangladesh.

Political Cause

4% 7%
31%
28%
30%

■ Strongly Disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly Agree
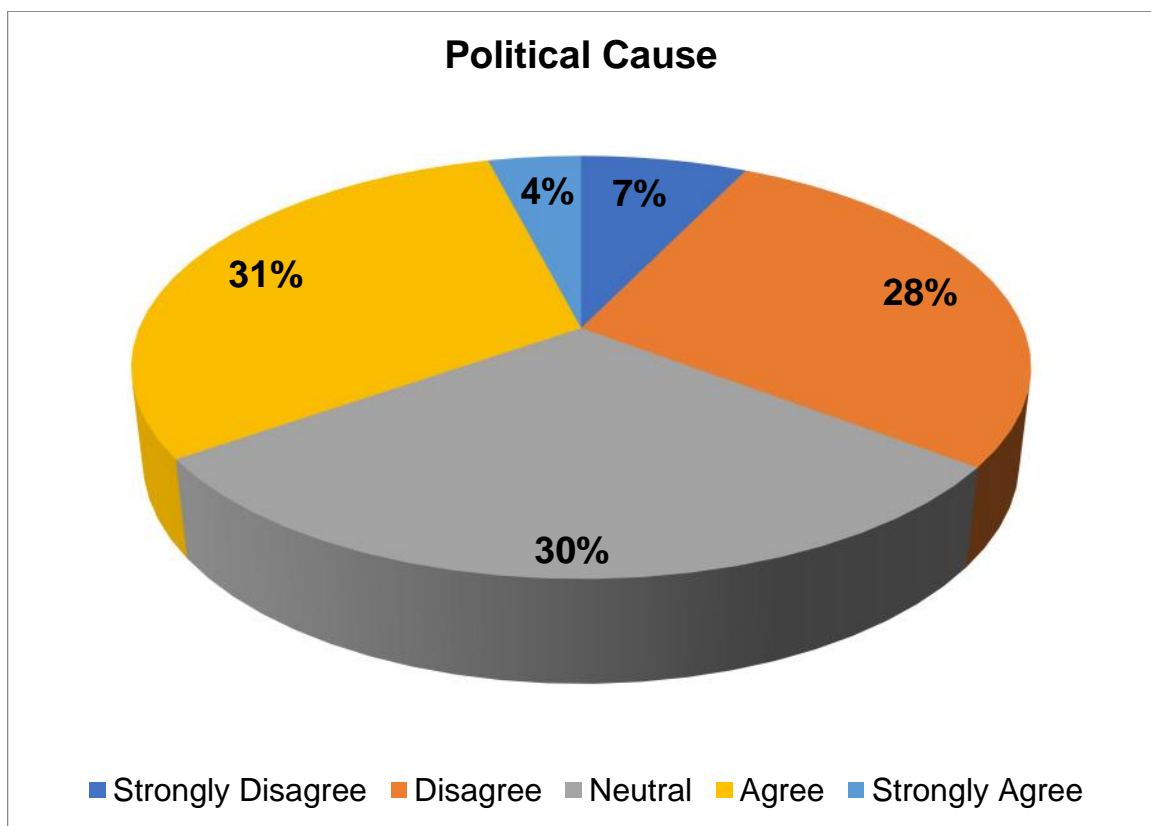
Source: SPSS output by analyzing primary data

Figure 5.3 Political Cause of Industrial Dispute

The above pie chart elucidates that the majority of the respondents i.e. 31% agreed that the turbulent political politics of Bangladesh is the reason for the industrial dispute. Again, 4% of employees strongly agreed with the question. Moreover, it is evident from the graph that 28% of respondents disagreed, and 7% of respondents strongly disagreed with the statement. The remaining 30% of respondents have no opinion about it.

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5.4.2.4 Descriptive Statistics on Environmental Causes of Industrial Disputes

Table B5 in Appendix B revealed that the majority of the variables had a mean score of less than two, indicating that workers strongly disagreed with all claims connected to environmental factors. Poor worker management, in particular, had the lowest mean score of 1.45. The mean values were indicated to vary between 1.45 and 1.70. As a result, it can be inferred that employees have significant negative feelings about the factors that might impact the environmental causes of industrial disputes, resulting in conflicts between workers and management. This implies that the data points are dispersed throughout a large range of values, and the impacts may be seen in the research goals.
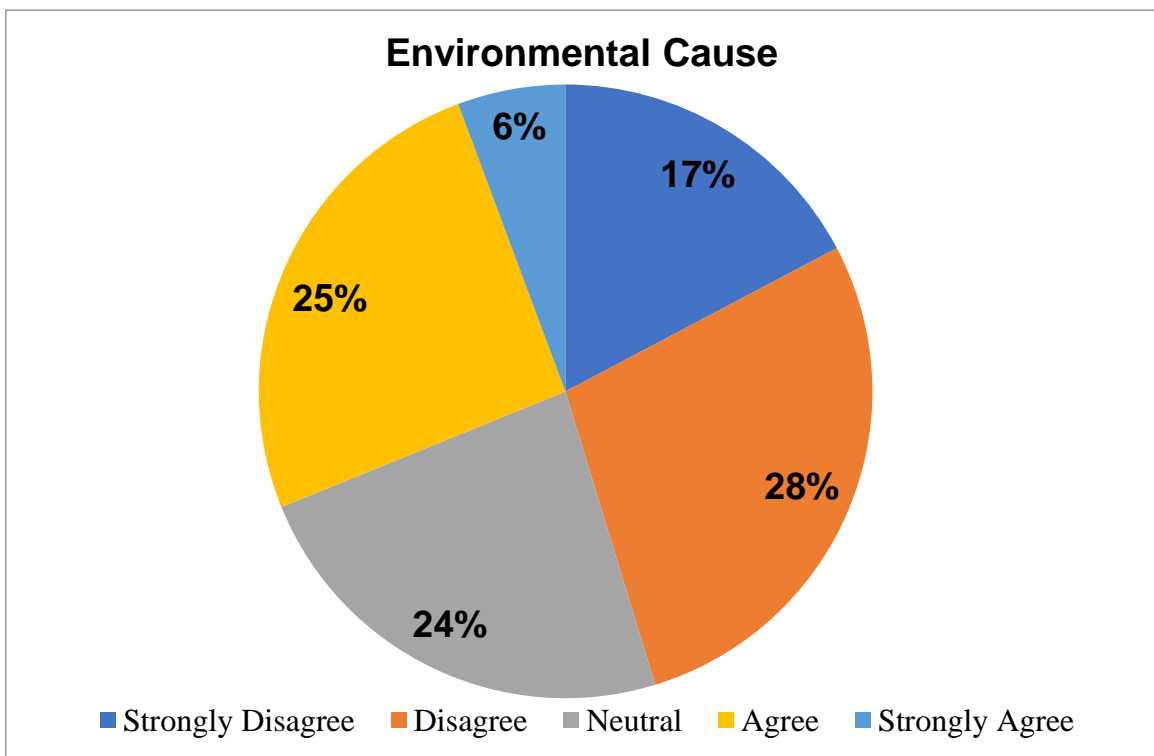
Source: SPSS output by analyzing primary data

Table 5.4 Environmental Cause of Industrial Dispute

The above pie chart clearly showed that most of the respondents i.e. 25% agreed that a poor work environment impacts the industrial dispute. Moreover, 28% of respondents disagreed that there has no impact on the industrial dispute. 24% of peoples are totally unconcerned about the matter.

5.4.2.5 Descriptive Statistics on Technological Causes of Industrial Disputes

Table B6 in Appendix B revealed that the majority of the variables had a mean score of one to three, indicating that workers do not agree with all of the claims connected to technological factors. The mean values were said to vary between 1.55 and 3.20.

Employees have a neutral evaluation, i.e. 3.20, when it comes to improper record keeping of extra hours. As a result, it can be inferred that employees are dissatisfied with the factors that might impact technical causes of industrial disputes in terms of causing conflicts between workers and management. The standard deviations were considerable, and the range of 0.612 to 0.510 indicates that the average distance measurement is accurate enough to pass the test.

Technological Cause

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Series1	32	123	110	168	42
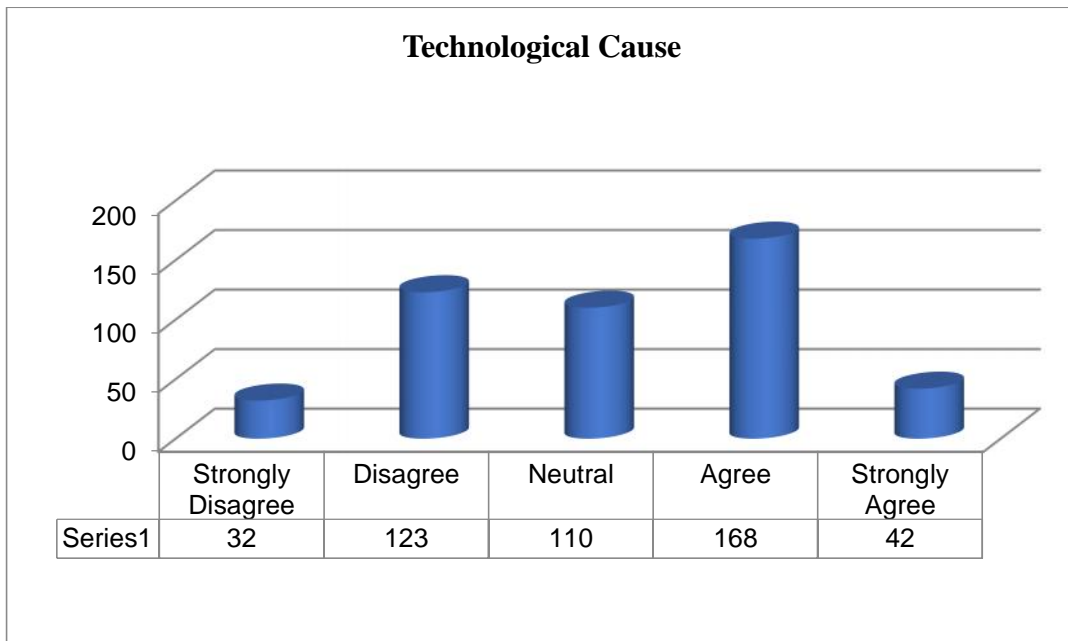
Source: SPSS output by analyzing primary data

Figure 5.5 Technological Cause of Industrial Dispute

According to the data in this bar chart, the majority of people believe 123 that rumor on Facebook is not the cause of labor disputes in the garment industry. In addition, 32 workers are highly opposed to the declaration. However, it is also demonstrated that 168 respondents had a good perspective on the subject and agreed or strongly agreed that it is a technical source of industrial conflict. Again, 110 persons have a neutral view, which is close to the values that differ.

5.4.2.6 Descriptive Statistics on Compliance related Causes of Industrial Disputes

In Appendix B, Table B7 showed that most of the variables had a mean score of more than one, which means employees do not quite agree with these statements that were related to compliance-related causes. However, regarding the factory layoff notice and sudden shutdown of the factory, employees are agreed i.e. 4.25 and 4.45. Again, discharge of workers and unnatural death of laborers showed a neutral opinion i.e. 2.85 and 2.75. The ranged of mean values was stated between 1.30 and 4.45. Therefore, it can be

concluded that employees have a diverse reaction to the variables that can influence compliance-related causes of industrial disputes for creating disputes between workers and management. The standard deviation values fluctuated from 0.940 to 0.470, and support analyzing the effects of industrial disputes in Bangladesh.

Compliance Cause

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

7%
27%
4%
22%
40%
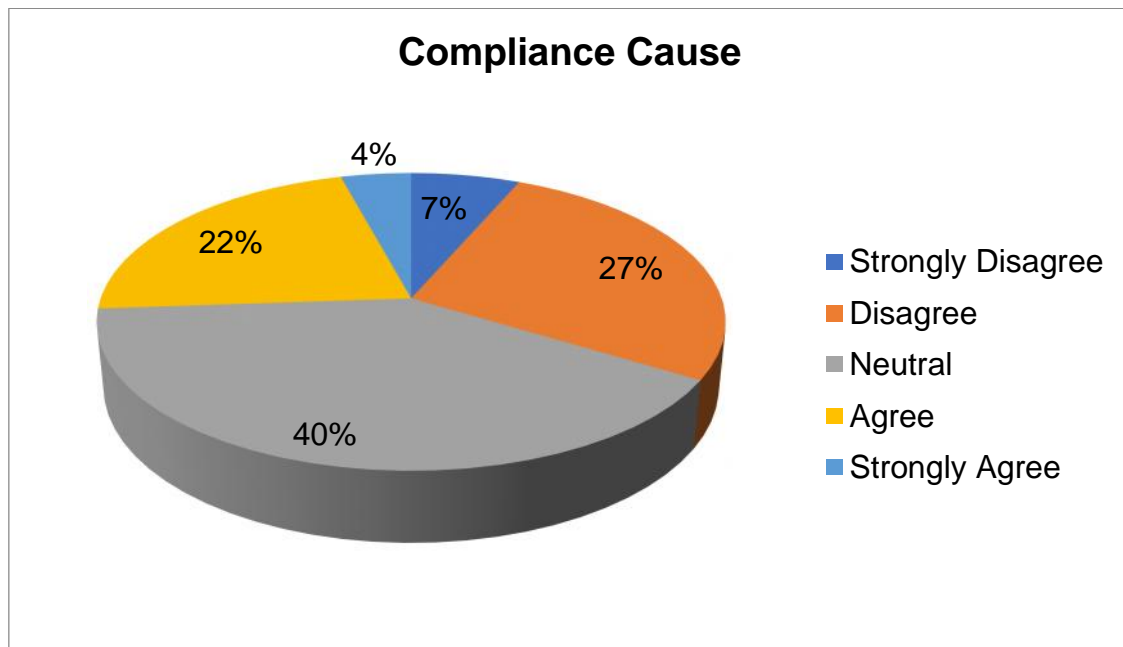
Source: SPSS output by analyzing primary data

Table 5.6 Compliance Related Cause of Industrial Dispute

The accompanying pie chart shows that one of the compliance-related causes of workplace disputes is extended working hours. As can be seen in the graph, 27% of employees argue that it is not the source of industrial unrest. However, it is believed that 22% of employees agree with this. Long working hours, in general, are seen to be a source of labor unrest.

5.4.3 Descriptive Statistics on Forms of Industrial Disputes

In Appendix B, Table B9 showed that most of the variables had a mean score of less than two, which means employees disagreed with all statements related to names of the forms of industrial disputes. Particularly, regarding sympathetic strike, general strike, boycott, lock out, picketing, sit down strike, gherao and go slow, employees disagreed, and the value was 1.29, 1.35, 1.58, 1.59, 1.59, 1.82, 1.88 and 1.94 respectively. On the other hand, bumper strikes and hunger strikes had neutral mean scores i.e. 2.59 and 2.53. The ranged of mean values was stated between 1.29 and 2.59. Therefore, it can be concluded that employees have strongly disagreed with opinions about the forms of industrial disputes between workers and management. As before, standard deviation values also lined up in a

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good manner i.e. 1.546 to 0,493. This means the workers did not agree with the following forms of industrial disputes in Bangladesh.

Forms of Dispute

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

5%, 3%, 11%, 33%, 48%
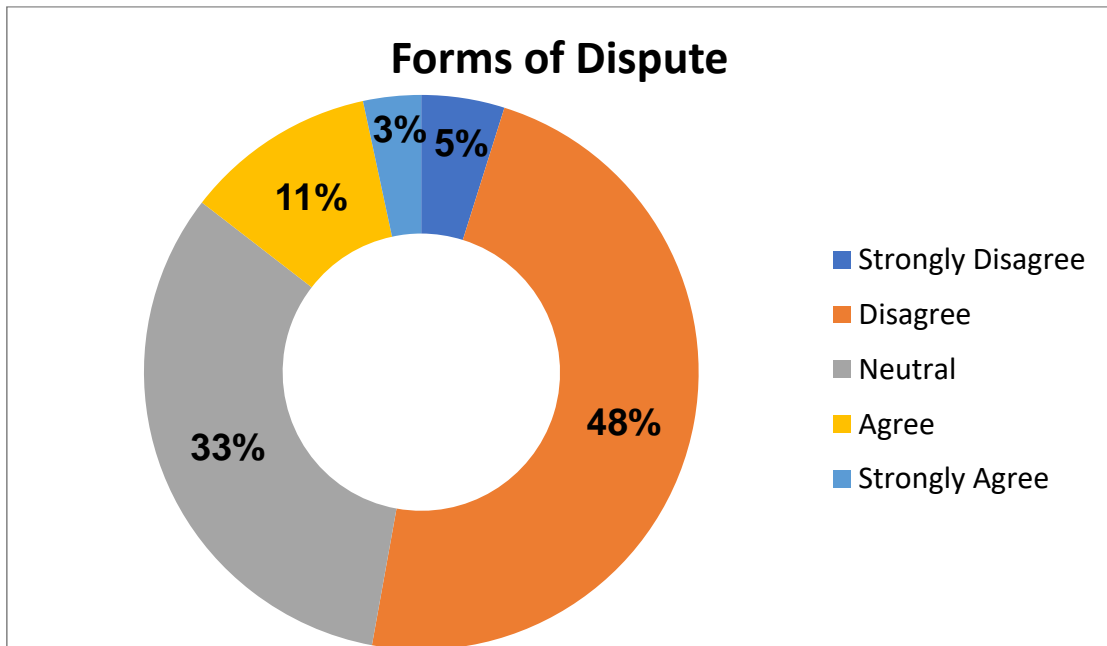
Source: SPSS output by analyzing primary data

Table 5.7 Forms of Dispute in RMG

According to the data in this pie chart, the majority of workers agree with the 48 percent who believe that industrial disputes play no significant part in the garment industry. Furthermore, 5% of the workforce strongly disagrees with the assertion. However, overall 11 percent of respondents had a good attitude about the topic and agree or strongly believe that it is one of the technical causes of industrial conflict. Again, 33 percent of respondents hold a neutral viewpoint, which is close to the disagreeing values.

5.4.4 Impact of Industrial Disputes in the Garments Industry

The influence of labor conflicts has been divided into four categories in this research. Financial, production, social, and market-related impacts are all present.

The composite mean analysis revealed that most respondents from various businesses provided a neutral answer when asked about the reasons for industrial conflicts.

5.4.4.1 Descriptive Statistics on Financial Impact of Industrial Disputes

Table B10 in Appendix B revealed that the majority of the variables had a mean score greater than two, indicating that workers had a neutral attitude on all financial effect statements. The factors with neutral outcomes were investment risk, export earnings drop,

and property loss, with mean scores of 2.71, 2.76, and 2.76, respectively. On the other hand, respondents disagreed with the statement because the shortage of reinvestment had a lower mean score of 2.41. Furthermore, insolvent clothing owners got a higher mean score, i.e. 4.00, indicating a favorable attitude toward the statement. The mean values were said to vary between 2.41 and 4.00. As a result, it can be determined that neither workers agreed nor disagreed with the elements that might affect the financial effect of industrial conflicts. The standard deviations in Appendix B table B10 suggest that financial impact influences organizational performance.
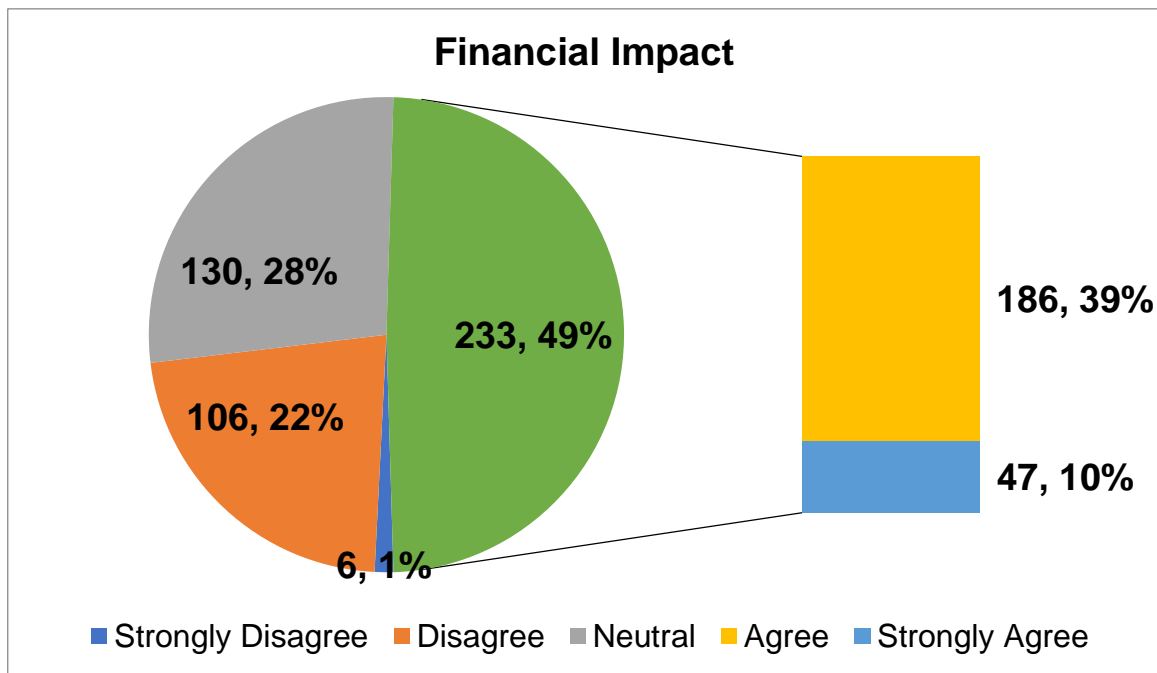
Source: SPSS output by analyzing primary data

Figure 5.8: Financial Impact of Industrial Disputes

It is clearly shown in the pie chart that 233 i.e. 49% numbers of respondents are agreed and strongly that financial issue has an important role in creating the financial impact of industrial dispute. On the other hand, 106 (22%) workers disagreed with the statement; it is not the impact of an industrial dispute. Again, 130 (28%) employees have no response about that matter.

5.4.4.2 Descriptive Statistics on Production Impact of Industrial Disputes

Table B11 in Appendix B revealed that the majority of the variables had a mean score greater than two, indicating that workers disagreed with all claims relating to the productivity effect. Increased manufacturing costs and decreased worker productivity, in particular, got lower mean scores of 2.29 and 2.53, respectively, indicating that

respondents disagreed with the statement. Again, the average score for impeding output was 3.18, indicating that workers had a neutral attitude. The mean values were indicated to vary between 2.29 and 3.18. As a result, it can be stated that workers were neither in agreement nor dissatisfied with the factors that might affect the effect of industrial conflicts on output. The standard deviations were quite high, ranging from 0.874 to 0.728. This suggests that the influence of production has an impact on organizational performance.
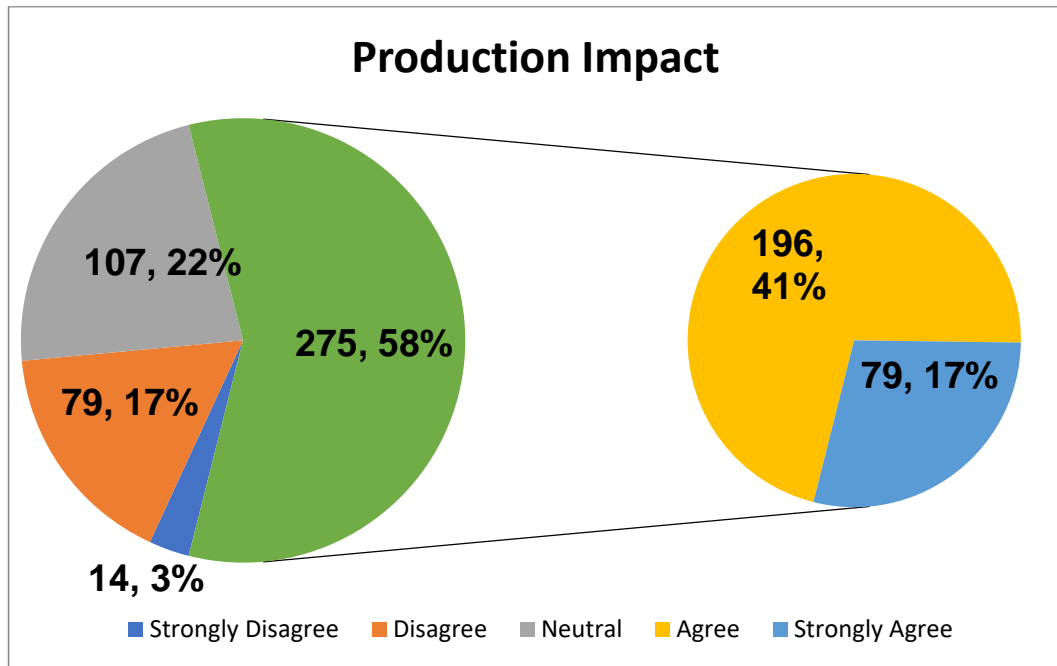
Source: SPSS output by analyzing primary data

Figure 5.9: Production Impact of Industrial Dispute

According to the pie chart, out of 475 respondents, 196 (41%) respondents agreed that hamper in production impacts industrial disputes, and 79 (17%) strongly agreed with the matter. Although the majority of the employees agreed, still 79 (17%) employees are disagreed and 14 (3%) employees strongly disagreed. So, employees' opinion about the question is not so negligible. Hence, 93 (19.57%) respondents neither agreed nor disagreed; they were neutral about that thing.

5.4.4.3 Descriptive Statistics on Social Impact of Industrial Disputes

Table B12 in Appendix B revealed that the majority of the variables had a mean score of two, indicating that workers disagreed with all of the claims relating to social effect. Competitors, in particular, take risks, resulting in an image crisis for the RMG business, job loss, and increased unemployment, with core means of 2.00, 2.29, 2.29, and 2.29,

respectively, indicating that workers have an unfavorable opinion. Employees expressed a neutral perspective on the loss of life, with a mean score of 3.35. The mean values were indicated to vary between 2.00 and 3.35. As a result, it may be inferred that workers disagree with the factors that might affect the societal effect of labor conflicts. Standard deviation-provided social impact, on the other hand, has unique consequences on administrative performance.
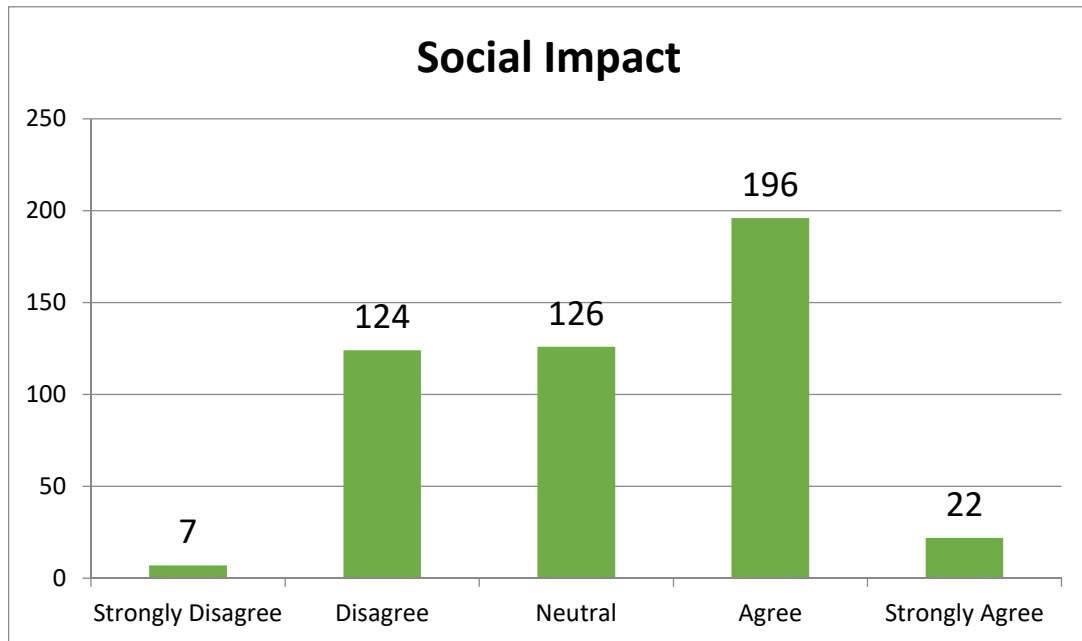
Source: SPSS output by analyzing primary data

Figure 5.10: Social Impact of Industrial Dispute

The above chart showed that social impact is the remarkable impact of industrial dispute. Social issues influence workplace disputes, according to the majority of workers (196 respondents). Additionally, 124 people disagree with the topic, with 7 saying they strongly disagree. Furthermore, 126 employees do not agree or disagree on the subject..

5.4.4.4   Descriptive Statistics on Market Impact of Industrial Disputes

Table B13 in Appendix B revealed that the majority of the variables had a mean score of two, indicating that workers disagreed with all claims relating to market influence. Worries about foreign buyers, more time required to supply orders, a decline in buyer orders, cancellation of orders, bad intent created by importers, and a lower mean score of 1.94, 2.12, 2.12, 2.13, and 2.29 indicate that workers have differing opinions. Employees had a neutral perspective on the Loss of Existing Market and Decrease Brand Value in the Global Market, with mean scores of 2.50 and 2.88, respectively. The mean values were

said to vary between 1.94 and 2.88. As a result, it can be inferred that workers disagree with the elements that might affect the effect of industrial conflicts on the market. The standard deviation numbers, for example, ranged from 1.461 to 1.025. This implies that market influence has a unique impact on overall completion.
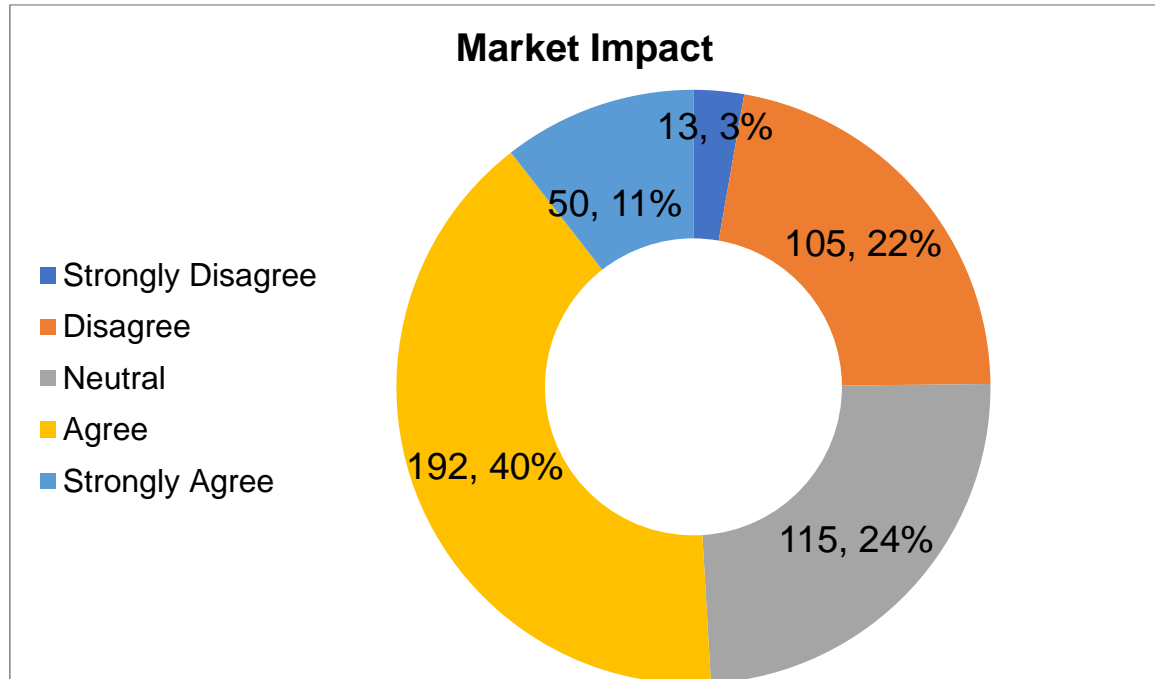
Source: SPSS output by analyzing primary data

Figure 5.11 Market Impact of Industrial Dispute

The pie chart above shows how market-related concerns have a significant influence on the impact of industrial disputes in the RMG business. A significant majority of the respondents, 40%, believe that the influence of industrial disputes on market factors such as demand and supply. However, 22% of respondents were in disagreement. Again, 24 percent of employees were undecided regarding the effect of the industrial conflict.

5.4.5 Descriptive Statistics on Causes of Industrial Disputes in Garments Industry (Firm wise)

In Appendix B, Table B15 showed the composite mean of all causes (financial, social and cultural, political, environmental, technological and compliance-related) among the 20 firms. In Abir Fasion the mean score of all causes (financial, social and cultural, political, environmental, technological and compliance-related) had an average mean score i.e. 3.16, 2.52, 2.27, 1.55, 2.57 and 2.53 which means that the respondents of that firm had a neutral opinion about the causes which create industrial dispute.

In Alif Industries Limited, the mean score of all causes (financial, social and cultural, political, environmental, technological and compliance-related) had poor mean score i.e. 3.13, 1.75,1.43, 1.17, 1.50 and 1.27, which means that the respondents of that firm had negative opinion about the causes which create industrial dispute except financial causes which provide neutral results.

In Desh Garments Limited, the mean score of all causes (financial, social and cultural, political, environmental, technological and compliance-related) had an average mean score i.e. 3.24, 2.69, 2.55, 2.48, 2.88 and 2.64, which means that the respondents of that firm had a neutral opinion about the causes which create industrial dispute.

In Dows Land Apparel Limited, the mean score of all causes (financial, social and cultural, political, environmental, technological and compliance-related) had high mean score i.e. 3.96, 3.64, 3.56, 3.50, 4.10 and 3.73 which means that the respondents of that firm were agreed with the causes which create industrial dispute.

In Elegant Fashion Limited, the mean score of all causes (financial, social and cultural, political, environmental, technological and compliance-related) had higher mean score i.e. 3.45, 3.44, 3.69, 3.79, 3.70 and 3.47, which means that the respondents of that firm were agreed with the causes which create industrial dispute.

In Fakir Fashion Limited, the mean score of all causes (financial, social and cultural, political, environmental, technological and compliance-related) had higher mean score i.e. 4.16, 4.17, 4.26, 4.18, 4.27 and 4.37, which means that the respondents of that firm were agreed about the causes which create industrial dispute.

In Familytex BD Limited the mean score of all causes (financial, social and cultural, political, environmental, technological and compliance-related) had an average mean score i.e. 3.30, 3.13, 3.77, 3.08, 3.27 and 3.51, which means that the respondents of that firm were neither agreed nor disagreed about the causes which create industrial dispute.

In Generation Next Fashion limited the mean score of all causes (financial, social and cultural, political, environmental, technological and compliance-related) had an average mean score i.e. 2.69, 2.52, 3.35, 2.92, 3.78 and 2.63, which means that the respondents of that firm were neither agreed nor disagreed about the causes which create industrial dispute except technological and government decisional causes.

In Impress Fashion Limited, the mean score of all causes (financial, social and cultural, political, environmental, technological and compliance-related) had lower mean score i.e. 3.30, 2.48, 4.65, 1.67, 2.00 and 2.61, which means that the respondents of that firm disagreed about the causes which create industrial dispute except political causes.

In K. C. Print Limited, the mean score of all causes (financial, social and cultural, political, environmental, technological and compliance-related) had higher mean score i.e. 4.16, 4.17, 4.26, 4.18, 4.27 and 4.37, which means that the respondents of that firm were agreed about the causes which create industrial dispute.

In Knit Concern Limited, the mean score of all causes (financial, social and cultural, political, environmental, technological and compliance-related) had lower mean score i.e. 2.57, 2.26, 2.29, 2.17, 2.79 and 2.54, which means that the respondents of that firm have disagreed about the causes which create industrial dispute.

In Plummy Fashion Limited, the mean score of all causes (financial, social and cultural, political, environmental, technological and compliance-related) had poor mean scores i.e. 3.49, 1.79, 2.17, 1.92, 1.87 and 1.78, which means that the respondents of that firm have disagreed about the causes which create industrial dispute except financial causes.

In Shasha Garments Limited, the mean score of all causes (financial, social and cultural, political, environmental, technological and compliance-related) had average mean score i.e. 3.70, 2.55, 3.50, 3.54, 4.33 and 2.73, which means that the respondents of that firm were agreed about the causes which create industrial dispute except technological and government decisional causes.

In Palmal Styles Limited, the mean score of all causes (financial, social and cultural, political, environmental, technological and compliance-related) had average mean score i.e. 3.96, 3.64, 3.56, 3.50, 4.10 and 3.73, which means that the respondents of that firm were neither agreed nor disagreed about the causes which create industrial dispute except financial and technological causes.

In Simtex Limited, the mean score of all causes (financial, social and cultural, political, environmental, technological and compliance-related) had an average mean score i.e. 3.86, 2.77, 3.36, 2.17, 3.47 and 2.81, which means that the respondents of that firm were neither agreed nor disagreed about the causes which create industrial dispute financial and government decisional causes.

In SK Trims & Industries Limited, the mean score of all causes (financial, social and cultural, political, environmental, technological and compliance-related) had lower mean score i.e. 3.28, 2.28, 2.52, 1.94, 2.48 and 2.11 which means that the respondents of that firm disagreed about the causes which create industrial dispute except financial causes.

In Stylecraft Limited, the mean score of all causes (financial, social and cultural, political, environmental, technological and compliance-related) had higher mean score i.e. 3.63,

3.59, 3.86, 3.65, 3.27 and 3.57, which means that the respondents of that firm were agreed about the causes which create industrial dispute except technological causes.

In Torque Fashions Limited, the mean score of all causes (financial, social and cultural, political, environmental, technological and compliance-related) had higher mean score i.e. 3.53, 2.35, 3.58, 4.00, 3.33, and 3.71 which means that the respondents of that firm were agreed about the causes which create industrial dispute except social and cultural, technological and decisional causes.

In Tosrifa Industries Limited, the mean score of all causes (financial, social and cultural, political, environmental, technological and compliance-related) had mixed mean score i.e. 3.37, 3.16, 4.25, 4.19, 4.14 and 3.36, which means that the respondents of that firm were agreed as well as neutral with their opinion about the causes which create industrial dispute.

In Zahintex Limited, the mean score of all causes (financial, social and cultural, political, environmental, technological and compliance-related) had higher mean score i.e. 3.13, 2.99, 3.73, 4.02, 3.97 and 3.40, which means that the respondents of that firm were agreed about the causes which create industrial dispute except social and cultural.

In short, the financial causes of the twenty firms described employees are neither agreed nor disagreed with their wages and salaries, other financial incentives, timely payment of their wages and salaries etc. Employees are not agreed with the social and cultural causes of the industrial disputes.

Again in political causes, employees have a neutral opinion of the political situation and rules and regulations implemented in the country. Moreover, sometimes employees have a conflict with associations and unions working on behalf of the workers. Workers have combined opinions regarding the statements such as poor work environment, poor workers' management, and their working place's overall condition. However, employees are agreed with the technological causes of industrial disputes as they are convinced that rumors on Facebook and improper record of employees' work schedules and overtime. But employees are neutral with the compliance-related causes. Lastly, in government decisional causes, employees somewhat disagree with the government decisional causes as the garments industry has combined response for variables like long working hours, regulations related to layoff or job termination, crisis management in the factory etc.

Through the data collection process, it has been found that garment workers have a neutral opinion of the causes. By formulating proper strategies for securing the employees' interest, they feel that improvement is needed.

5.4.6   Descriptive Statistics on the Perception of Causes Creating Industrial Disputes in the Garments Industry

For data analysis purposes, the respondents have been asked whether the identified causes contribute to creating disputes in garments. In Appendix B, Table B16 showed that most of the respondents have accepted that the identified causes play a vital role in creating disputes in garments, including respondents of 12 organizations, who gave 100% positive responses. Nevertheless, respondents of 8 firms have partially denied this fact.

5.4.7 Descriptive Statistics on Name of the Forms of Industrial Disputes (Firm wise)

According to the analysis of the respondents' opinion, in Appendix C, Table C1 (**General Strike is a form of Industrial Disputes in RMG Industry**) showed that the majority of the employees preferred to hold a general strike, Generation Next Fashion Limited, Shasha Garments Limited, Zahintex Limited general strike percentage is 90%, 87.50% and 60% respectively; when they confront any crisis. In contrast, a section of respondents opined that there are other options to express disputes in their firms i.e. Abir Fashions, Alif Industries Limited, 64.70% and 80%. To fulfill their demands such as salary raise or increasing financial incentives, employees went on a general strike.

In Appendix C, Table C1 showed that employees had combined opinions in favor and against this statement; for example, Desh Garments Limited, Knit Concern Limited, and Torque Fashion Limited respondents of the study stated that this type of strike has been conducted with a larger involvement of employees and for asking more demands from the management. Such as asking for work off on public holidays or demanding weekly time off, rising minimum wages and many others. On the other hand, Plummy Fashion Limited provided a neutral opinion 69.20% for the general strike.

The bumper strike is a type of silent strike for asking for demands from the management. This sort of strike happens in one factory at a time rather than striking in the whole industry at once. In Appendix C, Table C2 (**Bumper Strike is a form of Industrial Disputes in RMG Industry**) showed that garment employees of Bangladesh are less expected to be involved in this sort of strike. The majority of these firms provided less interest, such as Alif Industries Limited is 95%, Generation Next Fashion is 75% Simtex Limited is 80%, and Tosrifa Industry is 88.90% sequentially.

In Appendix C, Table C3 (**Hunger Strike is a form of Industrial Disputes in RMG Industry**) showed that for earning their livelihood, workers prefer not to get engaged in this strike. The highest percentage of the three firms is Alif Industries Limited 100%,

Tosrifa Industry 94.4% SK Trims & Industries Limited 85.70% respectively. Again, Dows Land Apparel Limited, Impress Fashion Limited, Palmal Styles Limited, this firm's respondents had 70% disagreed opinion for the hunger strike. In short, Fakir Fashion and Stylecraft Limited had 55%, and 33.33% of respondents only agreed to have a hunger strike at their firms. The hunger strike is a sort of non-violent strike. It is not effective in obtaining success on behalf of garment workers.

However, in Appendix C, Table C4 (**Sit Down Strike is a form of Industrial Disputes in RMG Industry**) showed that this is a rare phenomenon in the garment sector of Bangladesh. Alif Industries Limited, Impress Fashion Limited, Simtex Limited, SK Trims & Industries Limited and Tosrifa Industry workers percentage is 100%, 100%, 90%, 90.50% and 88.90% prefer not to get engaged in this strike. On the other hand, Elegant Fashion Limited and Stylecraft Limited had opposite responses 48.40% and 38.10%; these two firms' respondents agreed to sit down on strike. Workers present in their factory in a sit-down strike but refuse to perform their tasks. According to the analysis, garment workers of Bangladesh do not involve in this strike. The management of garment organizations refused to pay wages if workers did not carry out their work.

In the respondents' opinion, it is found that employees of garments sometimes have a conflict with their supervisor. As a result, they continue their work yet actively control the organization's production. In Bangladesh, employees have mixed responses in this regard.

In Appendix C, Table C5 (**Lock Out is a form of Industrial Disputes in RMG Industry**) showed that most, Impress Fashion Limited, Simtex Limited, SK Trims & Industries Limited, Tosrifa Industry respondents percentage are 100%, 100%, 90.50% and 94.40% respectively. They refuse to engage in this strike as it involves the risk of work termination or layoff. However, a smaller segment of respondents opined that it could be used as a weapon against the management. According to Plummy Fashion Limited's analysis, Shasha Garments Limited, Stylecraft Limited, workers have a combined response regarding this subject. Employers do not commence lock out for settling disputes in firms. Lockout is used by the management of the garment firms to create pressure on workers. For lock out, employers prevent workers from working in the factory.

Go Slow is one of the used forms of strike in Bangladesh. In this case, employees of the garments will not fulfill the daily target output on time of their respective organization to draw public attention to the conflict between management and workers. In Appendix C, table C6 (**Go Slow is a form of Industrial Disputes in RMG Industry**) showed that garment workers of Generation Next Fashion Limited, Tosrifa Industrie and Zahintex

Limited had not agreed i.e. 60%, 88.90% and 90% on using this form of strike due to its ineffectiveness. However, another group of respondents Elegant Fashion Limited, Simtex Limited, and Stylecraft Limited, had a positive response i.e., 53.60%, 55%, 38.10% with that matter for Go slow to get attention. Again, fakir fashion limited had almost 60% responded of strongly agreed consent of go-slow forms of dispute.

According to the analysis, workers have a combined response regarding this subject. Picketing is the most used form of strike in Bangladesh. In this case, employees of the garments gather around the entrance of their respective organizations to draw public attention to the conflict between management and workers. In Appendix C, Table C7 (**Picketing is a form of Industrial Disputes in RMG Industry**) showed that garment workers Stylecraft limited 42.90%, Palmal Styles Limited

35%, Familytex BD limited and Impress Fashion also have 30% of both of our country have agreed on using this form of strike due to its effectiveness. However, other groups of respondents Simtex Limited, SK Trims & Industries Limited and Tosrifa Industrie had 90%, 81% and 94.40% of respondents refuse to picket as it involves violence which hinders the interest of workers.

Gherao is an extreme form of strike where workers surround the organizational premises and force the employers to stay within the organization. Though the workers are less likely to use this form of strike, it is used in serious disputes. For this reason, in Appendix C, Table C8 (**Gherao is a form of Industrial Disputes in the RMG Industry) shows that workers have mixed responses**. It can severely hamper industrial peace. On the other hand, Generation Next BD, Tosrifa Industries and Zahintex Limited had a vast number of negative responses, almost 90%, 94.40% and 90%.

A boycott is a voluntary act of protesting by refusing to work in a specific industry. In Appendix C, Table C9 (**Boycott is a form of Industrial Disputes in RMG Industry**) showed that the respondents are unwilling to provide any information regarding this issue. Their responses are mixed, indicating that workers Alif Industries Limited, Dows Land Apparel Limited, Generation Next Fashion, Impress Fashion Limited, SK Trims & Industries Limited, Simtex Limited firms' percentage range from 70 to 100% are less likely to use this form for expressing their disputes until some serious issues happen within the industry. Boycott is difficult to conduct as it prevents workers from earning their livelihood.

5.4.8   Descriptive Statistics on the Perception of Impact of Industrial Disputes in the Garments Industry

Regarding the impact of industrial disputes in different spheres of society, in Appendix C, table C 10 showed that almost all the respondents of twenty firms gave positive responses i.e. 100%. According to them, the disputes between workers and management severely hamper the well-being of the organization and society. However, the effect doesn't need to be visible.

5.4.9   Descriptive Statistics on Impact of Industrial Disputes on the Garments Industry (Firm wise)

Table C11 in Appendix C shows that the composite mean of the financial effect among the 20 enterprises is (financial, social, production, and market impact). In Abir Fashion, the average mean score of all effects (financial, production, social, and market impact) was 2.85, 2.67, 2.51, and 2.23, respectively, indicating that respondents had a neutral view regarding the affects on organizational performance.

Alif Industries Limited got an average mean score of 2.60, 3.20, 2.30, and 3.01 for all impacts (financial, production, social, and market impact), suggesting that the firm's respondents had a neutral opinion of the variables that affect organizational performance.

Desh Garments Limited received an average mean score of 3.23, 3.17, 3.11, and 2.82 for all effects (financial, production, social, and market impact), indicating that respondents had a neutral attitude regarding the factors that affect organizational performance.

Dows Land Apparel Limited had a higher mean score for all effects (financial, production, social, and market impact), i.e. 3.83, 3.82, 3.58, and 3.75, indicating that respondents had a good view about the influences that affect organizational performance.

Elegant Fashion Limited got a higher mean score for all effects (financial, production, social, and market impact), i.e. 3.69, 3.66, 3.58, and 3.52, indicating that the respondents agreed with all the factors of impacts that affect organizational performance.

The mean score of all effects (financial, production, social, and market impact) at Fakir Fashion Limited was extremely high, 4.51, 4.65, 4.53, and 4.58, indicating that the firm's respondents highly agreed with the factors of impacts that affect organizational performance.

The mean score of all effects (financial, production, social, and market impact) of Familytex BD Limited was high, i.e. 3.82, 3.92, 3.41, and 3.81, indicating that the

respondents of the business had a neutral view about all influences that affect organizational performance except social impact.

In Generation Next Fashion Limited the mean score of all impacts, (financial, production, social and market impact) had average mean score i.e. 3.00, 4.01, 3.19 and 2.96 which means that the respondents of that firm had neutral opinion about the impacts which effect on organizational performance except production impact which was high in value.

Similarly, in K. C. Print Limited, Knit Concern Limited, Shasha Garments Limited, Simtex Limited, Stylecraft Limited, Torque Fashions Limited, Tosrifa Industries Limited and Zahintex Limited majority of respondents of those firms provided neither agreed nor disagreed opinions about all the statements related to the variables of overall impacts i.e. (financial, production, social and market impact). Surprisingly, Impress Fashion had a higher mean score which was above 4.00 in value. In contrast, in Plummy Fashion Limited the mean score of all impacts (financial, production, social and market impact) had a lower mean score.

Finally, it can be concluded from the analyses of the financial impact that employees were neutral with their wages and salaries, other financial incentives, timely payment of their wages and salaries etc. In production, impact workers are less enthusiastic about producing or the production increases due to disputes. Again, respondents neither agreed nor disagreed with the variables included in market impact, meaning that disputes negatively affect the overall market situation of Bangladesh.

5.5 Reliability of the Study

A scale's share of systematic variation should always represent the concept. It may be done, however, by establishing the relationship between the scores acquired from various scale administrations. As a consequence, if the reliability analysis association is high, the scale produces consistent findings and is therefore dependable. As a result, reliability analysis has been performed before any other analyses. Cronbach's alpha should be greater than 0.7 for data to be deemed credible (Nunnally, 1978). By analyzing the data, the present study produced a Cronbach's alpha 0.807 for overall observation. Meaning that collected data from the primary sources related to all the items used in the present study.

Table 5.7 Variable wise Reliability Analysis

Variable Name	Cronbach's Alpha	Standard Cronbach's Alpha
Financial Causes	0.833	
Social and Cultural Causes	0.829	
Political Causes	0.789	
Environmental Causes	0.839	
Technological Causes	0.742	>0.7 (.807)
Compliance related Causes	0.840	
Financial Impact	0.847	
Production Impact	0.742	
Social Impact	0.798	
Market Impact	0.819	

Source: The Author, Based on the Smart-PLS (SEM) analysis of survey data

The above table demonstrates that all the variables have values above 0.7 which means overall reliability analysis for the study showed consistent results, and therefore, it is reliable for further analysis.

5.6 Factor Analysis

This study mainly used confirmatory factor analysis using Smart-PLS software. First of all, the researcher used all items to measure the construct, but influential items were selected based on the factor loading of the given item. In the case of confirmatory factor analysis, 0.7 or above is the standard for selecting influential items, but in some cases, 0.5 may be considered. This study considered factor loading 0.7 as a demarcation line.

Table 5.8: Factor Analysis of Causes of Industrial Disputes

Construct	Item code	Item Name	Factor Loading
Financial Cause (FC)			
	FC_1	Low Wages and Salary	.796
	FC_2	Small amount of Allowance	.794
	FC_5	House Rent	.793
	FC_6	Delay in Payment of Wages and Salary	.746
	FC_10	Pending Dues	.742
Social and Cultural Cause (SCC)			
	SCC_1	Lack of Motivation	.813

	SCC_2	Nepotism and Corruptions	.716
	SCC_3	Attitude of the Owner and Officials	.811
	SCC_4	Rude Behavior of the Supervisors and Managers	.725
	SCC_5	Harassment of Female and Male Workers	.714
Political Cause (PC)			
	PC_1	Turbulent Politics of the Bangladesh	.741
	PC_4	Instable Law and Order Situation	.787
	PC_5	Political Instability	.894
	PC_6	Role of Local Politicians and Musclemen	.704
Environmental Cause (EC)			
	EC_1	Poor Work Environment	.882
	EC_2	Poor Workers' Management	.850
	EC_3	Condition of the Working Place	.876
Technological Cause (TC)			
	TC_1	Rumor in Facebook	.757
	TC_2	Defective Record Keeping of Overtime Hours	.865
	TC_3	Imperfect Record Keeping of In-time and Out-time	.814
Compliance Cause (CC)			
	CC_1	Long Working Hours	.854
	CC_2	Unwillingness of Granting Leaves	.847
	CC_3	Problems in Spot Crises Management Strategy	.768
	CC_6	Discharge of Workers	.662
	CC_7	Incidental Death of Labor	.769

Table 5.9: Factor Analysis of Forms of Industrial Disputes

Construct	Item code	Item Name	Factor Loading
Forms of Dispute (FOD)			
	FOD_2	Hunger strike	.813
	FOD_3	Sit down strike	.856
	FOD_4	Lock out	.783
	FOD_6	Picketing	.825
	FOD_7	General Strike	.825

Table 5.10: Factor Analysis of Impact of Industrial Disputes on RMG

Construct	Item code	Item Name	Factor Loading
Financial Impact (FI)			
	FI_1	Loss of Properties	.826
	FI_2	Risk of Investment	.838
	FI_3	Reduction of Export Earning	.740
	FI_4	Decrease Profitability	.739
	FI_5	Scarcity of Reinvestment	.786

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Social Impact (SI)				
	SI_1	Loss of Lives		.773
	SI_2	Competitors Take Chance		.813
	SI_3	Create Image Crisis of RMG Industry		.800
	SI_4	Loss of Job Security		.770
Production Impact (PI)				
	PI_1	Hamper in Production		.855
	PI_2	Increase Production Cost		.790
	PI_3	Decrease Labor Productivity		.787
Market Impact (MI)				
	MI_1	More Time Needed to Delivery Order		.838
	MI_2	Worries Foreign Buyers		.813
	MI_3	Decrease Buyer Order		.774
	MI_4	Cancel Order		.795

Table 5.11: Rotated Component Matrix

Item	CC	EC	FC	FI	FOD	MI	PC	PI	SC	SI	TC
CC_1	0.854										
CC_2	0.847										
CC_3	0.768										
CC_6	0.662										
CC_7	0.769										
EC_1		0.882									
EC_2		0.850									
EC_3		0.876									
FC_1			0.796								
FC_10			0.742								
FC_2			0.794								
FC_5			0.793								
FC_6			0.746								
FI_1				0.826							
FI_2				0.838							
FI_3				0.740							
FI_4				0.739							
FI_5				0.786							
FOD_2					0.813						
FOD_3					0.856						
FOD_4					0.783						
FOD_6					0.825						
FOD_7					0.825						
MI_1						0.838					
MI_2						0.813					
MI_3						0.774					
MI_4						0.795					
PC_1							0.741				
PC_4							0.787				
PC_5							0.894				
PC_6							0.704				

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PI_1								0.855			
PI_2								0.790			
PI_3								0.787			
SCC_1									0.813		
SCC_2									0.776		
SCC_3									0.811		
SCC_4									0.725		
SCC_5									0.714		
SI_1										0.773	
SI_2										0.813	
SI_3										0.800	
SI_4										0.770	
TC_1											0.757
TC_2											0.865
TC_3											0.814

5.7 Relationship between Constructs

The following section of the study tries to analyze the relationship between the construct and what type of impact it had on endogenous variables through exogenous variables. Data analysis in PLS-SEM is a study of the path model divided into two parts. First, the outer model (measurement model) shows the indicators and their links to the constructs. Second, the structures and path links are included in the structural model (inner model). As a result, the structural model is the path model's theoretical component (Hair et al., 2017). The structural model depicts the causal or correlational linkages between the study's measurement models. The latent constructs are used to build the structural model based on their expected interrelationships (Awang, 2012).

5.7.1 Relationship between Causes of Industrial Disputes (COD) and Financial Impact (FI) on the RMG industry

This part mainly focused on the relationship between COD and FI. In the case of measurement model analysis, the first stage COD (endogenous variable), is determined by the multiple factors of different causes of industrial disputes. Again, in the second stage, the relationship has measured COD and FI (endogenous variables). All the factors of this model have passed all the criteria of reliability and validity (Table 5.13). Cronbach alpha, AVE, CR, and VIF have been used as instruments for reliability and validity. The following diagram, Figure 5.12, shows the factor loading and R^2 of said relationship.
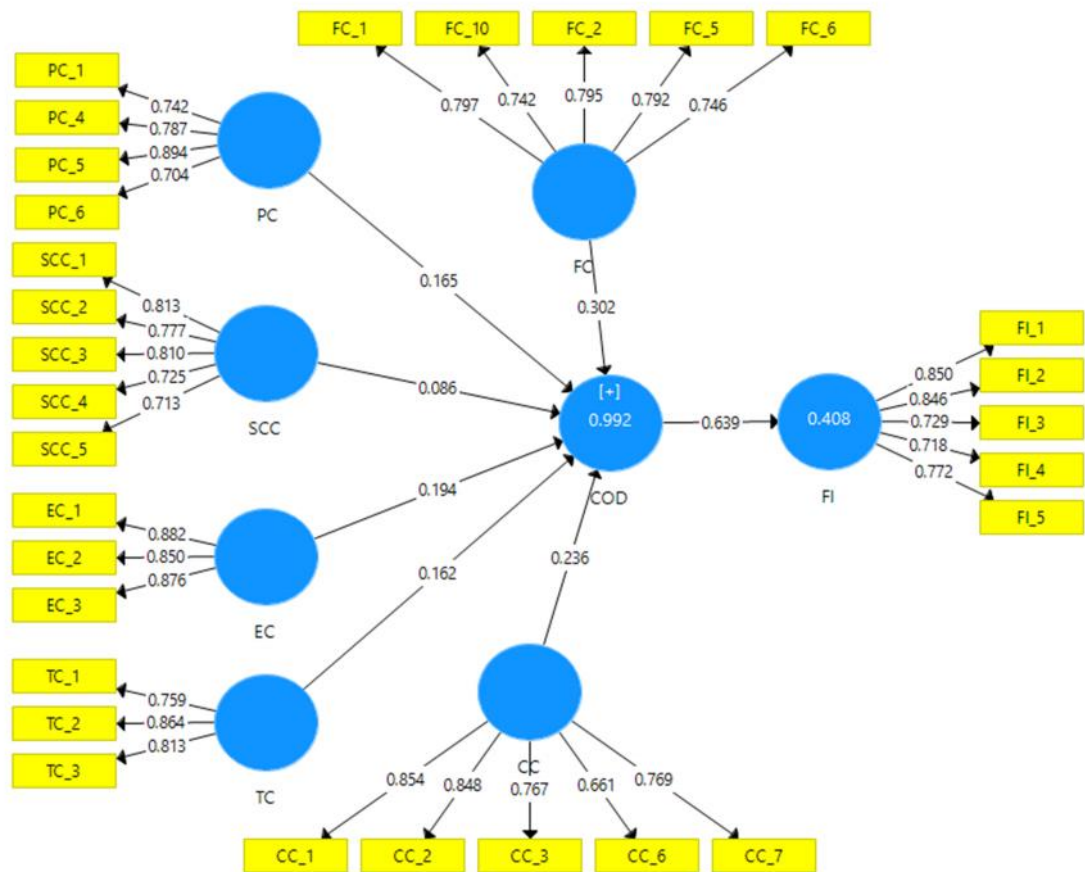
Figure 5.12: Measurement Model Assessment of COD and FI. It shows the factor loadings of each item and R^2 of the construct.

On the other hand, the structural model analysis identifies the impact of an exogenous variable on endogenous variables. This analysis found that COD has a direct and significant relationship with FI in the RMG sector. The following diagram (Figure 5.13) shows the path coefficient and t-value to accept or reject the hypotheses. The t value is greater than 1.96 (P-value 0.000), and the path coefficient is 0.639, which means the alternative hypothesis is supported, and the study concludes that COD has a direct positive significant relationship with FI in the industry (Table 5.12).
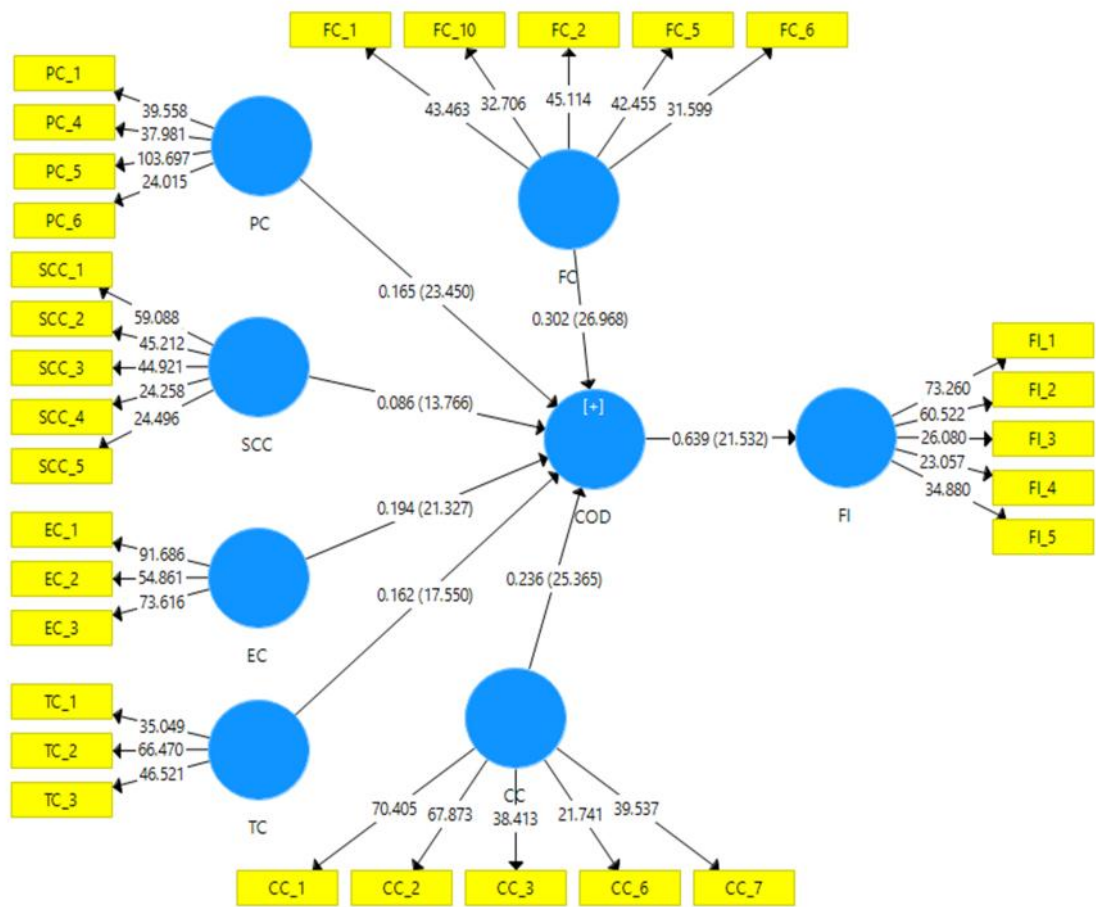
Figure 5.13: COD and FI Structural Model Assessment, It includes theories that are being tested for direct and indirect correlations. It primarily displays the path coefficient and t-value to accept or reject hypotheses.

5.7.2 Relationship between Causes of Industrial Disputes (COD) and Social Impact (SI) on the RMG industry

The link between COD and SI is determined in this section where in the measurement model analysis, the first stage COD (an endogenous variable) is determined by several aspects of various causes of industrial disputes, and in the second stage, the connection between COD and SI (an endogenous variable) is determined, and all of the model's parameters passed all of the reliability and validity criteria (Table 5.13). The factor loading and R^2 of this connection are depicted in Figure 5.14.
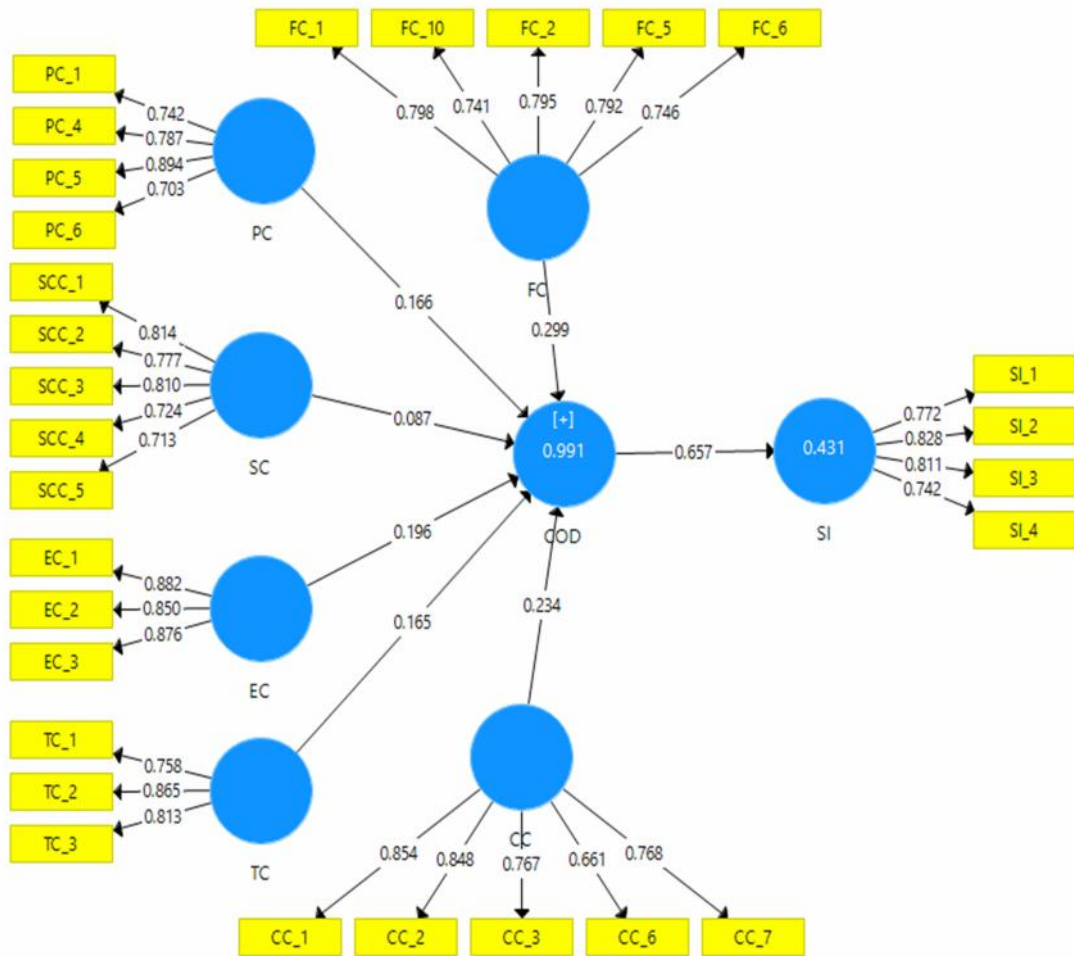
Figure 5.14: Measurement Model Assessment of COD and SI. It shows the factor loadings of each item and R^2 of the construct.

According to the structural model research, COD has a direct and significant link with SI in the RMG business. The path coefficient and t-value to accept or reject the hypotheses were depicted in the diagram (Figure 5.15) below. The fact that the t value is greater than 1.96 (P-value 0.0001) and the path coefficient is 0.657 supports the alternative hypothesis, and the study indicates that COD has a direct and significant relationship with SI in

business (Table 5.12).
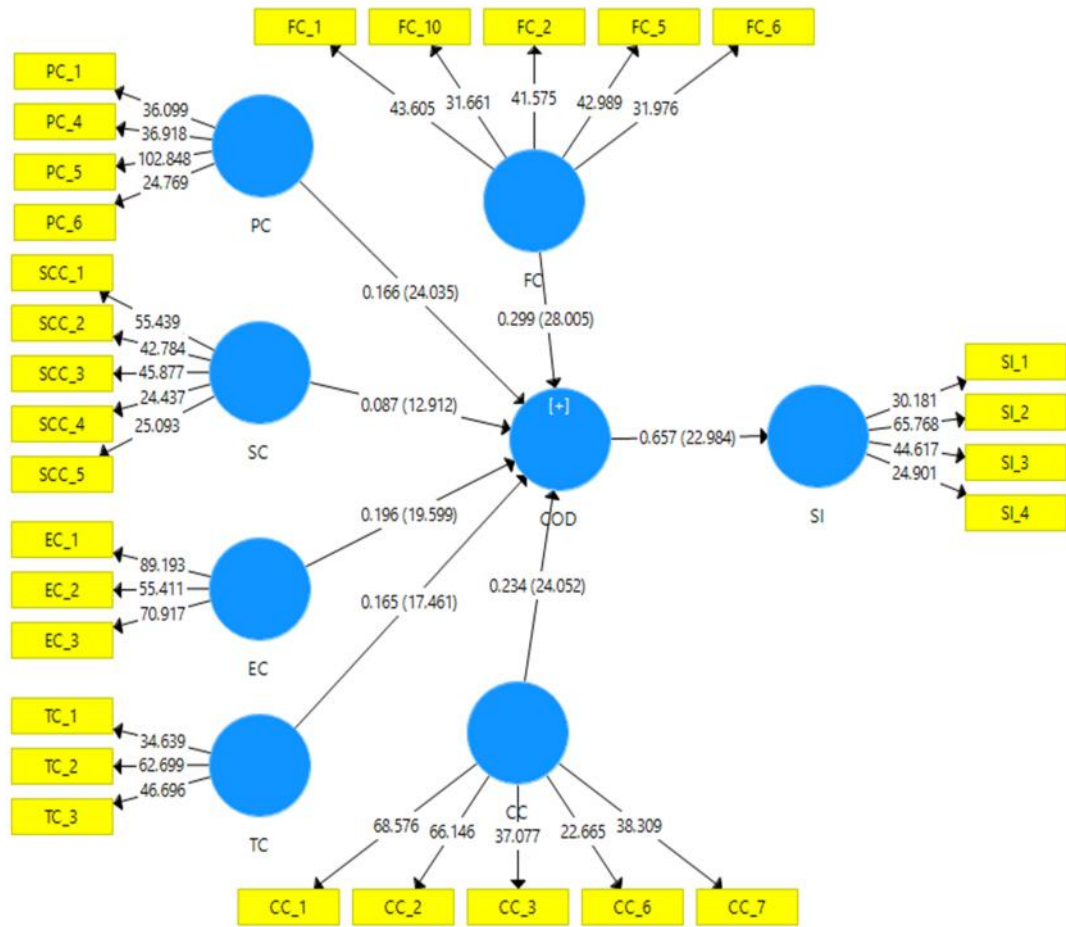
Figure 5.15: Structural Model Assessment COD and SI. It includes theories that are being tested for direct and indirect correlations. It primarily displays the path coefficient and t-value to accept or reject hypotheses.

5.7.3 Relationship between Causes of Industrial Disputes (COD) and Production Impact (PI) on the RMG industry

Likewise, the stages employed to determine the relationship between COD and FI and COD and SI, COD and PI are analyzed in this section. Figure 5.16 shows the factor loading and R^2 of the said relationship where Cronbach alpha, AVE, CR, and VIF have been used as instruments for reliability and validity.

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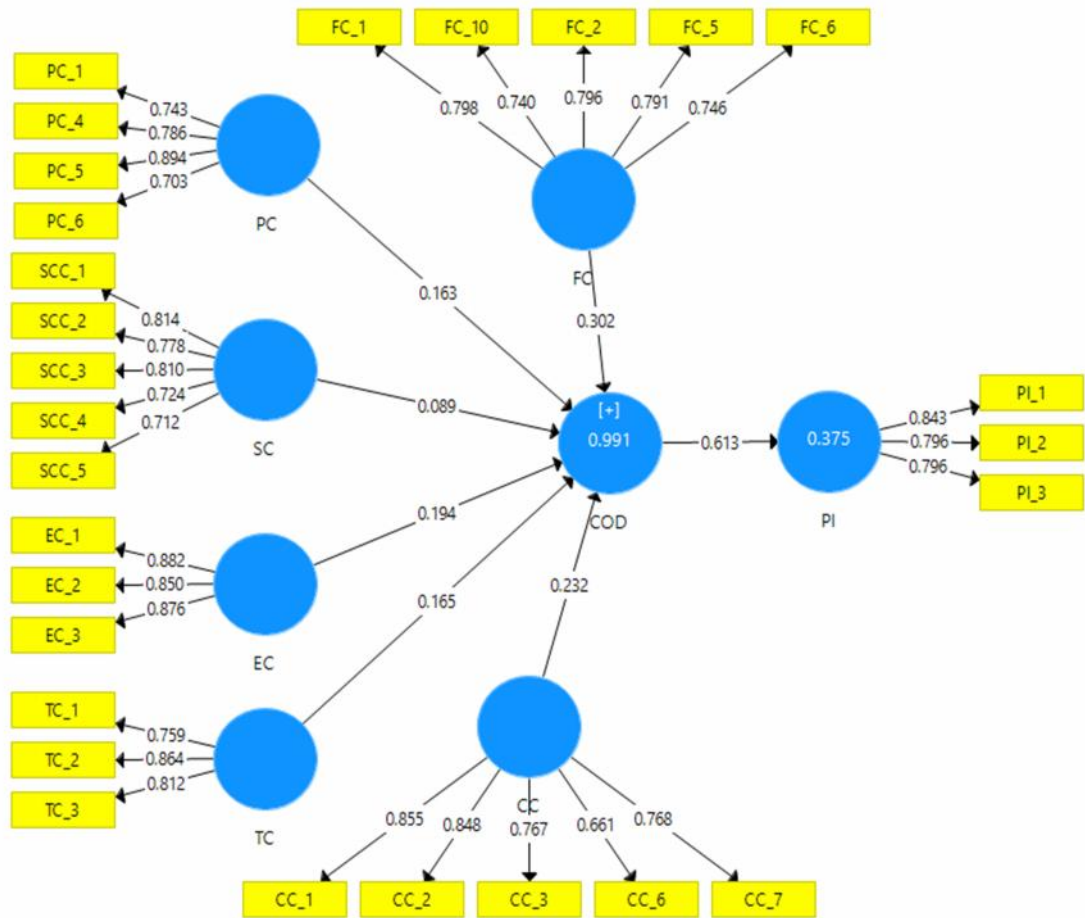
Figure 5.16: Measurement Model Assessment of COD and PI. It identifies the factor loadings of each item and R^2 of the construct.

In the RMG industry, the structural model study found a strong correlation between COD and PI. Since the t value is greater than 1.96 (P-value 0.000) and the path coefficient is 0.613, Figure 5.17 supports the alternative hypothesis, concluding the direct positive significant relationship between COD and PI.
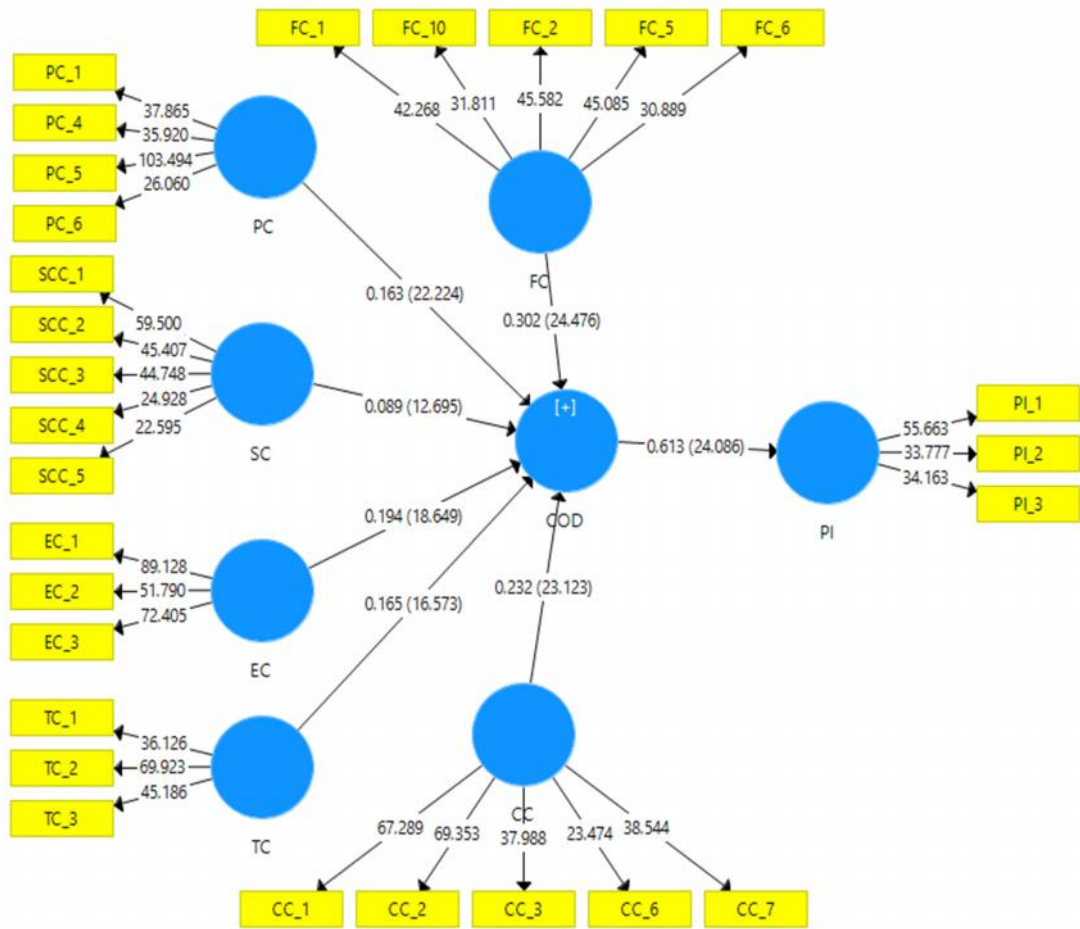
Figure 5.17: Structural Model Assessment COD and PI. It includes hypotheses that are tested for direct and indirect correlations. The path coefficient and t-value are mostly used to accept or reject hypotheses.

5.7.4 Relationship between Causes of Industrial Disputes (COD) and Market Impact (MI) on the RMG industry

To determine the relationship between COD and MI, various factors of different causes of industrial disputes were ascertained in the first stage of the measurement model analysis. Then the factors were analyzed and passed all the criteria of reliability and validity (Table 5.13). The following diagram, Figure 5.18, shows the factor loading and R^2 of said relationship.
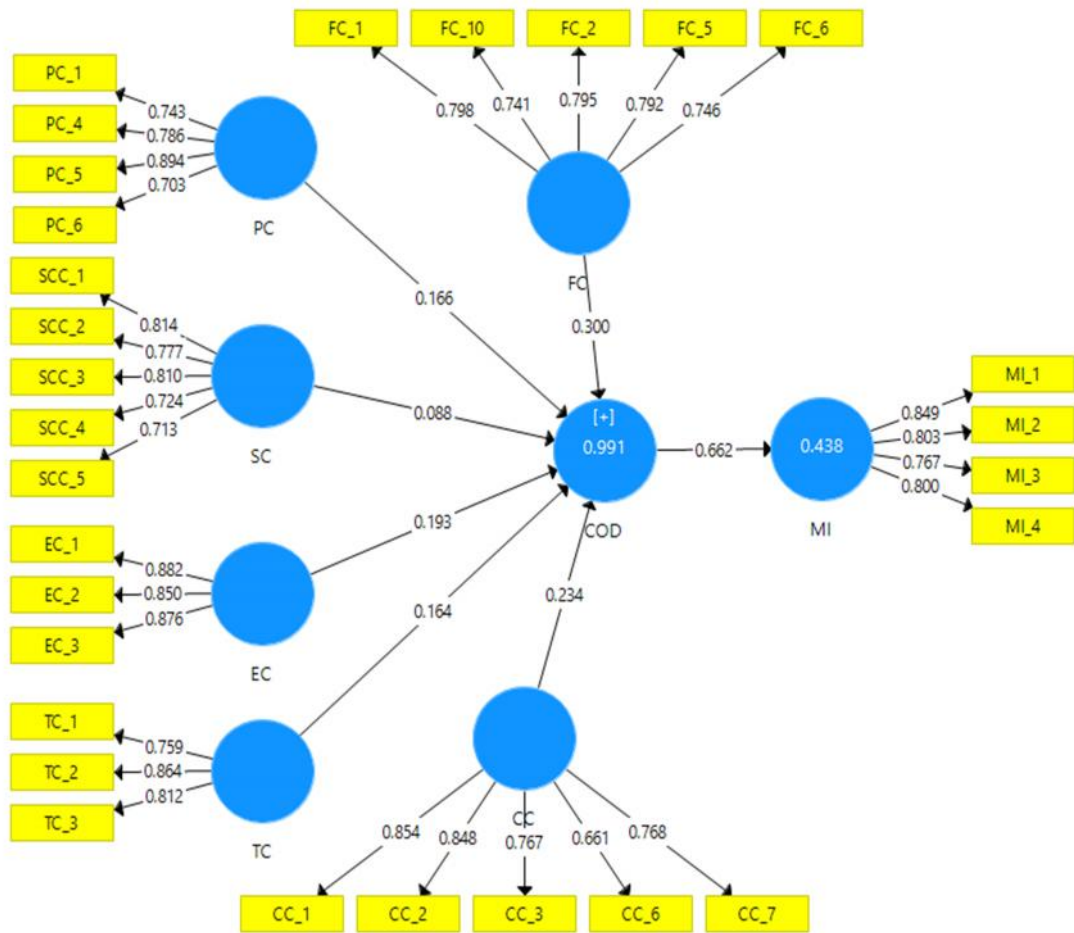
Figure 5.18: Measurement Model Assessment of COD and MI. It displays the factor loadings of each item and R^2 of the construct.

COD has a strong constructive and important association with MI in the RMG industry, according to the structural model study (Figure 5.19). Because the t value is more than 1.96 (P-value 0.000) and the path coefficient is 0.662, the alternative hypothesis is validated, implying that COD and PI have a direct positive significant association (Table 5.12).
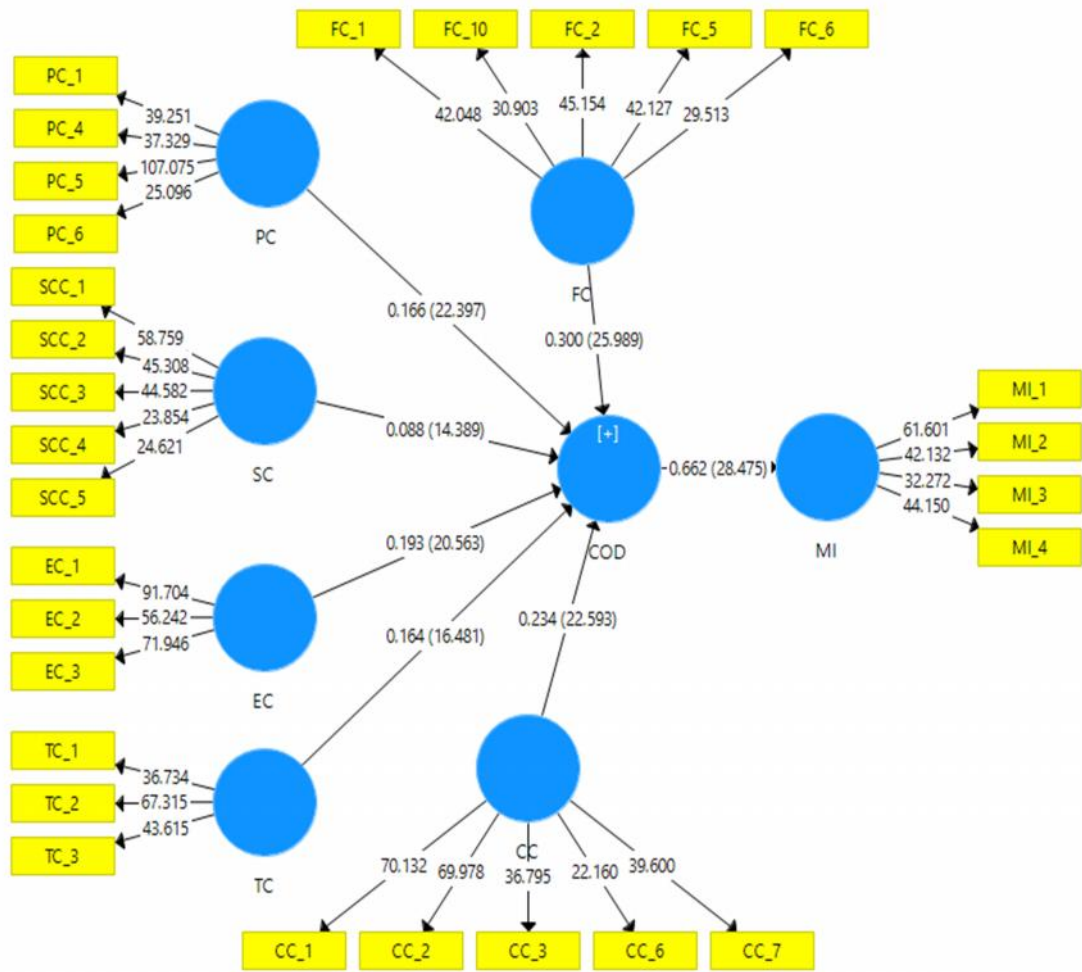
Figure 5.19: Structural Model Assessment COD and MI. It includes theories that are being tested for direct and indirect correlations. It primarily displays the path coefficient and t-value to accept or reject hypotheses.

5.7.5 Relationship between Forms of Disputes (FOD) and Financial Impact (FI) on the RMG industry

Along with the causes of disputes, this study also determines the forms of disputes and analyses their connections with the impacts on the RMG industry.

Various factors of diverse causes of industrial disputes were ascertained in the first stage of the measurement model analysis to determine the relationship between FOD and FI. Then the factors were assessed and passed all the standards of reliability and validity (Table 5.13). The factor loading and R^2 of this connection are depicted in Figure 5.18.
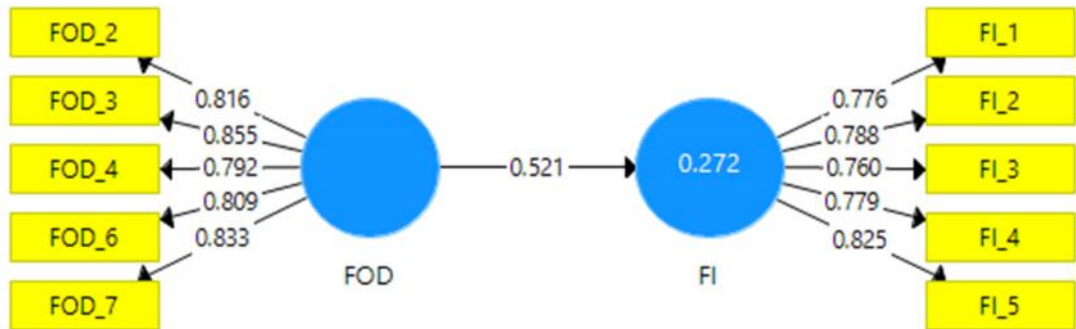
 Figure 5.20: Measurement Model Assessment of FOD and FI. It finds out the factor loadings of each item and R^2 of the construct.

It was discovered through structural model analysis that FOD has direct and significant positive relations with FI in the RMG Industry. The graphic depicted the route coefficient and t-value required to accept or reject the hypotheses (Figure 5.21). Because the t value of more than 1.96 (P-value 0.000) and the path coefficient of 0.521 support the alternative hypothesis, the study finds that FOD has a direct and significant relationship with FI in the sector (Table 5.12).

Figure 5.21: Structural Model Assessment FOD and FI. It includes hypotheses that are tested for direct and indirect correlations. The path coefficient and t-value are mostly used to accept or reject hypotheses.

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5.7.6 Relationship between Forms of Disputes (FOD) and Production Impact (PI) on the RMG industry

This section analyzes the relationship between forms of disputes and production impacts on the RMG industry. In the measurement model analysis, the factors were determined and tested through Cronbach alpha, AVE, CR, and VIF to check the reliability and validity.

The following diagram, Figure 5.22, shows the factor loading and R^2 of said relationship.
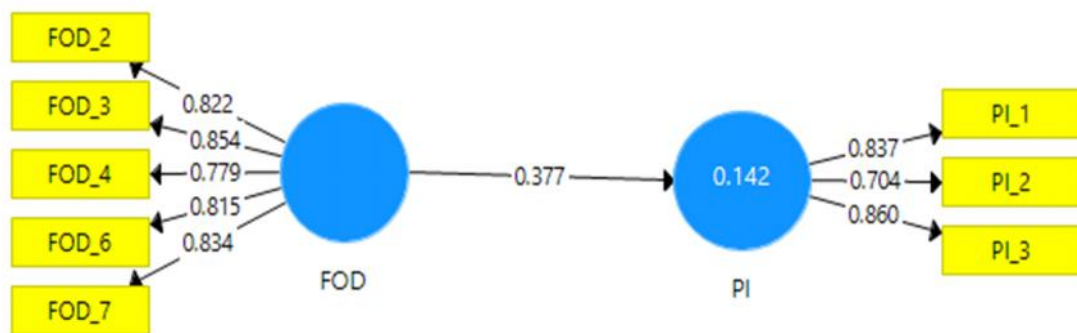
Figure 5.22: Measurement Model Assessment of FOD and PI. It demonstrates the factor loadings of each item and R^2 of the construct.

The following diagram (Figure 5.23) shows the structural model analysis where the t value is greater than 1.96 (P-value 0.000) and the path coefficient is 0.377, which means the alternative hypothesis is supported. The study concludes that FOD has a direct positive significant association with FI in the industry (Table 5.12).
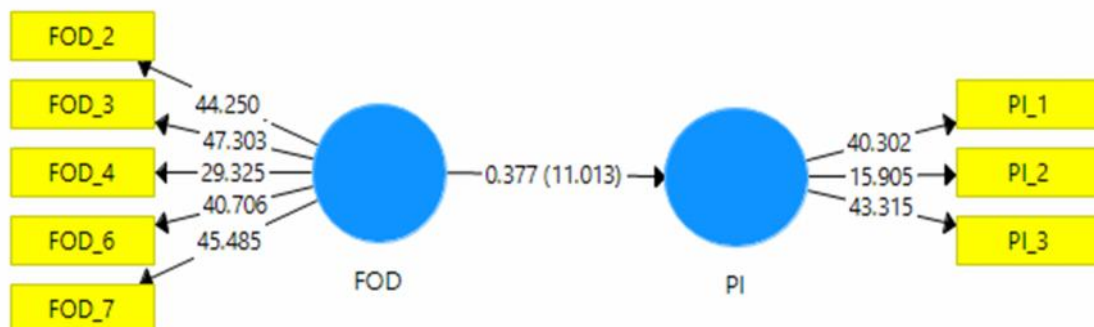
Figure 5.23: Structural Model Assessment FOD and PI. It includes theories regarding both direct and indirect interactions. It primarily displays the path coefficient and t-value to accept or reject hypotheses.

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5.7.7 Relationship between Forms of Disputes (FOD) and Market Impact (MI) on the RMG industry

This section, like the phases used to evaluate the relationships between FOD and FI and FOD and PI, examines the relationship between FOD and MI. Figure 5.24 shows the factor loadings, and the R2 of this relationship, with Cronbach alpha, AVE, CR, and VIF (Table 5.13) used as reliability and validity tools.

Figure 5.24: Measurement Model Assessment of FOD and MI. It identifies the factor loadings of each item and R^2 of the construct.

By structural model analysis, the effect of the exogenous variable on the endogenous variables is demonstrated. The study discovered that FOD has a direct and significant favorable link with MI in the RMG business. The next graphic (Figure 5.25) depicted the route coefficient and t-value associated with accepting or rejecting the hypotheses. The fact that the t value is more than 1.96 (P-value 0.000) and the path coefficient is 0.480 supports the alternative hypothesis. The study shows that FOD has a direct positive significant link with MI in the business (Table 5.12).

Figure 5.25: Structural Model Assessment FOD and MI. It includes theories that are being tested for direct and indirect correlations. It primarily displays the path coefficient and t-value to accept or reject hypotheses.

5.7.8 Relationship between Forms of Disputes (FOD) and Social Impact (SI) on RMG Industry

This segment concentrated mostly on the link between FOD and SI. In the context of measurement model analysis, the initial stage FOD (endogenous variable) is determined by various elements relating to the many causes of industrial disputes. Again, the association examined FOD and SI (endogenous variables) in the second stage. All of the elements in this model met all of the criteria for reliability and validity (Table 5.13). Cronbach alpha, AVE, CR, and VIF were used to decide the reliability and validity of the instrument. The following diagram illustrates the factor loading and R^2 of the relationship mentioned above (figure 5.26).
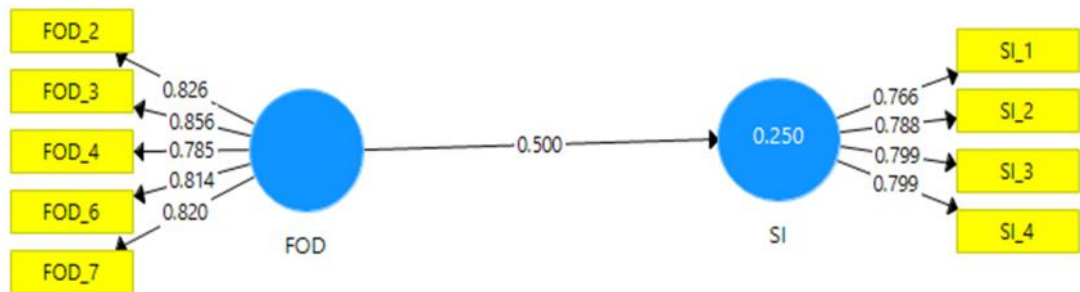
Figure 5.26: Measurement Model Assessment of FOD and SI. It finds out the factor loadings of each item and R^2 of the construct.

There was a structural model analysis (Figure 5.27) which showed that the t value was greater than 1.96 (P-value 0.000) and the path coefficient was 0.500, which suggests that FOD has a direct positive significant association with the industry's social performance (Table 5.12).
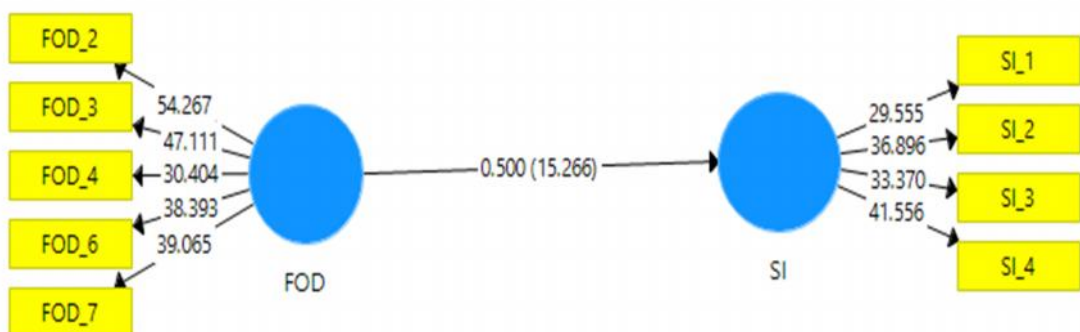
Figure 5.27: Structural Model Assessment FOD and SI. It includes hypotheses that are tested for direct and indirect correlations. The path coefficient and t-value are mostly used to accept or reject hypotheses.

Table 5.12: Structural Model Assessment of Relationship between Constructs (Results of Test of Hypothesis)

Hypot hesis	Relationship	Original Sample (O)	Sample Mean (M)	Std. Deviatio n (STD)	T Statistics (O/STD)	P Value	Decision
H₁	COD -> FI	0.639	0.642	0.028	23.165	0.000	Supported
H₂	COD -> MI	0.662	0.664	0.023	28.475	0.000	Supported
H₃	COD -> PI	0.613	0.612	0.027	23.018	0.000	Supported
H₄	COD -> SI	0.657	0.657	0.029	22.984	0.000	Supported
H₅	FOD -> FI	0.521	0.523	0.03	17.575	0.000	Supported
H₆	FOD -> MI	0.48	0.484	0.033	14.439	0.000	Supported
H₇	FOD -> PI	0.377	0.382	0.036	10.472	0.000	Supported
H₈	FOD -> SI	0.5	0.499	0.033	15.266	0.000	Supported

Source: The Author, Based on the Smart-PLS (SEM) analysis of survey data

5.8 Evaluation of the Measurement Model

Analyze the measurement and structural model using Smart PLS 3.0 (Ringle et al., 2015). Measurement model psychometric qualities and structural model parameters are evaluated using this statistical software. Confirmatory Factor Analysis was used to assess the reliability and validity of the hierarchical components (CFA). As stated by Hair et al., it is suggested that the measurement model be evaluated for indicator and composite reliability as well as for convergent and discriminant validity (2017). The reliability of the reflective structures' indicators was tested using the factor loadings shown in Table 5.13. As a general rule, the factor loadings of the indicators should be more than 0.7, such that the shared variance of the construct and its indicators exceeds the error term (Fornell & Larcker, 1981). The validity and reliability of a measuring model may be assessed by looking at its internal consistency, indicator reliability, convergent validity, and discriminant validity. Results of all investigations to evaluate the validity and reliability of the measurement model are shown in tables and figures (Table 5.13, Table 5.14, Table 5.15, and Figure 5.29).

5.8.1 Internal Consistency Reliability

For exploratory research, Composite Reliability (CR) of 0.60 or above is considered reliable, whereas lower values suggest a lack of reliability (Nunnally and Bernstein, 1994)

under the SEM model (Nunnally and Bernstein, 1994). When the composite reliability of each construct reaches a threshold value of 0.70, a measurement model is said to have enough internal consistency dependability. According to Table 5.13, the range of Composite Reliability values for the dissertation's various constructs is between 0.885 and 0.964. It is clear from these findings that the objects used to represent the constructs are consistent.

5.8.2 Indicator Reliability

The item loadings are used to evaluate the indication reliability of the measurement model. A measurement model is considered to have acceptable indication reliability when each item's loading estimations are more than 0.708 (Hair et al., 2010). According to the study, all items in the measurement model had loadings of more than 0.7, and only one item 0.662 (CC_6, Table 5.13). At the 0.001 level, all items are significant. The loading for each item is shown in Table 5.13. As a result, all of the items employed in this study have a high level of indication reliability.

5.8.3 Convergent Validity

The average variance extracted (AVE) value is used in this dissertation to assess the measurement model's convergent validity. Convergent validity should be tested using Average Variance Extracted (AVE) (Ringle & Sarstedt, 2011). When the Average Variance Extracted (AVE) values are above the crucial threshold of 0.50, the latent variable has sufficient convergent validity, meaning it can explain more than half of the variance of its indicators on average (Hensler et al. 2009). When conceptions have an Average Variance Extracted (AVE) value of 0.5 or greater, convergent validity is said to be satisfactory. Table 5.13 reveals that the AVEs for all structures range from 0.591 to 0.756. It shows that the measurement model has good correlations between the measures.

Table 5.13: Internal Consistency, Convergent Validity, Composite Reliability, AVE and Variance Inflation Factors (VIF) of Multi order modeling

Construct	Item Code	Item Name	Factor Loading	Cronbach's Alpha	CR	AVE	VIF
Financial Cause (FC)				.833	.882	.600	
	FC_1	Low Wages and Salary	.796				2.258
	FC_2	Small amount of Allowance	.794				1.756
	FC_5	House Rent	.793				2.194

	FC_6	Delay in Payment of Wages and Salary	.746				1.948
	FC_10	Pending Dues	.742				1.625
Social and Cultural Cause (SCC)				.829	.878	.591	
	SCC_1	Lack of Motivation	.813				2.061
	SCC_2	Nepotism and Corruptions	.716				1.813
	SCC_3	Attitude of the Owner and Officials	.811				2.042
	SCC_4	Rude Behavior of the Supervisors and Managers	.725				1.873
	SCC_5	Harassment of Female and Male Workers	.714				1.707
Political Cause (PC)				.789	.864	.616	
	PC_1	Turbulent Politics of the Bangladesh	.741				1.557
	PC_4	Instable Law and Order Situation	.787				1.714
	PC_5	Political Instability	.894				2.436
	PC_6	Role of Local Politicians and Musclemen	.704				1.470
Environmental Cause (EC)				.839	.903	.756	
	EC_1	Poor Work Environment	.882				2.024
	EC_2	Poor Workers' Management	.850				1.849
	EC_3	Condition of the Working Place	.876				2.079
Technological Cause (TC)				.742	.854	.661	
	TC_1	Rumor in Facebook	.757				1.309
	TC_2	Defective Record Keeping of Overtime Hours	.865				1.867
	TC_3	Imperfect Record Keeping of In-time and	.814				1.655

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		Out-time					
Compliance Cause (CC)				.840	.887	.613	
	CC_1	Long Working Hours	.854				2.607
	CC_2	Unwillingness of Granting Leaves	.847				2.572
	CC_3	Problems in Spot Crises Management Strategy	.768				1.683
	CC_6	Discharge of Workers	.662				1.402
	CC_7	Incidental Death of Labor	.769				1.712
Forms of Dispute (FOD)				.879	.912	.674	
	FOD_2	Hunger strike	.813				2.176
	FOD_3	Sit down strike	856				2.602
	FOD_4	Lock out	.783				1.836
	FOD_6	Picketing	.825				2.159
	FOD_7	General Strike	.825				2.179
Financial Impact (FI)				.847	.890	.619	
	FI_1	Loss of Properties	.826				2.166
	FI_2	Risk of Investment	.838				2.211
	FI_3	Reduction of Export Earning	.740				1.779
	FI_4	Decrease Profitability	.739				1.791
	FI_5	Scarcity of Reinvestment	.786				1.746
Social Impact (SI)				.798	.868	.623	
	SI_1	Loss of Lives	.773				1.965
	SI_2	Competitors Take Chance	.813				1.743
	SI_3	Create Image Crisis of RMG Industry	.800				2.028
	SI_4	Loss of Job Security	.770				1.494
Production Impact (PI)				.742	.852	.658	
	PI_1	Hamper in Production	.855				1.538
	PI_2	Increase Production Cost	.790				1.971

				.819	.881	.649	
	PI_3	Decrease Labor Productivity	.787				1.420
Market Impact (MI)				.819	.881	.649	
	MI_1	More Time Needed to Delivery Order	.838				2.541
	MI_2	Worries Foreign Buyers	.813				1.839
	MI_3	Decrease Buyer Order	.774				1.601
	MI_4	Cancel Order	.795				1.731

Source: The Author, Based on the Smart-PLS (SEM) analysis of survey data
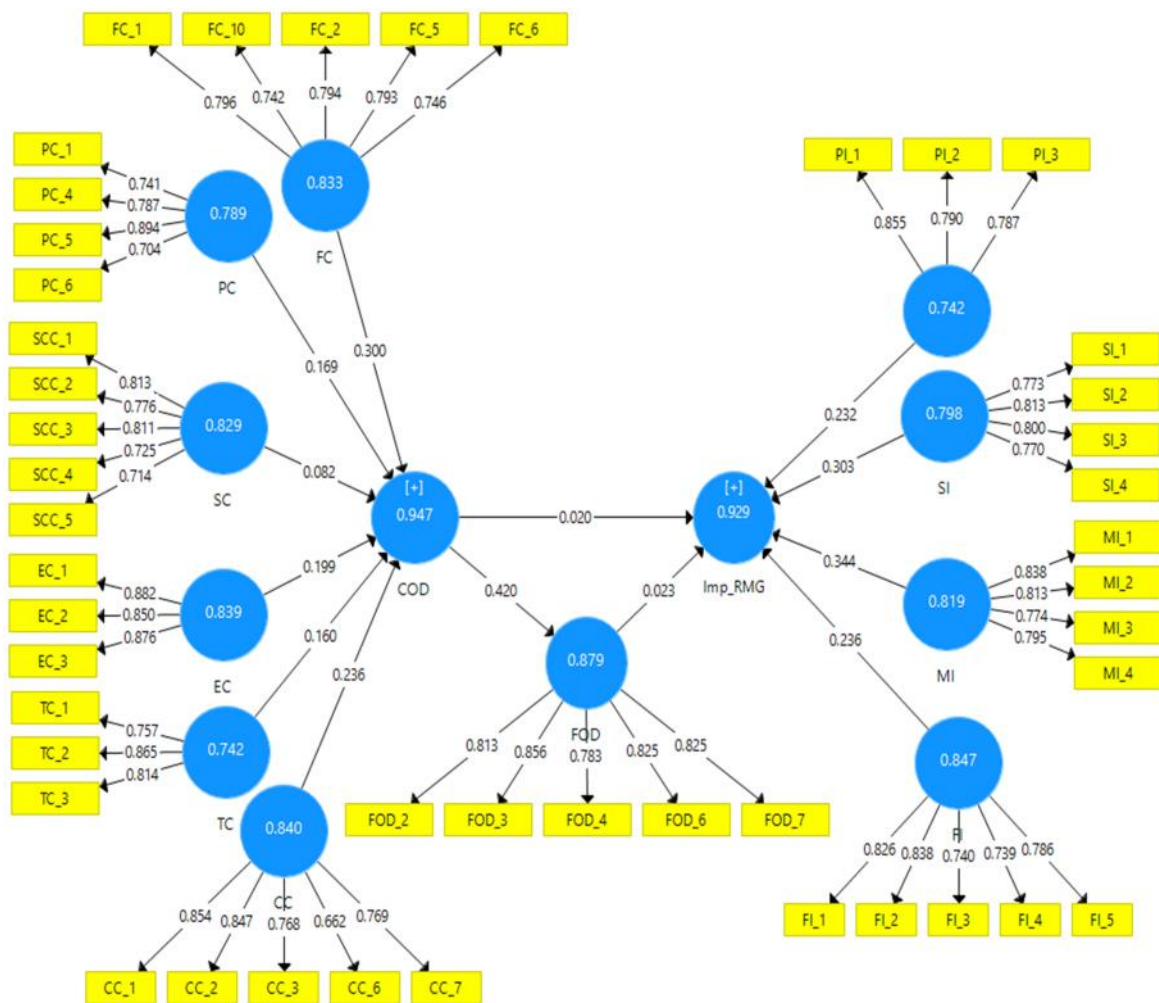
Figure 5.28: Measurement Model Assessment. It includes a measuring model evaluation before hypothesis testing. It displays each item's factor loadings as well as Cronbach's Alpha.

5.8.4 Discriminant Validity

Both Fornell and Larcker (1981) criteria and cross loadings are used in this dissertation to determine if the measurement model is discriminantly valid. Indicator loading should be

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greater for a measurement model's construct than it is for any other construct if the square root of the AVE enhances correlations between the measure and all other measures.

The SmartPLS algorithm function, which calculates the AVE value for each construct, is used to assess the first criteria. If the square root of AVE is compared to the correlation of latent constructs, then this method is used (Hair et al., 2014). A latent construct's indicator variance should be better understood than the variance of other latent constructs. The square root AVE of each latent construct should be bigger than the correlations with other latent constructs as a result (Hair et al., 2014).

Off-diagonal components were outperformed in every row and column of this dissertation by AVE square roots. Italicized data points represent the AVE's square roots; unitalicized numbers represent the constructions' inter-correlation values (Table 5.14). Because all off-diagonal components are smaller than AVE square roots, as shown in Table 5.14, the criteria outlined by Fornell and Larker has been met.

Discriminant validity is determined by evaluating indicators and comparing them to all concept relationships. Factor loading indicators for the assigned construct should be greater than those for the other loading indicators. SmartPLS algorithm cross-loading results are shown in Table 5.14. Latent factors were shown to have a greater correlation with all of the assessment items used in this research than other variables. Each block has a higher loading than any other block in the same rows and columns, demonstrating how the conceptual model predicted that each latent variable would be distinct. Consequently, the cross-loading results prove the measurement model's discriminant validity.

Overall, the reliability and validity tests of the measurement model are good, showing that the items used to measure constructs in this dissertation are valid and appropriate for estimating parameters in the structural model.

Cross-loadings evaluation, according to current study, is not able to identify discriminant validity issues effectively (Henseler et al., 2015). Alternative measures of discriminant validity, such as the (Henseler et al., 2015) suggested Heterotrait-Monotrait Ratio (HTMT). It is derived by comparing the average correlations between indicators across different conceptions measuring different phenomena to the average correlations between indicators within a single construct (Gupta & George, 2016). Henseler et al. (2015) state that discriminant validity is supported by an HTMT ratio smaller than 0.85. Table 5.15 shows that the HTMT criterion was satisfied. Model assessment criteria have been fulfilled by the reflectively evaluated constructs, confirming their validity and reliability.

Table 5.14: Discriminant Validity (Fornell-Larcker Criterion)

	CC	EC	FC	FI	FOD	MI	PC	PI	SC	SI	TC
CC	**0.783**										
EC	0.738	**0.869**									
FC	0.778	0.650	**0.775**								
FI	0.589	0.488	0.584	**0.787**							
FOD	0.427	0.414	0.382	0.498	**0.821**						
MI	0.592	0.511	0.598	0.677	0.459	**0.805**					
PC	0.748	0.657	0.681	0.566	0.434	0.589	**0.785**				
PI	0.538	0.482	0.556	0.717	0.349	0.696	0.526	**0.811**			
SC	0.696	0.556	0.696	0.578	0.309	0.611	0.662	0.547	**0.769**		
SI	0.585	0.517	0.592	0.638	0.493	0.703	0.591	0.677	0.607	**0.789**	
TC	0.737	0.703	0.689	0.529	0.290	0.564	0.639	0.534	0.669	0.575	**0.813**

Source: The Author, Based on the Smart-PLS (SEM) analysis of survey data

Table 5.15: Heterotrait-Monotrait Ratio (HTMT)

	CC	EC	FC	FI	FOD	MI	PC	PI	SC	SI	TC
CC											
EC	**0.842**										
FC	0.823	**0.775**									
FI	0.690	0.564	**0.680**								
FOD	0.505	0.479	0.449	**0.583**							
MI	0.716	0.616	0.723	0.801	**0.543**						
PC	0.819	0.801	0.838	0.682	0.528	**0.735**					
PI	0.672	0.612	0.700	0.843	0.425	0.830	**0.685**				
SC	0.825	0.658	0.820	0.667	0.375	0.727	0.816	**0.660**			
SI	0.718	0.632	0.720	0.749	0.584	0.845	0.750	0.841	**0.739**		
TC	0.828	0.840	0.824	0.636	0.361	0.721	0.838	0.710	0.842	**0.747**	

Source: The Author, Based on the Smart-PLS (SEM) analysis of survey data

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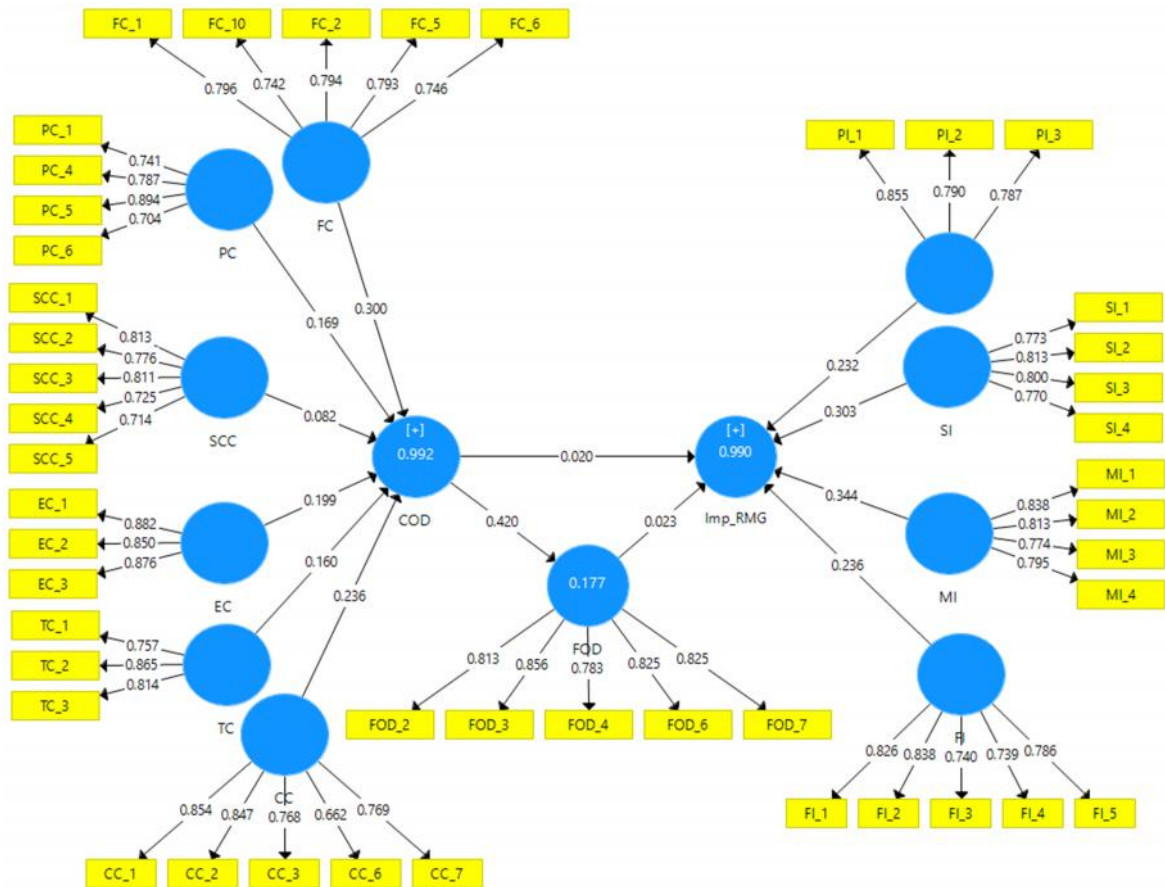
Figure 5.29: Measurement Model Assessment.

It includes a measuring model evaluation before hypothesis testing. It displays each item's factor loadings as well as R^2.

Table 5.16: Internal Consistency, Convergent Validity and Composite Reliability of First order modeling

Construct	Cronbach's Alpha	CR	AVE
Causes of Industrial Disputes (COD)	0.947	0.952	0.501
Forms of Industrial Disputes (FOD)	0.878	0.908	0.622
Impact of Industrial Disputes on RMG Industry (Imp_RMG)	0.918	0.930	0.527

5.8.5 Goodness of Model Fit

According to Hair et al. (2014), "the ideal value for SRMR is less than 0.08 or 0.10, whereas the ideal value for NFI is greater than 0.9." Table 5.17 demonstrates the research model's fit statistics that show an adequate fit.

Table 5.17: Model fit statistics

	Saturated Model	Estimated Model
SRMR	0.076	0.076
d_ULS	4.336	4.336
d_G	1.347	1.347
Chi-Square	3341.425	3341.425
NFI	0.933	0.933

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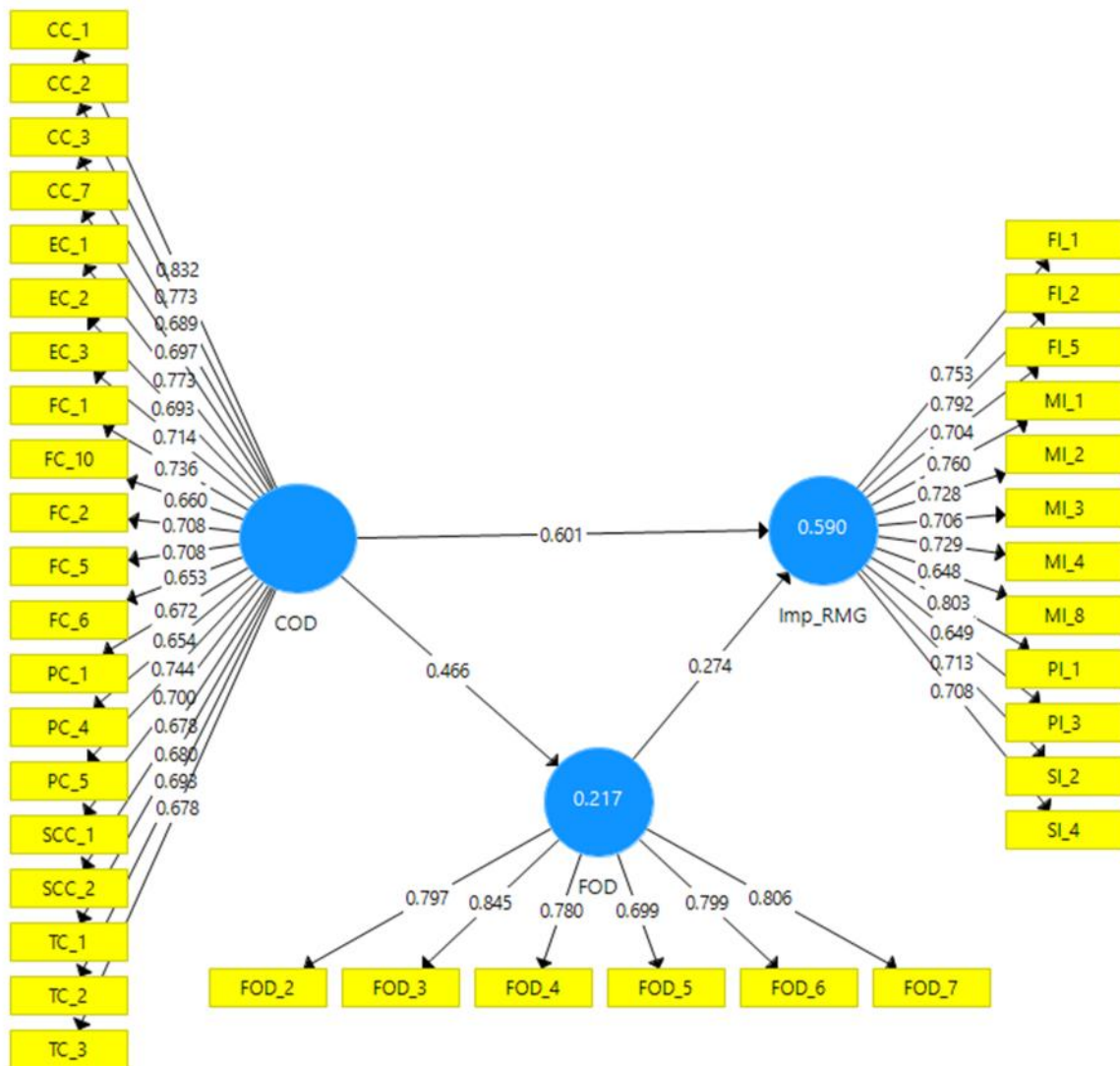
Figure 5.30: Measurement Model Assessment (first Order Model). Before hypotheses testing, it includes a measurement model evaluation. It displays each item's factor loadings and R^2.

5.9 Structural Model

The tests utilized to evaluate the validity of the structural model for this dissertation are discussed in the next subsections, which include an analysis of the coefficient of determination (R^2) and path coefficients. Using Hayes, this dissertation evaluates the postulated mediation linkages in the research model (2012). The direct and indirect effects were investigated to achieve this goal. The route coefficient and "t" value were used to confirm the hypothesis. R-Squared (R^2) and predictive relevance (Q^2) were also investigated. As demonstrated in Table 5.12 and 5.18 and Figures 5.31 & 5.32, the current investigation comprises twenty-one (21) direct hypotheses. Because the t-value was more than 1.96, twenty direct hypotheses (H_1 to H_{21}) were supported, but one direct hypothesis (H_{20}) was not supported because the t-value was less than 1.96.

Multidimensional model
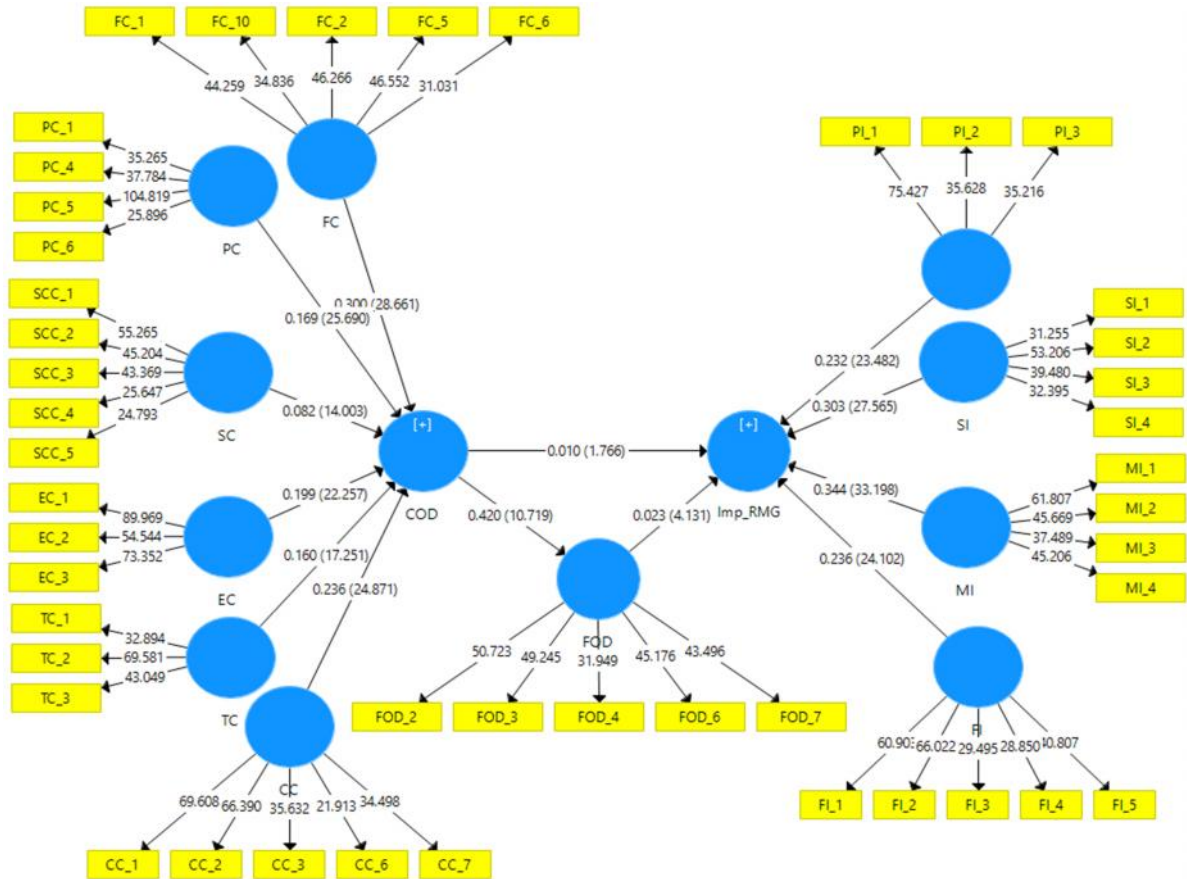
Figure 5.31: Structural Model Assessment (Direct Effect). It includes theories that are being tested for direct and indirect correlations. It primarily displays the path coefficient and t-value to accept or reject hypotheses.

Table 5.18: Structural Model Assessment of multi-order model Constructs (Results of Test of Hypothesis)

Hypo thesis	Relationship	Original Sample (O)	Sample Mean (M)	Std. Deviation (STD)	T Statistics (O/STD)	P Value	Decision
H$_9$	FC -> COD	0.300	0.298	0.010	28.661	0.000	Supported
H$_{10}$	SC -> COD	0.082	0.082	0.006	14.003	0.000	Supported
H$_{11}$	PC -> COD	0.169	0.169	0.007	25.690	0.000	Supported
H$_{12}$	EC -> COD	0.199	0.200	0.009	22.257	0.000	Supported
H$_{13}$	TC -> COD	0.160	0.160	0.009	17.251	0.000	Supported
H$_{14}$	CC -> COD	0.236	0.237	0.010	24.871	0.000	Supported
H$_{15}$	FI -> Imp_RMG	0.236	0.235	0.010	24.102	0.000	Supported
H$_{16}$	MI -> Imp_RMG	0.344	0.344	0.010	33.198	0.000	Supported
H$_{17}$	PI -> Imp_RMG	0.232	0.233	0.010	23.482	0.000	Supported
H$_{18}$	SI -> Imp_RMG	0.303	0.303	0.011	27.565	0.000	Supported
H$_{19}$	COD -> FOD	0.420	0.419	0.039	10.719	0.000	Supported
H$_{20}$	COD -> Imp_RMG	0.010	0.010	0.006	1.766	0.078	Not Supported
H$_{21}$	FOD -> Imp_RMG	0.023	0.024	0.006	4.131	0.000	Supported

Source: The Author, Based on the Smart-PLS (SEM) analysis of survey data

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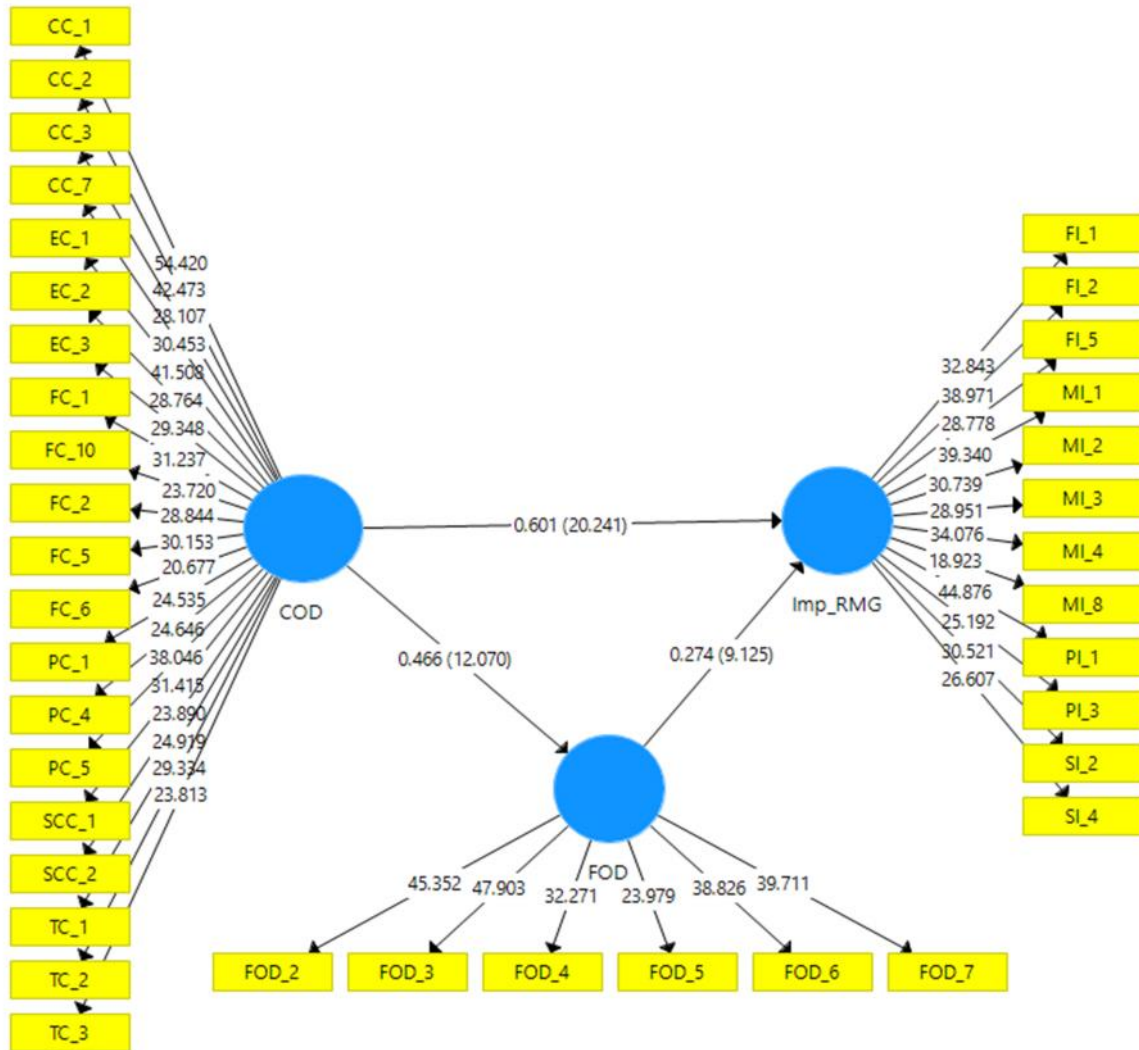
Figure 5.32: Structural Model Assessment (Direct Effect). It includes theories that are being tested for direct and indirect correlations. It primarily displays the path coefficient and t-value to accept or reject hypotheses.

Table 5.19: Structural Model Assessment of first-order model Constructs (Results of Test of Hypothesis)

Hypothesis	Relationship	Original Sample (O)	Sample Mean (M)	Std. Deviation (STD)	T Statistics (O/STD)	P Value	Decision
H_{19a}	COD -> FOD	0.466	0.468	0.036	12.070	0.000	Supported
H_{20a}	COD -> Imp_RMG	0.601	0.607	0.030	20.241	0.000	Supported
H_{21a}	FOD -> Imp_RMG	0.274	0.270	0.030	9.125	0.000	Supported

Source: The Author, Based on the Smart-PLS (SEM) analysis of survey data

All exogenous factors directly and substantially influence endogenous variables in first-order model analysis (Table 5.19). As a result, all three alternative hypotheses (H19a, H20a, and H21a) are confirmed. However, just one alternative hypothesis, H20, is not supported in multi-order modeling.

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5.10 Mediation Effect Analysis

PLS-SEM bootstrapping was used to examine the mediation effect. There are several advantages to this method, according to Hair and colleagues (2014). The in-direct impact was also examined, as advised by Hair et al., as part of the evaluation of the mediation effect, using the technique of Preacher and Hayes (2004, 2008). (2014). An analysis of the t-value was performed with the use of Smart PLS (Ringle et al., 2015), which employed bootstrapping and 500 resampling to look at the influence of forms of disputes (FOD) as a mediator. Table 5.20 illustrates the results of the mediation study. The t-value for this particular instance is higher than 1.96. As a consequence, FOD has a considerable mediating impact. As a result, FOD serves as a go-between for COD and imp RMG in this scenario. The evidence is in favor of the hypothesis H22 (Table 5.20).

Table 5.20: Structural Model Assessment of Mediation Effect (Indirect effect and Results of Test of Hypothesis)

Hypothesis	Relationship	Original Sample (O)	Sample Mean (M)	Std. Deviation (STD)	T Statistics (O/STD)	P Value	Decision
H_{22}	COD -> FOD -> Imp_RMG	0.128	0.126	0.017	7.360	0.000	Supported

Source: The Author, Based on the Smart-PLS (SEM) analysis of survey data

The coefficient of determination R^2 is used to assess the research model's prediction power. The cumulative influence of all exogenous latent factors on the endogenous latent variable is represented by this coefficient. For endogenous latent variables, a previous study found values of 0.75, 0.50, and 0.25, referred to as highly significant, moderate, and weak prediction power, respectively (Hair et al., 2011). R^2 values of 0.992 for COD, 0.175 for FOD, 0.990 Imp_RMG are presented in Table 5.21. Based on these results, the study model provides a Strong to weak prediction potential for endogenous components.

Table 5.21: Prediction power and predictive relevance

	R Square	R Square Adjusted	Effect size
COD	0.992	0.992	Strong
FOD	0.177	0.175	Weak
Imp_RMG	0.990	0.990	Strong

Source: The Author, Based on the Smart-PLS (SEM) analysis on survey data

5.11 Quantitative Findings of the Study

5.11.1 Findings from Hypotheses Test

Based on the results **(Tables 5.12, 5.18, 5.19 and 5.20),** the hypothesized relationships indicated by the hypotheses H1 to H22 are significant at 0.01 levels of significance. The direct relationships between them are statistically established **(Figures 5.13 to 5.31).** So, H1 to H22 hypotheses are accepted at the 0.01 significance level, but only one hypothesis in multi-order modeling does not support the alternative hypothesis (H20). These results conclude that COD has no direct impact on the RMG industry while COD has an impact on the RMG industry through FOD.

The study identified some statistical analyses and results for finding out the impact of Industrial Disputes on the RMG Industry.

5.11.2 Findings from Descriptive Statistic

Firstly, the presentation of results from the experimental study through Appendix B, Table B2, the causes of industrial disputes, Financial Cause (FC) variables like Small Amount of Allowance respondent response as 24.4% strongly disagreed, Pending Dues 30.53% respondent agreed, and rest of 9.68% were strongly agreed with the notation. However, the lack of Proper Investment variables was neutral 22.20% disagreed with 23.30%, and respondents strongly disagreed 20.23%. Again for (SCC) social and cultural causes see Appendix B table B3, the highest number of respondents (32.60%) respondent disagreed with the (not implementation of MoU Signed by BGMEA and BGWUC), variables Harassment 31. agreed they face harassment problems. Appendix B Table B7 (CC) Compliance Cause the highest number of respondents agreed with (discharge of workers 26% agreed, Problems in spot crisis's and management strategy 30.73% disagreed, factory layoff notice 31.27% respondent agreed 14.52% strongly agreed, Huge workload 24.60% strongly disagreed, and 24.10% disagreed, almost all the respondent disagreed with the notation. There has a very poor workload for speculating industrial disputes as found via primary data analysis.

Forms of Dispute see Appendix B table B9 General strike, Sympathetically strike, Sectional strike, boycott 64.7%, 70.6%, 52.9% and 51.2% strongly disagreed. Again, Unofficial Strike, Seat down Strike, Go slow, and picketing have 47.1% strongly disagreed. This means that this organization does not face the above forms of disputes.

Financial Impact: Subsequently, Appendix B Table B10 Financial Impact (FI) of Industrial Disputes loss of properties 44.63% agreed, Risk of Investment, Decrease of profitability both have 34.53% and 29.20% respondents disagreed.

Production Impact: Appendix B table B11 Production Impact (PI) hamper in production 40% agreed, Increases production cost also same number 33.68% agreed, Decrease labor productivity 34.11% agreed.

Social Impact: Appendix B table B12 Social Impact (SI) creates an image crisis of the RMG industry has 29.10% disagreed and 27.40% neutral. Loss of job security 34.95% agreed. Increase Unemployment 38.74% agreed**.**

Market Impact: Appendix B table B13 Market Impact (MI) more time needed to deliver order 38.80% agreed, worries foreign buyers 36% respondent agreed. Negative intention creates to the importers 29.26% neutral**.**

5.11.3 Findings from SEM Analyses

Finally, a two-step model method through SEM analysis has been considered. Multiple observed items to assess measurement errors measured each of the latent constructs. Structural equation model testing has been conducted to evaluate the model fit (Table 5.17) and understand the hypothesized relationships. The principal outcomes of the research (Result of the test of hypothesis) based on **(Figure 5.29, 5.31 and Table 5.12, 5.18, 5.19 and 5.20)** H1 to H19, H21 and H22 hypotheses are supported. Still, only H20 is not supported directly at the 0.01 significance level. The ultimate findings of the study are given below.

Table 5.22 Findings from the Hypothesis Test

Alternative Hypothesis	P-Value	Findings
H1: Causes of Industrial Disputes have direct positive financial impact on the RMG industry	***	Supported
H2: Causes of Industrial Disputes have direct Positive market impact on the RMG industry	***	Supported
H3: Causes of Industrial Disputes have direct Positive production impact on the RMG industry	***	Supported
H4: Causes of Industrial Disputes have direct positive social impact on the RMG industry	***	Supported
H5: Forms of Industrial Disputes have direct positive financial impact on the RMG industry	***	Supported
H6: Forms of Industrial Disputes have direct Positive market impact on the RMG industry	***	Supported
H7: Forms of Industrial Disputes have direct Positive production impact on the RMG industry	***	Supported
H8: Forms of Industrial Disputes have direct positive social	***	Supported

impact on the RMG industry		
H9: Financial causes have direct positive relationship with causes of industrial disputes	***	Supported
H10: Social causes have direct positive relationship with causes of industrial disputes	***	Supported
H11: Political causes have direct positive relationship with causes of industrial disputes	***	Supported
H12: Environmental causes have direct positive relationship with causes of industrial disputes	***	Supported
H13: Technological causes have direct positive relationship with causes of industrial disputes	***	Supported
H14: Compliance related causes have direct positive relationship with causes of industrial disputes	***	Supported
H15: Financial impact has positive relationship with the impact of the RMG industry	***	Supported
H16: Market impact has positive relationship with the impact of the RMG industry	***	Supported
H17: Production impact has positive relationship with the impact of the RMG industry	***	Supported
H18: Social impact has positive relationship with the impact of the RMG industry	***	Supported
H19: Causes of industrial disputes (COD) have direct positive impact on FOD in the RMG industry (Multi Order Model)	***	Supported
H19a: Causes of industrial disputes (COD) have direct positive impact on FOD in the RMG industry (First Order Model)	***	
H20: Causes of industrial disputes (COD) have direct positive impact on the RMG industry (Multi Order Model)	**0.078**	Not Supported
H20a: Causes of industrial disputes (COD) have a direct positive impact on the RMG industry (First Order Model)	***	Supported
H21: Forms of industrial disputes (FOD) have direct positive impact on the RMG industry (Multi Order Model)	***	Supported
H21a: Forms of industrial disputes (FOD) have direct positive impact on the RMG industry (First Order Model)	***	
H22: FOD has direct positive mediation effect between COD and its Impact on the RMG industry in Bangladesh	***	Supported

Source: Authors Based on Data Analysis

The rigorous findings of the proposed hypotheses H1 to H22 revealed are significant at 0.01 levels of significance. The directional relationships between them are statistically significant **(Figures 5.13 to 5.31).** So, H1 to H22 hypotheses are accepted at the 0.01 significance level. Only one hypothesis in multi-order modeling does not support the alternative hypothesis (H20). These results conclude that COD has no direct impact on the RMG industry while COD impacts the RMG industry through FOD.

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5.12 Qualitative Analysis and Findings

5.12.1 Results from In-Depth Interview

An in-depth interview was conducted among five respondents, including five managers in the study. The prime objectives of this interview were taken to appreciate their thoughts on the industrial disputes in the RMG industry of Bangladesh and the impact on the RMG firms, and finally, to find out the situation of the clear dispute in the readymade garments industry of Bangladesh.

Through the conversation with the different participants, the researcher was capable of finding out the several key questions related to disputes scenario in the readymade garments industry, which helped to finalize the thesis. During the interview, specific questions like the personal information of the respondents, ownership type garments factory, side by side causes, forms and impact of industrial disputes on the RMG sector were asked to bring out insight.

Interview_1: Md. Lokman Hossain, Manager, HR and Compliance Division of Abir Fashion, Narayanganj, Dhaka

Mr. Md. Lokman Hossain, Manager, HR and Compliance Division of Abir Fashion, Narayanganj, Dhaka, answered the question and said he has 12 years of experience in the RMG sector. Employees are doing their job in the factory from 8:00 AM to 5:00 PM with one hour of lunch and prayer break. They have a weekly day off on Friday; the employees have an overtime maximum of four hours a day.

Causes of Industrial Disputes

> *He said that most of the employees demand to increase in their salary. Employees have to live beside the factory for easy communication; house rent is always very high near the factory location; this is another important reason for industrial disputes. He added they have no problem with hard work. But, they did not compromise on financial matters.*

Forms of Industrial Disputes

> *If they think their financial right is violated, they are involved with procession, strike, lockout, etc. Among all forms of protest, they may be used to save their financial interest, even though they may not think of sacrificing their lives.*

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Impact of Industrial Disputes on the RMG Sector

He also added that for these reasons, the factory's production had been highly hampered. Shipment of the products may be delayed with market goodwill. For this reason, foreign buyer sometime cancels their order from Bangladesh to other countries. If the RMG sector of Bangladesh wants to be freed from disputes, then factory owners should keep them with trust and confidence as if employees never thought they were losers, their financial issues and they're highly secured in the factory, he added.

Interview_2: Shariful Islam, HR Manager, Torque Fashions Limited, Ashulia, Savar, Dhaka

According to his opinion, he has about ten years of experience in the HR Division of different garments factories in Bangladesh. He has completed his BBA and MBA in Human Resource Management (HRM) specialization. He has interested in both HR and Compliance related issues in the readymade garments industry of Bangladesh.

Causes of Industrial Disputes

Mr. Islam told me this it is a very difficult problem to identify the true reasons for industrial disputes in the readymade garments industry of Bangladesh. There are different reasons for increasing industrial disputes like; financial, political, social and environmental etc. But, the most important reasons are salary, NGOs activities and political conspiracy. Whenever employees have to extend their hand to increase and other financial benefits, NGOs push their nose into burning demand and try to prove their importance by attracting international media and buyers. Sometimes NGOs may be done their work as foot soldiers for the foreign intelligence agencies. Local political leaders may extend their hands to catch fish from the dark water.

Forms of Industrial Disputes

Mr. Islam told that from the inspiration of NGOs and local politicians, employees had been involved with different forms of disputes like picketing, gherao, and sit-down strike. In this situation, they tried to apply to the government and foreign buyers to resolve the conflicting situation. They want to get sympathy from the

international human rights organization by expressing that they are hungry with no rights in their workplace.

Impact of Industrial Disputes on the RMG Sector

Consequently, the plant has lost property, machinery, and equipment, and its output has been severely impeded. The market's goodwill and purchasers' trust and confidence may erode day by day. As a result, goods shipping may be delayed, and purchasers' orders may be canceled. Bangladesh's readymade garments sector will confront various financial and other issues. Suppose Bangladesh's RMG sector is to be free of problems. In that case, the government must take steps to decrease the influence of NGOs and local political figures in the country's readymade garments business, he said.

Interview_3: Md. Nazmul Hasan, HR and Compliance Manager, Stylecraft Limited, Gazipur, Dhaka

He claims to have 13 years of experience working in the HR department of several textile manufacturers in Bangladesh. He earned an honors degree in management from National Institution and an MBA in Human Resource Management from a private university (HRM). In Bangladesh's readymade garments business, he is concerned in both HR and compliance concerns. He has extensive expertise in dealing with many types of statutory compliance audits.

Causes of Industrial Disputes

Mr. Hasan said that determining the genuine reasons for industrial disputes is challenging. Facebook, Youtube, Instagram, and Whatsapp are all quite popular in Bangladesh. However, this form of social media may play an important role in spreading rumors about technical reasons for Bangladeshi factory strikes. Workers have been involved in industrial disputes due to the factory's massive workload and job stress. From sunrise to night, workers were engrossed in repetitive tasks. Sometimes the pressure management and the goal of completing work might lead to a manufacturing strike.

Forms of Industrial Disputes

Mr. Hasan said that employees were encouraged by someone to respond quickly to rumors on social media and were engaged in several harmful acts in the plant. Employees have been engaged in various conflicts, including picketing, gherao, and sit-down strikes. They want overseas shoppers and brand owners to feel sorry for them because of their low human rights.

Impact of Industrial Disputes on the RMG Sector

Consequently, the factory's machinery and equipment were destroyed by fire. The fire damaged many prepared, completed products, rendering them completely useless. Factory owners have lost their ambition and vision, putting them at risk of defaulting on their loans. After a few days, a successful business may be declared bankrupt owing to labor problems. The government should encourage industrial owners and employees to use social media wisely and not be influenced by social media rumors.

Interview_4: Mrs. Liza Akter, Manager, HR and Compliance Division, Fakir Fashion Limited, Narayanganj, Dhaka

According to her opinion, she has about 07 years of experience in the HR Division of different garments factories in Bangladesh. She has completed his BBA and MBA in Human Resource Management (HRM) specialization from a reputed private university. She has interested in both HR and Compliance related issues in the readymade garments industry of Bangladesh. Side by side, she has special duties in the welfare-related activities of the factory.

Causes of Industrial Disputes

According to Mrs. Liza, the primary cause of rising labor issues in Bangladesh's readymade garments sector is financial. Workers have a constant need for high pay and other financial perks. You couldn't always tell what was causing the factory's industrial issue or who was behind it. A tiny thing might cause a large quarrel and tension in the factory, such as when a person gets hurt at work, and the welfare office assists him in getting to the medical center, which may be a few minutes late. Employees become engaged in damaging acts as a consequence. Another truth is that a manager may terminate a worker for a legal cause. Still, the workers' union may exert great pressure to have the termination notice withdrawn,

and the employees' employment continued. As a result, a disagreement may emerge, with the factory as the loser. In the midst of a conflict, NGOs stepped into the fray and attempted to demonstrate their relevance by drawing worldwide attention and customers. NGOs may be used as foot soldiers by foreign intelligence services at times. Local politicians may have an essential influence in the situation.

Forms of Industrial Disputes

Mrs. Liza said that workers had been engaged in various conflicts such as strikes, picketing, gherao, sit-down strike, and even hunger strike. They attempted to settle the problem by approaching the government and foreign customers in this circumstance. They demand sympathy from international human rights organizations by stating that they are hungry and have no rights at work.

Impact of Industrial Disputes on the RMG Sector

As a consequence, the factory has lost its property, labor-management trust has eroded, and the firm's machinery, equipment, and other production factors have been severely affected. The market's goodwill, as well as purchasers' trust and confidence, may erode day by day. As a result, goods shipping may be delayed, and purchasers' orders may be canceled. Bangladesh's readymade garments sector will confront a variety of financial and other issues. If the Bangladeshi RMG business is to be free of problems, plant owners and the government must step up to expand financial and welfare operations while reducing the role of NGOs and local political figures, she noted.

Interview_5: Asma Akter Bethe, Manager, HR and Compliance Division of Zahintex Limited, Gazipur, Dhaka

Mrs. Bethe has four years of experience in the RMG sector in different factories in Bangladesh. She is highly dedicated to developing her career in the readymade garments sector from the entry level. She has completed his BBA and MBA in Human Resource Management (HRM) specialization from a reputed private university. She has interested in both HR and Compliance related issues in the readymade garments industry of Bangladesh. Side by side, she has a special interest in compliance audits of the factory.

Causes of Industrial Disputes

Salary and other financial benefits like as bonuses, profit sharing, overtime, and additional payment, according to her, are the primary causes of labor conflicts in

Bangladesh's readymade garments business. Employees believe that they are living paycheck to paycheck, and that is why they desire more money for a better life. Employees who work side by side must reside near the workplace for simple transit and walking distance, yet housing rent and daily product prices are quite costly. As a result, it is very difficult for them to live a peaceful existence, and disputes may emerge in the workplace. They don't mind working hard, she noted. They did not, however, compromise on financial problems. In addition to rumors on social media, workplace lockouts without warning may be another cause of labor problems in Bangladeshi garment factories.

Forms of Industrial Disputes

They engage in marches, strikes, lockouts, and other forms of protest when they believe their financial rights have been infringed. At times, they may want to deal with top-level authorities, but they will never sacrifice their financial interests. All types of protest may be utilized to protect their financial interests, even if they believe they are sacrificing their lives.

Impact of Industrial Disputes on the RMG Sector

As a result, factory production has been highly hampered, and all categories of operation in the factory may be stopped. Shipment of the products may be delayed with a loss of market goodwill. For this reason, foreign buyer sometime cancels their order from Bangladesh and send this order to other countries. Suppose the RMG sector of Bangladesh want to be freed from disputes. In that case, he added that factory owners should keep them with trust and confidence as if employees never thought they were losers, their financial issues and their highly secured in the factory. Side by side government should take responsibility for the responsibilities of safety and security of employees and factories.

5.12.2 Qualitative Findings

This part analyzes the descriptive data from the in-depth interview and proposes applicable concepts and propositions. In (chapter-Two), these ideas and propositions are examined and produced to provide diverse perspectives on the influence of industrial conflicts on Bangladesh's RMG sector.

The data was analyzed based on scale. In the instance of the effect of industrial conflicts on Bangladesh's RMG sector: Strong influence, Moderate influence, Weak influence, and

No influence. The qualitative results from the FGD and in-depth interview are shown in the tables below:

Table 5.23: Impact of Industrial Disputes on Readymade Garments Industry of Bangladesh (Result from the In-depth Interview with few management level employees)

Causes of Industrial Disputes	
Factors	
Financial causes	Strong influence
Social and Cultural Causes	Weak influence
Political causes	Moderate influence
Environmental Causes	Strong influence
Technological Causes	Weak influence
Compliance Related Causes	Strong influence
Forms of industrial disputes	
General strike	Strong role
Hunger strike	Weak role
Sit down strike	Strong role
Lock out	Strong role
Go slow	Moderate role
Picketing	Moderate role
Gherao	Moderate role
Boycott	Weak role
Impact on RMG industry	
Financial Impact	Strong impact
Production Impact	Strong impact
Social Impact	Moderate impact
Market Impact	Moderate impact

5.13 Summary of the Chapter

The research's data analysis chapter presented all of the results using Structured Equation Modeling, with each hypothesis accepted as part of the study's goals. This chapter included data analysis and the essential data interpretation and presentation, using descriptive statistics, correlation analysis, and Structured Equation Modeling.

Chapter Six
Recommendations and Conclusion

6.1 Introduction

The present chapter is divided into seven parts. Beginning with an Introduction in section 6.1. Followed by 6.2 Summary of the Study and Findings, 6.3 Policy Implications for the Study, 6.4 Limitations of the Study, 6.5 Future Research Direction 6.6 Recommendations and 6.7 Concludes information on Industrial disputes associated with the RMG sector of Bangladesh.

6.2 Summary of the Study and Findings

The study is based on the issue of industrial disputes in the RMG sectors. By reviewing the literature, there is a little investigation conducted on the topic of Industrial Disputes in Bangladesh viewpoint. In this research, the motive is to determine the impact of industrial disputes in the RMG sector. For designing the research, it followed a mixed research method. Interpretation and presentation of the data analyzed through descriptive statistics, correlation analysis and the Structured Equation Modeling. Twenty-two hypotheses have been developed and tested through statistical tools (SEM). Other statistical techniques are used to check the validity, reliability, and model fit.

Findings from the Structural Equation Modeling Figures 5.30 and 5.31 and Tables 5.12, 5.18, 5.19, and 5.20 revealed that all hypotheses H1 to H22 were proved positively. In contrast, only one hypothesis, H20 in multi-order modeling, did not support the alternative hypothesis, concluding that COD has no direct positive relationship with the impact of the garments industry in Bangladesh. Focusing on the study's objectives, the results show that a variety of factors (FC, EC, TC, PC, SCC, and CC) in the readymade garment industry produce industrial disputes (general strike, sectional strike, and boycott) that have a positive and significant impact on Bangladesh's RMG industry.

6.3 Policy Implication

According to the research, industrial disagreements happen in various important ways. Financial, social and cultural, and compliance issues must be addressed; thus, it is critical to keep an eye on providing worker-oriented facilities with civil society engagement to resolve labor-management disputes.

In today's fast-paced corporate environment, it's critical to take proactive steps to improve worker benefits, particularly in RMG industries. The research makes numerous contributions in this regard. The research attempts to link the causes of labor conflicts and how those reasons influence organizational performance. Several studies have looked at the link between employees' disputes and the RMG industry. This research adds a new perspective by revealing the causes of workplace conflicts and their effect on businesses. Bangladesh's largest growing business is the RMG sector. As a result, the sector needs to do business by adhering to the correct benefits for RMG personnel to avoid disagreements. ILO has numerous norms and regulations across the globe suited for settling organizational issues. To decrease industrial conflicts from the outset, there is a better technique specified in The Bangladesh Labor Act, 2006. For a vulnerable nation like Bangladesh, industrial conflicts in the RMG business are a serious worry. The company has immediately addressed this problem (owner, management, stakeholders, employees, and investors). As a result, studying the issue of industrial conflicts and their influence on organizations is critical.

6.4 Limitations of the Study

Although there is a positive side to this study and the analysis model fits the study, it has some non-ignorable limitations. These are:

- An industrial dispute is a very sensitive issue in the readymade garments industry of Bangladesh. That is why most of the employees (labor and management) are hesitant to talk about the industrial disputes in the garments industry in Bangladesh.

- Industrial disputes in the garment industry are not new, but very little empirical research has been conducted. For this reason, the extent of the literature of this study is limited in Bangladesh.

- The sample size selected for this study is small. This is one of the reasons for the data variation of the study. It should be best for any study to take many sample sizes to make the study's data anomaly free. The study focuses on the 475 data that cannot determine the industry's overall sector (around 5.88 thousand garment industry, according to Statista), which may not bring an irregularity-free result.

- The complete data regarding causes of industrial disputes and potential impacts on the RMG industry is very difficult to identify and use for the study. Because both labor and management think that they will face problems if they provide data to a researcher.

- It is hard to summarize the overall findings underneath the one shadow. Because the study has a generalization problem, collecting primary data via survey method often leads to some respondent bias (misunderstanding of the questionnaire) studying. It cannot be drawn the actual scenario of the disputes in the garment industry as it is a massive matter for industry information.

- Due to time and distance constraints, only two industries from Chittagong were visited, and other remote locations were not visited.

- Because of layoff issues, workers are hesitant to answer queries whether they are inside or outside. Employers seem to be wary of disclosing information in front of executives or officers. Their responses resemble shifting dimensions. Another challenge is the employees' lack of education and expertise. Many of them have little understanding of words, industrial conflicts, or rights concerns.

- Owners, executives, and officials of the factory are reticent to provide specific proof. The situation is not as favorable as at the factories that saw recent labor upheaval. Most plant officers and administrators deny that there has been any labor unrest in their facilities or that the factory owners have instructed them not to speak with anybody about the conflict.

- Blame games are prevalent among numerous groups, including management, employees, and the government. Owners and managers accuse employees of being unruly and demanding without considering the company's true earnings. Workers, on the other hand, accuse owners and management of exploitation. Simultaneously, private agencies accuse government regulators of inefficiency in policies, while some officials accuse RMG owners of profit motives.

- No adequate comprehensive research has been done on industrial disputes in the readymade garments industry of Bangladesh. A good number of researchers have identified other industrial sectors. That is why there is no sufficient literature on industrial disputes in the RMG industry.

6.5 Future Research Direction

All the aspects of industrial disputes in the RMG industry cannot be possible to investigate in one research. As the indicators of industrial disputes separately influence dispute making, there has been a lot of scope for doing further research on this issue. Again, this study explores the scenario of industrial disputes and their impact on the RMG industry with certain variables; the other variables can also be focused further to see the reasons for and impact of industrial disputes.

The organizations found industries near Dhaka and Chittagong chosen for study. The other location can be included to get a different point of view. Subsequently, it is exceptionally hard to sum up, the discoveries. Another future expansion of this investigation could be to coordinate different mediators, for example, technological adoption of the workers and the environmental safety terms for more coercive results and a particular examination for a more profound comprehension of workers' needs and reflections. Besides, the model proposed in this study can be applied to different divisions in Bangladesh or others fashioning nations with the equivalent or various settings.

6.6 Recommendations

After the research, some practical information concerning disputes between labor and management in the RMG sector of Bangladesh. Additionally, based on the study's findings, it makes the following suggestions that may be useful in reducing worker-management conflict:

❖ **Ensure legal minimum wage:** Depending on the findings of **Table 5.18 hypotheses H9 and H20a,** financial causes have a direct positive relationship with COD and finally, on (FI, PI, MI, SI) or organizational performance, the recommendation should be safeguarded the legal minimum wages for the workers**.** It's time for the RMG business to follow the government's minimum pay rate. It was created under Article 138 of Bangladesh's Labor Act 2006 that the Wages Board will suggest the industry-based minimum pay rates for Bangladeshi workers. The legislation ensures that the cost of living, production, economic and social circumstances of the nation and the location involved, as well as other important variables, are adequately protected by the government.

❖ **Payment of Wages without Any Delay:** Depending on **Table 5.12 hypothesis H1 to H4,** COD has a direct positive relationship with (FI, PI, MI, SI) or organizational performance; the recommendation should be quick payment of the workers. One of

the principal reasons for the industrial dispute is deferral payment or non-payment of wages, bonuses and compensation. It is a matter of sorrow that laborers of RMG are getting lower wages that do not match the standard of living. While the RMG sectors directly contribute more to the country's economy with the support of workers.

❖ **Minimize Workload Providing Incentives:** Depending on the findings of **Table 5.18 hypothesis H14,** Compliance Causes have a direct positive relationship with (FI, PI, MI, SI) or organizational performance; the recommendation should be to minimize workload problems**.** The fact that overtime payments are not being made on schedule is another source of the current labor issue. Employees are therefore discouraged from completing their task in a timely and efficient manner. As a result, productivity at work is hampered. For this reason, a strict policy on paying overtime should be in place, so that employees get a bill for any overtime they worked during the previous week within the first three days of the next week.

❖ **Better Working Environment:** It is true but unfortunate that most of the factories are failing to provide and maintain a safe and healthy working atmosphere. Based on the findings of Table 5.18 hypothesis H12, environmental causes have a direct positive relationship with COD, and finally on organizational performance, the recommendation should be the fine working condition**.** The owners should abide by the Bangladesh Labor Act 2006 and create a safe and healthy atmosphere for their employees, which would alleviate both their physical and emotional stress. To avoid industrial conflicts, RMG owners should pay sufficient attention to the welfare, safety, and health of their workforce. In addition, workers should follow the rules and regulations regarding their obligation, duties and responsibilities and never involve any unlawful and destructive work.

❖ **Management Concern:** Depending on the findings of **Table 5.18, hypothesis H14** depicts that the CC directly impacts organizational performance; the recommendation should be the concern of the executive body. Work committees, joint consultation, and other measures should be used to energize employees' participation in the administration of the industrial unit. This should lead to better communication between management and employees, less conflict in the sector, more production, and improved effectiveness.

❖ **Responsible Organization:** Based on the findings of **Table 5.12, hypothesis H1 to H4 COD** has a direct positive relationship with (FI, PI, MI, SI) or organizational performance; the recommendation might be BGMEA, and BKMEA should

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constitute a separate body to probe the matter of bias between trade union and owners. Workers' concerns are often overlooked by trade unions, who instead maintain a secret connection with business owners. Good industrial relations need a robust and stable union in every industrial company. Because of this, strong and stable unions in RMG industries are essential to represent the majority of employees and negotiate terms and conditions of service with the management. The BGMEA and BKMEA may be used to strengthen the current industrial peace. To lower the SI from the RMG Industry, which was proven on H4, the causes of industrial disputes have a direct link with social impacts..

❖ **Production Implication:** Based on the findings of **Table 5.12 hypothesis H3,** Causes of Industrial Disputes have a direct positive relationship with Production Impacts. So the production-related problems will smooth for the supply chain management. In order to prevent corruption and preserve a business-friendly climate, a cooperative political climate is required. As a result, fiscal and monetary policy aimed toward encouraging investment is needed.

❖ **NGOs Support:** The management should genuinely implement the reimbursements reached with the NGOs and Civil Society. NGOs should limit their job description, especially conspiracy against the readymade garment industry of Bangladesh.

❖ **Government Involvement:** When it comes to RMG production in Bangladesh, the government should be heavily involved. In order to help the garment sector grow, the government should provide financial support for job creation and new company ventures. To avoid conflict and preserve a helpful trading environment, a friendly political climate is required. As a result, the government and relevant legislative bodies must implement an investment-friendly fiscal and monetary policy in order to reduce disagreements and enhance cordial relations in the readymade garment sector of Bangladesh.

❖ **BGMEA and BKMEA Support:** Both the organization should have always been to advance the garment sector by advocating for favorable government policies, providing assistance to its members, protecting the rights of employees, and monitoring factory conditions to minimize industrial disputes from the readymade garments industry of Bangladesh.

After the above discussion, management and all relevant parties should have a progressive view of resolving disputes in the RMG business. Workers' rights to form unions to defend their economic and social interests may be recognized by management.

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6.7 Conclusion

Regarding creation, send out, gaining unfamiliar trade, commitment to GDP, work, venture, and business activation, the RMG division of Bangladesh has been a thriving industry. Its significance has crossed the topographical limit of the nation. The piece of clothing business of numerous worldwide business sectors in Europe and North America depends on the clothing processing plants of Bangladesh. The readymade garment (RMG) business in Bangladesh is a shining success story in the industrial sector, contributing significantly to the country's economy.

This observational investigation has applied thorough factual strategies in the turn of events of scientific classification of particular and important variables that can impact the take-up of the Internet inside the article of clothing segment. The economy of a nation like Bangladesh enormously relies upon the progression of fare arranged items; furthermore, administrations and the readymade articles of clothing industry of Bangladesh is one of the greatest bread workers and earned unfamiliar trade for the nation. As the web has become the most proficient and powerful media of correspondence, it doesn't need reference that numerous business and non-professional interactions will linger behind without the utilization of this medium. With the developing improvement of the RMG segment, it has become clear that there must be productive openings for the use of present-day correspondence innovation. Taking the favorable position of the Internet as the vehicle of correspondence has empowered various clothing fabricating organizations to impart quicker and accomplish a clearer degree of correspondence with their partners across the outskirts. This investigation has been directed to speak to the mechanical contest cause and its effect situations in the articles of the clothing industry of Bangladesh. Low wages of assembly line laborers and an exceptionally unjustifiable conveyance of benefits is the fundamental driver of contention, which are foreboding and horrible for the general circumstance of our nation. The research also discovered that despite the majority of the workers having little work experience, they get support from their coworkers, which motivates them to do a better job. Indeed, they communicate their problems with their partners at some point when working with other colleagues. It also supports them in broadening their understanding and knowledge and being careful of their rights both at work and at home. They are also supported by "Alliance," striving to resolve their internal concerns. For a prospering industry like RMG, maintaining a peaceful circumstance in the modern zone is significant. To control the circumstance here and their law, masters, used to depend on coercive measures and scatter the unsettling laborers. Modest work and particular access are two primary things that quickened the development of the business at

the beginning of pieces mechanical development of clothing. However, it is obvious that Bangladesh has a wealth of a portion of the conventional components of creation that are needed to build up the business. The suggestions that have been made above relying upon the respondents' remarks are the request of time for accomplishing the upper hand in the worldwide attire industry.

Finally, it may be presumed that public-private participation intending to work turmoil in the RMG part of Bangladesh can be a feasible and powerful measure. Notwithstanding the level of shared trust, correspondence and co-activity between laborers, the board of an article of clothing processing plant just as an open and private area ought to be inspired. Through control of one party by the other or of both by the state or then again by encouraging the creation and actualizing of choices to act peacefully.

No question rethinking Industrial Relations is a truly significant work. It steps forward in that it brings preparation hypothesis to our notification, brings to manage an amazing cluster of writing in this assignment and foundationally brings up the shortcomings in other journalists' work, consistently with a view to a communist venture.

The garment industry of Bangladesh had been extended systematically until MFA was eliminated toward the finish of 2005 and remained globally serious after that. The functions of the administration, mechanical affiliations, and innovation move are yet antagonistic issues in like manner inclined to wind up. While the discoveries will be of most importance to those associations working inside the pieces of clothing part of Bangladesh, almost certainly, they will likewise hold any importance with the pieces of clothing industry in different nations that have still to set up a critical web presence. Specifically, it is significant that comparable investigations are directed in the scope of divisions in various nations to recognize zones of shared characteristic and variety, as far as the components affecting Internet selection.

Regardless of the frail administration results prompted by Bangladesh's partisan settlement, the prevailing private-entertainer financial partners in the pieces of clothing area (proprietors, work, what's more, unfamiliar purchasers) keep up an uplifting attitude toward the business. Given the gigantic expansion of the segment, particularly in the post-MFA period, proprietors and work anticipate proceeding with development but with a few significant deterrents, for example, infrastructural moves up to transportation frameworks making updating inside the RMG part troublesome (Haider, 2007; Ahmed, 2009 for top to bottom examinations of supportability of development in the Bangladeshi RMG part). Regardless of the small amount of salary and abandoned workplace conditions (in certain plants), the RMG segment has given laborers an expansion in expectations for everyday

comforts. Unfamiliar purchasers additionally hold a great interpretation of Bangladesh's RMG industry. As indicated by an ongoing investigation of head buying officials (that source 66% of all fares from Bangladesh to Europe and the United States), 89% position Bangladesh as one of the most important sourcing "problem areas" in the following five years (McKinsey and Company, 2012). Moreover, close to serious valuing, these buying officials rank Bangladesh's ability of more than 5,000 RMG industrial facilities and provider ability as the nation's principal favorable circumstances over its rivals (Cambodia, India, Indonesia, Pakistan, and Vietnam).

Anxiety over work issues and the politicization of work leagues stay an expected source of unsteadiness. In addition, if current vows by the legislature to expand industry compensation appear, compensations that are more significant may build the general expenses of defilement, which are probably going to hurt the business' intensity. In 2013, the Rana Plaza disaster brought the Bangladeshi RMG sector to global attention. Following the incident, a few major companies were put under a lot of pressure to strengthen their own sets of acceptable regulations and Bangladeshi labor legislation. Most companies have elected to retain their operations in Bangladesh, and others have agreed to engage with various NGOs to improve working conditions.

A few questions are individual in nature, and others are aggregate; a few debates are recognized as disagreements about rights, others about interests. An intriguing question is a contradiction among laborers and their managers concerning future rights and commitments under the work contract. The most intriguing debates are the aftereffect of a breakdown in the haggling cycle, with the gatherings neglecting to agree on the footing and states of work that will apply in the future. The Staff Association was welcome to participate simultaneously. Consultative Group principally put together its work concerning the broad report arranged by the master, his discoveries and suggestions. Likewise, it welcomes significant partners to conversation gatherings and requests composed input on explicit issues.

The Better Work Program aims to enhance working conditions and raise professionalism in the global apparel sector. It does as such by advancing consistence with worldwide work norms and public law in worldwide flexibly chains as a reason for building socially capable fare procedures and improving endeavor level financial and social execution. Various nations have bipartite, three-sided or multipartite associations, which are additionally dynamic in strategy execution. These synergistic associations typically are public foundations, which fuse delegates of businesses' and laborers' associations and sometimes-different people or intrigue gatherings in arrangement making and strategy

execution. Ordinarily far bigger than warning panels, committees or commissions, these community associations have an obligation to actualize government strategy, habitually oversee huge budgetary assets and frequently have huge quantities of the workforce.

The substance of a powerful framework is agreement-based methodologies through aggregate dealing. The part of the government in such a framework is to: energize aggregate bartering by giving a legitimate favorable system; give intentional intercession and discretion components that are free and quick.

The serious condition additionally appears to be ideal for Bangladesh's RMG division. Specifically, as China progressively moves away from creating clothes into better quality assembling, this pattern will grow the open fare doors for Bangladesh's pieces of clothing part. The Bangladeshi government stays resolved to extend admittance to unfamiliar business sectors, particularly through arrangements inside the World Trade Organization. Additionally, the improved administrative capacities of "second era" article of clothing proprietors, huge numbers of whom have procured the executives preparing abroad, are probably going to increase the industry's efficiency and productivity and global intensity by, for model, incorporating new creation advancements, arranging better agreements with unfamiliar purchasers, and presenting best practices in the board. While the RMG partners aim to achieve success in their respective industries, political and reputational difficulties remain. Alongside enormous industrialization and financial change, the firm living together among people and the earth is turning into a point of convergence of enthusiasm for networks all over the globe.

The enormous advancement of the worldwide automated disorder forced a wide scope of difficulties inside various pieces of the globe. In addition, financially created nations are driving an exceptionally exclusive expectation of life; in the interim, the creating nations likewise attempt to elevate their expectations for everyday comforts. In short, the paper identifies and tries to fulfill the study's main objectives. The main cause of industrial disputes and the impacts of the related factors. Hence, the important part of this study found the forms of industrial disputes. These mainly work as mediators between the cause and impact. Disputes term is not as easy as we assume to uproot immediately with a single hand. Several bodies are involved directly and indirectly to motivate this industry for sustainable performance. At a time, to bolster the worker's inappropriate manner, organizational performance would automatically boost.

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Section 2 (15) of the Bangladesh Labour Act, 2006 states that Trade Union means a trade union of workers or employers registered and constituted under chapter thirteen of this Act.

Section 2 (44) of the Bangladesh Labour Act, 2006, has stated that an Illegal Strike means a strike declared commenced or continued (by violating) the provisions of Chapter Fourteen of this Act.

Section 2 (52) of the Bangladesh Labour Act, 2006, has been stated that Collective Bargaining Agent, about an establishment or group of establishments, means the trade union or federation of trade unions which under chapter thirteen, is the agent (CBA) of the worker in the establishment or, as the case may be, in the group of establishments in the matter of collective bargaining.

Section 2 (57) of the Bangladesh Labour Act, 2006, has been laid that lockout means the closing of a place of employment or part of such place, or the suspension, wholly or partly, of work by an employer, or refusal, absolute or conditional, by an employer to continue to (work) any number of a worker employed by him, where such closing, suspension or refusal occurs in connection with an industrial dispute or is intended for compelling workmen employed to accept certain terms and conditions of or affecting employment.

Section 2 (58) of the Bangladesh Labour Act, 2006, states that means the failure, refusal, or inability of an employer on account of a shortage of coal, power or raw material, or the accumulation of stock, or the breakdown of machinery, to give employment of a worker.

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Appendices

Appendix-A: Sample Description

Table A1: Nature of Organization

S. N.	Nature of Organization / Name of Organization	Private Limited	Public Limited	Sole Proprietorship	Partnership	Foreign Ownership
1	Abir Fashions	-	-	100%	-	-
2	Alif Industries Limited	-	100%	-	-	-
3	Desh Garments Limited	-	100%	-	-	-
4	Dows Land Apparel Limited	100%	-	-	-	-
5	Elegant Fashion Limited	100%	-	-	-	-
6	Fakir Fashion Limited	100%	-	-	-	-
7	Familytex BD Limited	-	100%	-	-	-
8	Generation Next Fashion Limited	-	100%	-	-	-
9	Impress Fashion	-	-	-	100%	-
10	K. C. Print Limited	100%	-	-	-	-
11	Knit Concern Limited	100%	-	-	-	-
12	Plummy Fashion Limited	100%	-	-	-	-
13	Shasha Garments Limited	100%	-	-	-	-
14	Palmal Styles Limited	100%	-	-	-	-
15	Simtex Limited	-	100%	-	-	-
16	SK Trims & Industries Limited	-	100%	-	-	-
17	Stylecraft Limited	-	100%	-	-	-
18	Torque Fashions Limited	100%	-	-	-	-
19	Tosrifa Industries Limited	-	100%	-	-	-
20	Zahintex Limited	-	100%	-	-	-

Source: Compiled from the Primary Data.

Table A2: Gender of the Respondents

S. N.	Gender of the Respondents Name of Organization	Male	Female
1	Abir Fashions	42.10%	57.90%
2	Alif Industries Limited	25%	75%
3	Desh Garments Limited	45%	55%
4	Dows Land Apparel Limited	65%	35%
5	Elegant Fashion Limited	40%	60%
6	Fakir Fashion Limited	60%	40%
7	Familytex BD Limited	52.40%	47.60%
8	Generation Next Fashion Limited	50%	50%
9	Impress Fashion	29%	71%
10	K. C. Print Limited	15%	85%
11	Knit Concern Limited	28%	72%
12	Plummy Fashion Limited	94.70%	5.30%
13	Shasha Garments Limited	12.50%	87.50%
14	Palmal Styles Limited	40%	60%
15	Simtex Limited	50%	50%
16	SK Trims & Industries Limited	38.10%	61.90%
17	Stylecraft Limited	22.70%	77.30%
18	Torque Fashions Limited	45%	65%
19	Tosrifa Industries Limited	44.40%	55.60%
20	Zahintex Limited	31.60%	61.40%

Source: Compiled from the Primary Data.

Table A3: Marital Status of the Respondents

S. N.	Marital Status of the Respondents Name of Organization	Married	Unmarried	Divorce
1	Abir Fashions	73.70%	26.30%	-
2	Alif Industries Limited	80%	20%	-
3	Desh Garments Limited	55%	45%	-
4	Dows Land Apparel Limited	65%	35%	-
5	Elegant Fashion Limited	70%	30%	-
6	Fakir Fashion Limited	67.7%	33.3%	-
7	Familytex BD Limited	52.40%	47.60%	-
8	Generation Next Fashion Limited	70%	30%	-
9	Impress Fashion	83.9%	16.1%	-
10	K. C. Print Limited	80%	10%	10%
11	Knit Concern Limited	60%	32%	8%

12	Plummy Fashion Limited	75.00%	20.00%	5%
13	Shasha Garments Limited	50.00%	50.00%	-
14	Palmal Styles Limited	75%	25%	-
15	Simtex Limited	60%	40%	-
16	SK Trims & Industries Limited	57.10%	33.30%	9.50%
17	Stylecraft Limited	54.50%	45.50%	-
18	Torque Fashions Limited	80%	20%	-
19	Tosrifa Industries Limited	52.90%	41.20%	5.90%
20	Zahintex Limited	73.70%	26.30%	-

Source: Compiled from the Primary Data.

Table A4: Educational Background of the Respondents

S. N.	Educational Background of the Respondents Name of Organization	Illiterate	Primary	Up to class Eight	SSC	HSC	Graduation	Masters
1	Abir Fashions	5.90%	47.10%	11.80%	11.80%	23.50%	-	-
2	Alif Industries Limited	-	70%	10%	10%	5%	-	-
3	Desh Garments Limited	5%	55%	25%	10%	5%	-	-
4	Dows Land Apparel Limited	-	-	-	15%	85%	-	-
5	Elegant Fashion Limited	6.70%	-	20%	70%	3.30%	-	-
6	Fakir Fashion Limited	-	-	-	10.50%	21.10%	21.10%	47.40%
7	Familytex BD Limited	-	33.30%	19%	19%	28%	-	-
8	Generation Next Fashion Limited	-	25%	60%	10%	5%	-	-
9	Impress Fashion	-	54.80%	22.60%	9.70%	12.90%	-	-
10	K. C. Print Limited	-	100%	-	-	-	-	-
11	Knit Concern Limited	-	80%	12%	8%	-	-	-
12	Plummy Fashion Limited	-		17.60%	41.20%	41.20%	-	-
13	ShashaGarments Limited	-	12.50%	75%	-	-	12.50%	

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14	Palmal Styles Limited	-	-		60%	15%	15%	10%
15	Simtex Limited	10%	20%	30%	40%	-	-	-
16	SK Trims & Industries Limited	9.50%	19%	57.10%	14.30%	-	-	-
17	Stylecraft Limited	13.60%	47.50%	9.10%	31.80%	-	-	-
18	Torque Fashions Limited	-	25%	65%	10%	-	-	-
19	Tosrifa Industries Limited	5.30%	15.80%	47.40%	15.80%	5.30%	-	10.50%
20	Zahintex Limited	-	42.10%	47.40%	10.50%	-	-	-

Source: Compiled from the Primary Data.

Table A5: Type of Employment of the Respondents

S. N.	Type of Employment of the Respondents Name of Organization	Permanent	Temporary
1	Abir Fashions	100%	-
2	Alif Industries Limited	100%	-
3	Desh Garments Limited	100%	-
4	Dows Land Apparel Limited	100%	-
5	Elegant Fashion Limited	80%	20%
6	Fakir Fashion Limited	100%	-
7	Familytex BD Limited	100%	-
8	Generation Next Fashion Limited	100%	-
9	Impress Fashion	93.50%	6.50%
10	K. C. Print Limited	100%	-
11	Knit Concern Limited	100%	-
12	Plummy Fashion Limited	100%	-
13	Shasha Garments Limited	100%	-
14	Palmal Styles Limited	100%	-
15	Simtex Limited	90%	10%
16	SK Trims & Industries Limited	90.50%	9.50%
17	Stylecraft Limited	86.40%	13.60%
18	Torque Fashions Limited	100%	-
19	Tosrifa Industries Limited	90.90%	9.10%
20	Zahintex Limited	100%	-

Source: Compiled from the Primary Data.

Table A6: Length of Service of the Respondents

S. N.	Length of Service of the Respondents Name of Organization	Below 2 Years	2-5 Years	6-9 Years	Above 10 Years
1	Abir Fashions	23.50%	29.40%	41.20%	5.90%
2	Alif Industries Limited	70%	30%	-	-
3	Desh Garments Limited	36.80%	26.30%	36.80%	-
4	Dows Land Apparel Limited	-	33.30%	66.70%	-
5	Elegant Fashion Limited	83.30%	13.30%	3.30%	-
6	Fakir Fashion Limited	31.60%	36.80%	-	31.60%
7	Familytex BD Limited	22.20%	55.60%	22.20%	-
8	Generation Next Fashion Limited	20%	60%	20%	-
9	Impress Fashion	29%	51.60%	19.40%	-
10	K. C. Print Limited	-	84.2%	15.80%	-
11	Knit Concern Limited	4%	48%	48%	-
12	Plummy Fashion Limited	17.60%	82.40%	-	-
13	Shasha Garments Limited	25%	15%	12.50%	12.50%
14	Palmal Styles Limited	-	65%	35%	-
15	Simtex Limited	20%	50%	30%	-
16	SK Trims & Industries Limited	23.80%	42.90%	33.30%	-
17	Stylecraft Limited	63.60%	18.20%	18.20%	-
18	Torque Fashions Limited	40%	60%	-	-
19	Tosrifa Industries Limited	11.11%	38.90%	33.30%	16.70%
20	Zahintex Limited	10.50%	68.40%	21.10%	-

Source: Compiled from the Primary Data.

Appendix B - Descriptive Statistics

Table B1: Existence of Industrial Disputes in Garments Organizations

S. N.	Existence of Industrial Disputes	Yes	No
	Name of Organization		
1	Abir Fashions	100%	-
2	Alif Industries Limited	100%	-
3	Desh Garments Limited	100%	-
4	Dows Land Apparel Limited	100%	-
5	Elegant Fashion Limited	100%	-
6	Fakir Fashion Limited	100%	-
7	Familytex BD Limited	100%	-
8	Generation Next Fashion Limited	100%	-
9	Impress Fashion	100%	-
10	K. C. Print Limited	100%	-
11	Knit Concern Limited	100%	-
12	Plummy Fashion Limited	100%	-
13	Shasha Garments Limited	100%	-
14	Palmal Styles Limited	100%	-
15	Simtex Limited	100%	-
16	SK Trims & Industries Limited	100%	-
17	Stylecraft Limited	100%	-
18	Torque Fashions Limited	100%	-
19	Tosrifa Industries Limited	100%	-
20	Zahintex Limited	100%	-
21	Esquire Knit Composite Limited		100%
22	Hamid Fabric Limited		100%

Source: Compiled from the Primary Data.

Table B2: Descriptive Statistics on Financial Causes of Industrial Disputes

Variables	Degree of Agree or disagree attached to each variable (Strongly Agree=5, Agree=4, Neutral=3, Disagree=2, Strongly Disagree=1)					Mean	S.D.
	1	2	3	4	5		
	(%)	(%)	(%)	(%)	(%)		
Low Wages and Salary	18.11	13.47	9.68	39.84	19.16	1.45	0.686
House Rent	26.9	20.02	13.9	25.1	13.9	1.10	0.308
Delay in Payment of Wages and Salary	17.05	21.68	14.32	23.36	23.57	3.00	0.918
Late Payment of Wages and Bonuses during the Eid	22.80	23.60	17.3	19.6	16.7	2.45	0.605
Small amount of Allowance	24.4	27.10	16.0	25.30	7.20	1.65	0.587
Problem in Insurance Policy	34.95	27.15	19.15	14.52	4.21	1.40	0.503
Pending Dues	25.68	23.58	10.53	30.53	9.68	4.10	0.308
Lack of Proper Investment	20.30	23.30	22.20	3.80	24.8	2.00	0.725
Absence of Profit based incentive	24.08	34.10	14.70	21.30	5.10	1.70	0.470
Insufficient achievement-based incentive	27.80	28.20	17.10	21.90	5.00	2.30	0.571

Table B3: Descriptive Statistics on Social and Cultural Causes of Industrial Disputes

Variables	Degree of Agree or disagree attached to each variable (Strongly Agree=5, Agree=4, Neutral=3, Disagree=2, Strongly Disagree=1)					Mean	S.D.
	1	2	3	4	5		
	(%)	(%)	(%)	(%)	(%)		
Lack of Motivation	7.80	22.02	18.80	31.30	19.90	2.47	0.964
Nepotism and Corruptions	21.26	22.10	14.53	23.36	18.73	1.55	0.605
Attitude of the Owner and Officials	16.21	24.00	21.89	26.11	11.69	3.35	0.875
Rude Behavior of the Supervisors and Managers	18.31	28.84	82.67	27.57	77.33	4.10	0.641
Harassment of Female and Male Workers	26.20	31.00	25.90	17.80	9.10	3.05	0.945
Sexual Harassment of Female Workers	30.90	25.60	13.30	20.50	9.70	3.50	0.513
Attitudes of the Labor and Management	17.89	27.16	20.84	27.57	6.53	3.21	0.918
Pending Problems without Solution	20.10	28.10	18.40	27.40	5.90	2.35	0.813
Communication Gap between Labor and Management	15.50	28.80	17.30	28.80	9.60	3.33	0.840
Not Implementation of MoU Signed by BGMEA and BGWUC	23.00	32.60	23.90	16.90	3.60	1.90	0.447
False News from Other Factories	18.95	27.36	25.47	18.31	8.89	1.58	0.607

NGOs Activities	18.52	31.78	33.26	13.26	3.37	2.15	0.745
Conspiracy of Competitors	21.80	31.70	24.10	18.20	4.20	1.85	0.813
Rumor from the Different Corners	20.7	28.80	19.90	20.50	10.10	1.50	0.607
Excess Rude Behavior of Police	26.94	35.58	15.58	18.73	4.20	1.95	0.759

Table B4: Descriptive Statistics on Political Causes of Industrial Disputes

Variables	Degree of Agree or disagree attached to each variable (Strongly Agree=5, Agree=4, Neutral=3, Disagree=2, Strongly Disagree=1)					Mean	S.D.
	1	**2**	**3**	**4**	**5**		
	(%)	(%)	(%)	(%)	(%)		
Turbulent Politics of the Bangladesh	16.80	22.60	13.50	34.00	13.10	1.25	0.444
Workers Association	8.00	18.4	24.30	33.80	15.50	3.95	0.759
Conflict of Jhoot Traders	26.10	27.73	18.10	15.58	17.47	1.40	0.681
Instable Law and Order Situation	17.05	26.10	25.68	22.31	8.84	2.60	0.503
Political Instability	21.50	34.90	13.50	19.70	10.40	1.30	0.470
Role of Local Politicians and Musclemen	20.30	25.80	14.00	30.00	9.90	3.10	0.968

Table B5: Descriptive Statistics on Environmental Causes of Industrial Disputes

Variables	Degree of Agree or disagree attached to each variable (Strongly Agree=5, Agree=4, Neutral=3, Disagree=2, Strongly Disagree=1)					Mean	S.D.
	1	**2**	**3**	**4**	**5**		
	(%)	(%)	(%)	(%)	(%)		
Poor Work Environment	21.68	24.21	14.32	32.63	7.16	1.50	0.607
Poor Workers' Management	19.79	27.78	15.58	26.10	10.73	1.45	0.686
Condition of the Working Place	22.60	28.50	16.50	23.80	8.60	1.70	0.571

Table B6: Descriptive Statistics on Technological Causes of Industrial Disputes

Variables	Degree of Agree or disagree attached to each variable (Strongly Agree=5, Agree=4, Neutral=3, Disagree=2, Strongly Disagree=1)					Mean	S.D.
	1	**2**	**3**	**4**	**5**		
	(%)	(%)	(%)	(%)	(%)		
Rumor in Facebook	12.90	25.30	13.10	25.90	22.80	1.55	0.605
Defective Record Keeping of Overtime Hours	9.60	21.70	21.30	31.40	16.00	3.20	0.616
Imperfect Record Keeping of In-time and Out-time	15.40	32.30	18.50	24.30	9.50	2.95	0.510

Table B7: Descriptive Statistics on Compliance Related Causes of Industrial Disputes

Variables	Degree of Agree or disagree attached to each variable (Strongly Agree=5, Agree=4, Neutral=3, Disagree=2, Strongly Disagree=1)					Mean	S.D.
	1	**2**	**3**	**4**	**5**		
	(%)	(%)	(%)	(%)	(%)		
Long Working Hours	17.68	25.89	13.68	25.26	17.47	1.70	0.733
Unwillingness of Granting Leaves	19.50	23.70	9.50	27.90	19.50	1.45	0.510
Problems in Spot Crises Management Strategy	20.21	30.73	17.68	23.16	8.21	1.70	0.470
Factory Layoff Notice	16.42	20.21	17.47	31.37	14.52	4.25	0.716
Insecurity of Employees' Job	13.70	29.20	19.00	27.50	10.60	3.45	0.686
Discharge of Workers	19.60	23.50	23.70	26.00	7.20	2.85	0.489
Incidental Death of Labor	29.89	32.84	16.21	15.79	5.26	1.30	0.470
Unnatural Death of Labor	20.84	33.26	21.05	20.00	4.84	2.75	0.639
Huge Workload	24.60	24.10	17.30	22.20	11.80	1.40	0.940
Sudden Shutdown of the Factory	13.30	21.60	9.30	29.00	26.80	4.45	0.605

Table B9: Descriptive Statistics on Name of the Forms of Industrial Disputes

Variables	Degree of Agree or disagree attached to each variable (Strongly Agree=5, Agree=4, Neutral=3, Disagree=2, Strongly Disagree=1)					Mean	S.D.
	1	**2**	**3**	**4**	**5**		
	(%)	(%)	(%)	(%)	(%)		
General strike	64.7	35.3	0.0	0.0	0.0	1.35	0.493
Bumper strike	29.4	23.5	11.8	29.4	5.9	2.59	1.372
Hunger strike	41.2	11.8	11.8	23.5	11.8	2.53	1.546
Sit down strike	47.1	29.4	17.6	5.9	0.0	1.82	0.951
Lock out	52.9	35.3	11.8	0.0	0.0	1.59	0.712
Go slow	47.1	11.8	41.2	0.0	0.0	1.94	0.966
Picketing	47.1	47.1	5.9	0.0	0.0	1.59	0.618
Gherao	35.3	41.2	23.5	0.0	0.0	1.88	0.781
Boycott	51.20	11.80	17.00	0.0	0.0	1.58	0.761

Table B10: Descriptive Statistics on Financial Impact of Industrial Disputes

Variables	Degree of Agree or disagree attached to each variable (Strongly Agree=5, Agree=4, Neutral=3, Disagree=2, Strongly Disagree=1)					Mean	S.D.
	1	**2**	**3**	**4**	**5**		
	(%)	(%)	(%)	(%)	(%)		
Loss of Properties	4.00	20.84	14.32	44.63	16.21	2.76	1.147
Risk of Investment	9.68	34.53	11.16	24.84	9.68	2.71	0.920
Reduction of Export	4.21	31.58	16.84	29.05	18.31	2.76	1.033

Earning							
Decrease Profitability	9.10	29.20	21.80	28.10	11.80	2.47	0.624
Scarcity of Reinvestment	16.70	24.30	21.10	28.50	9.30	2.41	1.228
Bankrupt of Garment Owners	18.90	21.60	19.50	27.80	12.30	4.00	0.935

Table B11: Descriptive Statistics on Production Impact of Industrial Disputes

Variables	Degree of Agree or disagree attached to each variable (Strongly Agree=5, Agree=4, Neutral=3, Disagree=2, Strongly Disagree=1)					Mean	S.D.
	1	**2**	**3**	**4**	**5**		
	(%)	(%)	(%)	(%)	(%)		
Hamper in Production	7.80	16.21	19.57	40.00	16.21	3.18	0.728
Increase Production Cost	8.42	15.58	21.89	33.68	20.42	2.29	0.686
Decrease Labor Productivity	5.26	23.16	21.47	34.11	15.79	2.53	0.874

Table B12: Descriptive Statistics on Social Impact of Industrial Disputes

Variables	Degree of Agree or disagree attached to each variable (Strongly Agree=5, Agree=4, Neutral=3, Disagree=2, Strongly Disagree=1)					Mean	S.D.
	1	**2**	**3**	**4**	**5**		
	(%)	(%)	(%)	(%)	(%)		
Loss of Lives	13.90	19.40	16.50	38.40	11.60	3.35	0.996
Competitors Take	13.68	21.05	20.21	32.84	12.00	2.00	1.323

	1	2	3	4	5	Mean	S.D.
Chance							
Create Image Crisis of RMG Industry	9.50	29.10	27.40	24.30	9.70	2.29	0.686
Loss of Job Security	16.42	18.10	20.84	34.95	9.47	2.29	1.263
Increase Unemployment	9.89	18.31	14.74	38.74	18.10	2.59	1.970

Table B13: Descriptive Statistics on Market Impact of Industrial Disputes

Variables	Degree of Agree or disagree attached to each variable (Strongly Agree=5, Agree=4, Neutral=3, Disagree=2, Strongly Disagree=1)					Mean	S.D.
	1	2	3	4	5		
	(%)	(%)	(%)	(%)	(%)		
More Time Needed to Delivery Order	9.90	18.40	14.80	38.80	18.10	2.12	1.409
Worries Foreign Buyers	13.89	19.58	20.21	36.00	10.11	1.94	1.249
Decrease Buyer Order	11.80	21.90	22.40	31.00	12.90	2.12	1.219
Cancel Order	12.00	29.30	26.20	20.30	12.20	2.12	1.317
Hamper Export	11.16	27.37	19.58	29.89	11.80	2.29	1.160
Negative Intention Create to the Importers	10.11	24.42	29.26	25.89	10.11	2.13	1.025
Loss of Existing Market	9.90	26.60	20.90	30.80	11.80	2.50	1.461
Decrease Brand Value in the Global Market	12.20	33.10	15.20	29.30	10.10	2.88	1.147

Table B15: Causes of Industrial Disputes in Garments Industry (Firm wise)

S. N.	Causes of Industrial Disputes / Name of Organization	Financial	Social and Cultural	Political	Environmental	Technological	Compliance-related
1	Abir Fashions	3.16	2.52	2.27	1.55	2.57	2.53
2	Alif Industries Limited	3.13	1.75	1.43	1.17	1.50	1.27
3	Desh Garments Limited	3.24	2.69	2.55	2.48	2.88	2.64
4	Dows Land Apparel Limited	3.96	3.64	3.56	3.50	4.10	3.73
5	Elegent Fashion Limited	3.45	3.44	3.69	3.79	3.70	3.47
6	Fakir Fashion Limited	4.16	4.17	4.26	4.18	4.27	4.37
7	Familytex BD Limited	3.30	3.13	3.77	3.08	3.27	3.51
8	Generation Next Fashion Limited	2.69	2.52	3.35	2.92	3.78	2.63
9	Impress Fashion	3.30	2.48	4.65	1.67	2.00	2.61
10	K. C. Print Limited	3.00	2.38	2.51	3.17	2.78	3.05
11	Knit Concern Limited	2.57	2.26	2.29	2.17	2.79	2.54
12	Plummy Fashion Limited	3.49	1.79	2.17	1.92	1.87	1.78
13	Shasha Garments Limited	3.70	2.55	3.50	3.54	4.33	2.73
14	Palmal Styles Limited	3.96	3.64	3.56	3.50	4.10	3.73
15	Simtex Limited	3.86	2.77	3.36	2.17	3.47	2.81
16	SK Trims & Industries Limited	3.28	2.28	2.52	1.94	2.48	2.11
17	Stylecraft Limited	3.63	3.59	3.86	3.65	3.27	3.57
18	Torque Fashions Limited	3.53	2.35	3.58	4.00	3.33	3.71
19	TosrifaIndustries Limited	3.37	3.16	4.25	4.19	4.14	3.36
20	Zahintex Limited	3.13	2.99	3.73	4.02	3.97	3.40

Source: Compiled from the Primary Data.

Table B16: Perception of whether causes creating industrial disputes in RMG Organizations

S. N.	Perception about Causes Creating Industrial Disputes Name of Organization	Yes	No
1	Abir Fashions	95%	5%
2	Alif Industries Limited	100%	-
3	Desh Garments Limited	100%	-
4	Dows Land Apparel Limited	100%	-
5	Elegent Fashion Limited	80.2%	19.8%
6	Fakir Fashion Limited	80%	20%
7	Familytex BD Limited	100%	-
8	Generation Next Fashion Limited	100%	-
9	Impress Fashion	90%	10%
10	K. C. Print Limited	80%	20%
11	Knit Concern Limited	68%	32%
12	Plummy Fashion Limited	100%	-
13	Shasha Garments Limited	100%	-
14	Palmal Styles Limited	100%	-
15	Simtex Limited	100%	-
16	SK Trims & Industries Limited	100%	-
17	Stylecraft Limited	100%	-
18	Torque Fashions Limited	95%	5%
19	Tosrifa Industries Limited	85%	10%
20	Zahintex Limited	100%	-

Source: Compiled from the Primary Data.

Appendix: C- Descriptive Statistics of Components of Industrial Disputes (Firm wise)

Table C1: General Strike is a form of Industrial dispute in Garments Organizations

S. N.	General Strike is a form of Industrial Disputes Name of Organization	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Abir Fashions	64.70%	35.30%	-	-	-
2	Alif Industries Limited	80%	-	20%	-	-
3	Desh Garments Limited	20%	30%	5%	35%	10%
4	Dows Land Apparel Limited	-	25%	10%	30%	35%
5	Elegent Fashion Limited	-	-	35.7%	46.4%	17.9%
6	Fakir Fashion Limited	35%	5%	25%	25%	10%
7	Familytex BD Limited	-	-	10%	20%	70%
8	Generation Next Fashion Limited	-	-	-	90%	10%
9	Impress Fashion	25%	5%	25%	25%	20%
10	K. C. Print Limited	-	55%	40%	5%	-
11	Knit Concern Limited	28%	48%	24%	-	-
12	Plummy Fashion Limited	7.70%	23.10%	69.20%	-	-
13	Shasha Garments Limited	-	-	-	87.50%	12.50%
14	Palmal Styles Limited	-	25%	10%	30%	35%
15	Simtex Limited	-	-	-	40%	60%
16	SK Trims & Industries Limited	33.30%	-	-	28.60%	38.10%
17	Stylecraft Limited	-	4.80%	23.80%	47.60%	23.80%
18	Torque Fashions Limited	15%	15%	25%	25%	20%
19	Tosrifa Industries Limited	35.30%	-	5.90%	41.20%	17.60%
20	Zahintex Limited	-	-	-	40%	60%

Source: Compiled from the Primary Data.

Table C2: Bumper Strike is a form of Industrial Dispute in Garments Organizations

S. N.	A bumper Strike is a form of Industrial Disputes Name of Organization	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Abir Fashions	29.40%	23.50%	11.80%	29.40%	5.90%
2	Alif Industries Limited	95%	5%	-	-	-
3	Desh Garments Limited	20%	40%	10%	30%	-
4	Dows Land Apparel Limited	65%	20%	10%	5%	-
5	Elegant Fashion Limited	-	7.10%	28.60%	57.10%	7.10%
6	Fakir Fashion Limited	10%	10%	30%	5%	45%

7	Familytex BD Limited	40%	15%	25%	5%	15%
8	Generation Next Fashion Limited	75%	10%	-	10%	5%
9	Impress Fashion	20%	15%	25%	5%	35%
10	K. C. Print Limited	10%	65%	10%	15%	-
11	Knit Concern Limited	40%	24%	-	8%	28%
12	Plummy Fashion Limited	15.40%	84.60%	-	-	-
13	Shasha Garments Limited	62.50%	25%	12.50%	-	-
14	Palmal Styles Limited	65%	20%	10%	5%	-
15	Simtex Limited	80%	10%	10%	-	-
16	SK Trims & Industries Limited	90.50%	-	-	4.80%	4.80%
17	Stylecraft Limited	4.80%	14.30%	42.90%	28.60%	9.50%
18	Torque Fashions Limited	50%	25%	25%	-	-
19	Tosrifa Industries Limited	88.90%	-	-	5.60%	5.60%
20	Zahintex Limited	90%	10%	-	-	-

Source: Compiled from the Primary Data.

Table C3: Hunger Strike is a form of Industrial Disputes in Garments Organizations

S. N.	A hunger strike is a form of Industrial Disputes Name of Organization	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Abir Fashions	41.20%	11.80%	11.80%	23.50%	11.80%
2	Alif Industries Limited	100%	-	-	-	-
3	Desh Garments Limited	20%	50%	5%	20%	5%
4	Dows Land Apparel Limited	70%	20%	5%	5%	-
5	Elegant Fashion Limited	-	10.70%	50%	25%	14.30%
6	Fakir Fashion Limited	-	20%	10%	15%	55%
7	Familytex BD Limited	35%	15%	10%	15%	25%
8	Generation Next Fashion Limited	70%	5%	5%	20%	-
9	Impress Fashion	70%	20%	5%	5%	-
10	K. C. Print Limited	15%	45%	25%	10%	5%
11	Knit Concern Limited	40%	16%	24%	16%	4%
12	Plummy Fashion Limited	46.20%	53.80%	-	-	-
13	Shasha Garments Limited	62.50%	-	12.50%	12.50%	12.50%
14	Palmal Styles Limited	70%	20%	5%	5%	-
15	Simtex Limited	90%	10%	-	-	-
16	SK Trims & Industries Limited	85.70%	4.80%	-	4.80%	4.80%
17	Stylecraft Limited	-	14.30%	38.10%	14.30%	33.30%

18	Torque Fashions Limited	50%	40%	5%	5%	-
19	Tosrifa Industries Limited	94.40%	-	-	5.60%	-
20	Zahintex Limited	75%	25%	-	-	-

Source: Compiled from the Primary Data.

Table C4: Sit Down Strike is a form of Industrial Dispute in Garments Organizations

S. N.	Sit Down Strike is a form of Industrial Disputes Name of Organization	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Abir Fashions	47.10%	29.40%	17.60%	5.90%	-
2	Alif Industries Limited	100%	-	-	-	-
3	Desh Garments Limited	20%	50%	20%	10%	-
4	Dows Land Apparel Limited	65%	30%	5%	-	-
5	Elegant Fashion Limited	-	7.10%	35.70%	46.40%	10.70%
6	Fakir Fashion Limited	-	20%	20%	5%	55%
7	Familytex BD Limited	40%	15%	30%	5%	10%
8	Generation Next Fashion Limited	70%	10%	-	20%	-
9	Impress Fashion	100%	-	-	-	-
10	K. C. Print Limited	5%	45%	30%	20%	-
11	Knit Concern Limited	40%	16%	28%	16%	-
12	Plummy Fashion Limited	38.50%	61.50%	-	-	-
13	Shasha Garments Limited	62.50%	25%	12.50%	-	-
14	Palmal Styles Limited	65%	30%	5%	-	-
15	Simtex Limited	90%	-	-	10%	-
16	SK Trims & Industries Limited	90.50%	-	-	9.50%	-
17	Stylecraft Limited	-	9.50%	38.10%	38.10%	14.30%
18	Torque Fashions Limited	50%	30%	20%	-	-
19	Tosrifa Industries Limited	88.90%	-	5.60%	5.60%	-
20	Zahintex Limited	90%	10%	-	-	-

Source: Compiled from the Primary Data.

Table C5: Lock Out is a form of Industrial Disputes in Garments Organizations

S. N.	A lockout is a form of Industrial Disputes Name of Organization	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Abir Fashions	52.90%	35.30%	11.80%	-	-
2	Alif Industries Limited	45%	35%	5%	15%	-

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3	Desh Garments Limited	45%	50%	5%	-	-
4	Dows Land Apparel Limited	15%	35%	10%	35%	5%
5	Elegent Fashion Limited	-	7.10%	50%	39.30%	3.60%
6	Fakir Fashion Limited	-	20%	10%	15%	55%
7	Familytex BD Limited	5%	35%	15%	35%	10%
8	Generation Next Fashion Limited	75%	15%	-	5%	5%
9	Impress Fashion	100%	-	-	-	-
10	K. C. Print Limited	11.10%	38.90%	33.3%	16.70%	-
11	Knit Concern Limited	28%	16%	48%	8%	-
12	Plummy Fashion Limited	38.50%	46.20%	15.40%	-	-
13	Shasha Garments Limited	62.50%	25%	12.50%	-	-
14	Palmal Styles Limited	15%	35%	10%	35%	5%
15	Simtex Limited	100%	-	-	-	-
16	SK Trims & Industries Limited	90.50%	-	4.80%	4.80%	-
17	Stylecraft Limited	4.80%	19.00%	57.10%	9.50%	9.50%
18	Torque Fashions Limited	15%	35%	10%	35%	5%
19	Tosrifa Industries Limited	94.40%	-	-	-	5.60%
20	Zahintex Limited	90%	5%	5%	-	-

Source: Compiled from the Primary Data.

Table C6: Go Slow is a form of Industrial Disputes in Garments Organizations

S. N.	Go Slow is a form of Industrial Disputes Name of Organization	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Abir Fashions	47.10%	11.80%	41.20%	-	-
2	Alif Industries Limited	95%	5%	-	-	-
3	Desh Garments Limited	30%	40%	30%	-	-
4	Dows Land Apparel Limited	10%	55%	20%	15%	-
5	Elegant Fashion Limited	-	7.10%	35.70%	53.60%	3.60%
6	Fakir Fashion Limited	-	10%	30%	-	60%
7	Familytex BD Limited	5%	45%	10%	25%	15%
8	Generation Next Fashion Limited	60%	15%	-	20%	5%
9	Impress Fashion	-	45%	10%	35%	10%
10	K. C. Print Limited	-	25%	45%	30%	-
11	Knit Concern Limited	28%	20%	44%	8%	-
12	Plummy Fashion Limited	30.80%	61.50%	7.70%	-	-
13	Shasha Garments Limited	50%	12.50%	12.50%	25%	-
14	Palmal Styles Limited	10%	55%	20%	15%	-
15	Simtex Limited	20%	-	-	55%	25%
16	SK Trims & Industries	52.40%	-	4.80%	33.30%	9.50%

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17	Stylecraft Limited	4.80%	9.50%	38.10%	38.10%	9.50%
18	Torque Fashions Limited	50%	25%	-	20%	5%
19	Tosrifa Industries Limited	88.90%	5.60%	5.60%	-	-
20	Zahintex Limited	90%	5%	5%	-	-

Source: Compiled from the Primary Data.

Table C7: Picketing is a form of Industrial Dispute in Garments Organizations

S. N.	Picketing is a form of Industrial Disputes Name of Organization	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Abir Fashions	47.10%	47.10%	5.90%	-	-
2	Alif Industries Limited	100%	-	-	-	-
3	Desh Garments Limited	30%	35%	5%	30%	-
4	Dows Land Apparel Limited	15%	15%	35%	35%	-
5	Elegent Fashion Limited	3.60%	7.10%	53.60%	32.10%	3.60%
6	Fakir Fashion Limited	-	20%	20%	5%	55%
7	Familytex BD Limited	25%	20%	20%	30%	5%
8	Generation Next Fashion Limited	75%	5%	-	10%	10%
9	Impress Fashion	15%	30%	20%	30%	5%
10	K. C. Print Limited	-	30%	15%	20%	35%
11	Knit Concern Limited	28%	28%	36%	8%	-
12	Plummy Fashion Limited	53.80%	30.80%	15.40%	-	-
13	Shasha Garments Limited	62.50%	12.50%	12.50%	12.50%	-
14	Palmal Styles Limited	15%	15%	35%	35%	-
15	Simtex Limited	90%	-	-	-	10%
16	SK Trims & Industries Limited	81.00%	9.50%	4.80%	4.80%	-
17	Stylecraft Limited	-	14.30%	33.30%	42.90%	9.50%
18	Torque Fashions Limited	35%	15%	35%	15%	-
19	Tosrifa Industries Limited	94.40%	-	5.60%	-	-
20	Zahintex Limited	95%	5%	-	-	-

Source: Compiled from the Primary Data.

Table C8: Gherao is a form of Industrial Dispute in Garments Organizations

S. N.	Gherao is a form of Industrial Disputes Name of Organization	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Abir Fashions	35.30%	41.20%	23.50%	-	-

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2	Alif Industries Limited	50%	25%	10%	15%	-
3	Desh Garments Limited	25%	60%	15%	-	-
4	Dows Land Apparel Limited	20%	35%	20%	25%	-
5	Elegent Fashion Limited	3.60%	10.70%	35.70%	46.40%	3.60%
6	Fakir Fashion Limited	-	20%	20%	5%	55%
7	Familytex BD Limited	15%	25%	20%	35%	5%
8	Generation Next Fashion Limited	90%	-	-	5%	5%
9	Impress Fashion	35%	60%	5%	-	-
10	K. C. Print Limited	-	10%	20%	25%	45%
11	Knit Concern Limited	28%	8%	44%	16%	4%
12	Plummy Fashion Limited	46.20%	30.80%	23.10%	-	-
13	Shasha Garments Limited	62.50%	12.50%	12.50%	12.50%	-
14	Palmal Styles Limited	20%	35%	20%	25%	-
15	Simtex Limited	100%	-	-	-	-
16	SK Trims & Industries Limited	47.60%	47.60%	-	4.80%	-
17	Stylecraft Limited	-	4.80%	28.60%	38.10%	28.60%
18	Torque Fashions Limited	55%	45%	-	-	-
19	Tosrifa Industries Limited	94.40%	-	5.60%	-	-
20	Zahintex Limited	90%	10%	-	-	-

Source: Compiled from the Primary Data.

Table C9: A boycott is a form of Industrial Dispute in Garments Organizations

S. N.	A boycott is a form of Industrial Disputes Name of Organization	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Abir Fashions	51.20%	11.80%	17%	-	-
2	Alif Industries Limited	100%	-	-	-	-
3	Desh Garments Limited	20%	50%	5%	20%	5%
4	Dows Land Apparel Limited	70%	20%	5%	5%	-
5	Elegent Fashion Limited	10.70%	50%	25%	14.30%	-
6	Fakir Fashion Limited	55%	20%	10%	15%	-
7	Familytex BD Limited	35%	15%	10%	15%	25%
8	Generation Next Fashion Limited	70%	5%	5%	20%	-
9	Impress Fashion	70%	20%	5%	5%	-
10	K. C. Print Limited	15%	45%	25%	10%	5%
11	Knit Concern Limited	40%	16%	24%	16%	4%
12	Plummy Fashion Limited	46.20%	53.80%	-	-	-
13	Shasha Garments Limited	62.50%	-	12.50%	12.50%	12.50%
14	Palmal Styles Limited	70%	20%	5%	5%	-
15	Simtex Limited	90%	10%	-	-	-
16	SK Trims & Industries	85.70%	4.80%	-	4.80%	4.80%

	Limited					
17	Stylecraft Limited	-	14.30%	38.10%	14.30%	33.30%
18	Torque Fashions Limited	50%	40%	5%	5%	-
19	Tosrifa Industries Limited	94.40%	-	-	5.60%	-
20	Zahintex Limited	75%	25%	-	-	-

Source: Compiled from the Primary Data.

Table C10: Perception about Industrial disputes has a direct impact on Garments Organizations

S. N.	Perception of Impact of Industrial Disputes	Yes	No
	Name of Organization		
1	Abir Fashions	100%	-
2	Alif Industries Limited	100%	-
3	Desh Garments Limited	100%	-
4	Dows Land Apparel Limited	100%	-
5	Elegant Fashion Limited	100%	-
6	Fakir Fashion Limited	100%	-
7	Familytex BD Limited	100%	-
8	Generation Next Fashion Limited	100%	-
9	Impress Fashion	100%	-
10	K. C. Print Limited	100%	-
11	Knit Concern Limited	100%	-
12	Plummy Fashion Limited	100%	-
13	Shasha Garments Limited	100%	-
14	Palmal Styles Limited	100%	-
15	Simtex Limited	100%	-
16	SK Trims & Industries Limited	100%	-
17	Stylecraft Limited	100%	-
18	Torque Fashions Limited	100%	-
19	Tosrifa Industries Limited	100%	-
20	Zahintex Limited	100%	-

Source: Compiled from the Primary Data.

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Table C11: Impact of Industrial Disputes on the Garments Industry

S. N.	Impact of Industrial Disputes / Name of Organization	Financial	Production	Social	Market
1	Abir Fashions	2.85	2.67	2.51	2.23
2	Alif Industries Limited	2.60	3.20	2.30	3.01
3	Desh Garments Limited	3.23	3.17	3.11	2.82
4	Dows Land Apparel Limited	3.83	3.82	3.58	3.75
5	Elegent Fashion Limited	3.69	3.66	3.58	3.52
6	Fakir Fashion Limited	4.51	4.65	4.53	4.58
7	Familytex BD Limited	3.82	3.92	3.41	3.81
8	Generation Next Fashion Limited	3.00	4.01	3.19	2.96
9	Impress Fashion	4.17	4.67	4.41	4.25
10	K. C. Print Limited	3.28	3.28	3.11	2.71
11	Knit Concern Limited	3.05	2.91	3.18	3.01
12	Plummy Fashion Limited	1.79	2.41	2.22	2.13
13	Shasha Garments Limited	3.35	4.21	3.10	3.13
14	Palmal Styles Limited	3.83	3.82	3.58	3.75
15	Simtex Limited	3.04	4.27	2.90	3.21
16	SK Trims & Industries Limited	3.01	3.89	2.63	2.66
17	Stylecraft Limited	3.89	3.86	3.73	3.76
18	Torque Fashions Limited	5.00	3.67	3.80	3.25
19	Tosrifa Industries Limited	3.82	4.33	3.93	3.89
20	Zahintex Limited	3.52	3.90	3.74	3.26

Source: Compiled from the Primary Data.

Appendix-D: Questionnaire for Quantitative Research

University of Dhaka

Questionnaire

on

Impact of Industrial Disputes on Readymade Garments Industry in Bangladesh

Dear Sir/Madam,

This research survey aims to understand the **Impact of Industrial Disputes on Readymade Garments Industry in Bangladesh**. This questionnaire is designed to assess your opinion about the impact of industrial disputes on the readymade garments industry of Bangladesh.

All your answers will reflect your personal opinion, and individual responses will be kept confidential and not disclosed. No references will be made in written or oral materials that could link to the study; only grouped data will be reported.

Please read the instruction carefully at the beginning. Answer all the statements as accurately as possible. Your time and cooperation will be greatly appreciated.

Thank you in advance for taking the time to complete this survey.

Yours faithfully

Md. Rabiul Islam
Ph.D. Researcher
Department of Management
University of Dhaka
Dhaka-1000

Questionnaire

A1. Information Related to Factory

1. Name of the Factory_____

2. Address of the Factory_____

3. Establishment Year of the Factory_____

4. Number of Employees: Total _____Male_____Female_____

5. Ownership Form of the Factory: ☐ Private Limited ☐ Public Limited

   ☐ Sole Proprietorship ☐ Partnership   ☐ Foreign Ownership

A2. Information Related to Employee

1. Name_____Phone_____

2. Designation_____Age_____

3. Gender: ☐ Male   ☐ Female

4. Marital Status: ☐ Unmarried   ☐ Married   ☐ Divorce   ☐ Remarried

5. Education Background: ☐ Illiterate ☐ Primary ☐ Up to Class Eight

   ☐ SSC ☐ HSC ☐ Graduation ☐ Masters

6. Type of Employment: ☐ Permanent ☐ Temporary

7. Length of Service: ☐ Below 2 years ☐ 2-5 years ☐ 6-9 years ☐ Above 10 years

B. Existing scenario of industrial disputes in your organization (RMG)

1. Have any industrial disputes in your organization?
   ☐ Yes
   ☐ No
2. If Yes, Please select the reasons for industrial disputes in your organization (Give the tick ( ) mark on each level; '5' strongly agree '4' agree '3' neutral '2' disagree '1' strongly disagree)

2.1 Financial Causes

Code	Financial Causes	5	4	3	2	1
2.1.A	Low Wages and Salary					
2.1.B	House Rent					
2.1.C	Delay in Payment of Wages and Salary					
2.1.D	Late Payment of Wages and Bonuses during the Eid					
2.1.E	Small amount of Allowance					
2.1.F	Problem in Insurance Policy					
2.1.G	Pending Dues					
2.1.H	Lack of Proper Investment					
2.1.I	Absence of Profit based incentive					
2.1.J	Insufficient achievement-based incentive					

2.2 Social and Cultural Causes:

Code	Social and Cultural Causes	5	4	3	2	1
2.2.A	Lack of Motivation					
2.2.B	Nepotism and Corruptions					
2.2.C	Attitude of the Owner and Officials					
2.2.D	Rude Behavior of the Supervisors and Managers					
2.2.E	Harassment of Female and Male Workers					
2.2.F	Sexual Harassment of Female Workers					
2.2.G	Attitudes of the Labor and Management					
2.2.H	Pending Problems without Solution					
2.2.I	Communication Gap between Labor and Management					
2.2.J	Not Implementation of MoU Signed by BGMEA and BGWUC					
2.2.K	False News from Other Factories					
2.2.L	NGOs Activities					
2.2.M	Conspiracy of Competitors					
2.2.N	Rumor from the Different Corners					
2.2.O	Excess Rude Behavior of Police					

2.3 Political Causes:

Code	Political Causes	5	4	3	2	1
2.3.A	Turbulent Politics of Bangladesh					
2.3.B	Workers Association					
2.3.C	Conflict of Jhoot Traders					
2.3.D	Instable Law and Order Situation					
2.3.E	Political Instability					
2.3.F	Role of Local Politicians and Musclemen					

2.4 Environmental Causes:

Code	Environmental Causes	5	4	3	2	1
2.4.A	Poor Work Environment					
2.4.B	Poor Workers' Management					
2.4.C	Condition of the Working Place					

2.5 Technological Causes:

Code	Technological Causes	5	4	3	2	1
2.5.A	Rumour in Facebook					
2.5.B	Defective Record-Keeping of Overtime Hours					
2.5.C	Imperfect Record-Keeping of In-time and Out-time					

2.6 Compliance Related Causes

Code	Compliance Related Causes	5	4	3	2	1
2.6.A	Long Working Hours					
2.6.B	Unwillingness of Granting Leaves					
2.6.C	Problems in Spot Crises Management Strategy					
2.6.D	Factory Layoff Notice					
2.6.E	Insecurity of Employees' Job					
2.6.F	Discharge of Workers					
2.6.G	Incidental Death of Labor					
2.6.H	Unnatural Death of Labor					
2.6.I	Huge Workload					
2.6.J	Sudden Shutdown of the Factory					

2.7 Government Decisional Causes

Code	Government Decisional Causes	5	4	3	2	1
2.7.A	Compensation Package Determined by the Government					
2.7.B	Government Pressure to Maintain Labor Code					

C. The existing scenario of the Forms of industrial disputes in your RMG organization:

3. Do you think the causes mentioned above create industrial disputes in your organization?

☐ Yes
☐ No

4. If Yes, Please select the forms of industrial disputes in your organization (Give the tick ( ) mark on each level; '5' strongly agree '4' agree '3' neutral '2' disagree '1' strongly disagree)

Code	Name of the components	5	4	3	2	1
4.1.A	General strike					
A.1	Sympathetic strike					
A.2	Unofficial strike					
A.3	Sectional strike					
A.4	Bumper strike					
A.5	Hunger strike					
4.1.B	Sit down strike					
4.1.C	Lock out					
4.1.D	Go slow					
4.1.E	Picketing					
4.1.F	Gherao					
4.1.G	Boycott					

D. Results of the industrial disputes in your organization (RMG)

5. Do you think that above mentioned industrial disputes have any impact on your organization?
   - ☐ Yes
   - ☐ No

6. If Yes, Please select the type of impact on organizational performance in your organization (Give the tick ( ) mark in each level; '5' strongly agree '4' agree '3' neutral '2' disagree '1' strongly disagree)

6.1 Financial Impact

Code	Financial Impact	5	4	3	2	1
6.1.A	Loss of Properties					
6.1.B	Risk of Investment					
6.1.C	Reduction of Export Earning					
6.1.D	Decrease Profitability					
6.1.E	Scarcity of Reinvestment					
6.1.F	Bankrupt Garment Owners					

6.2 Production Impact:

Code	Production Impact	5	4	3	2	1
6.2.A	Hamper in Production					
6.2.B	Increase Production Cost					
6.3.C	Decrease Labor Productivity					

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6.3 Social Impact:

Code	Social Impact	5	4	3	2	1
6.3.A	Loss of Lives					
6.3.B	Competitors Take Chance					
6.3.C	Create Image Crisis of RMG Industry					
6.3.D	Loss of Job Security					
6.3.E	Increase Unemployment					

6.4 Market Impact

Code	Market Impact	5	4	3	2	1
6.4.A	More Time Needed to Delivery Order					
6.4.B	Worries Foreign Buyers					
6.4.C	Decrease Buyer Order					
6.4.D	Cancel Order					
6.4.E	Hamper Export					
6.4.F	Negative Intention Create to the Importers					
6.4.G	Loss of Existing Market					
6.4.H	Decrease Brand Value in the Global Market					
6.4.I						

6.5 Legal and Compliance Impact

Code	Legal and Compliance Impact	5	4	3	2	1
6.5.A	Filing Cases against Workers					
6.5.B	Layoff Factories					
6.5.C	Pressure from ILO to Reserve Rights of Workers					
6.5.D	Reduction of Support from WTO					
6.5.E	Pressure from ACCORD and ALLIANCE					
6.5.F						

Thank you for your cooperation

University of Dhaka

Questionnaire

on

Impact of Industrial Disputes on Readymade Garments Industry in Bangladesh

Dear Sir/Madam,

The purpose of this research survey is to understand the **Impact of Industrial Disputes on Readymade Garments Industry in Bangladesh**. This questionnaire is designed to assess your opinion about the impact of industrial disputes on the readymade garments industry of Bangladesh.

All your answers will reflect your personal opinion, and individual responses will be kept confidential and not disclosed. No references will be made in written or oral materials that could link to the study; only grouped data will be reported.

Please read the instruction carefully at the beginning. Answer all the statements as accurately as possible. Your time and cooperation will be greatly appreciated.

Thank you in advance for taking the time to complete this survey.

Yours faithfully

Md. Rabiul Islam
Ph.D. Researcher
Department of Management
University of Dhaka
Dhaka-1000

Questionnaire

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A1. Information Related to Factory (কারখানা সংক্রান্ত তথ্য সমূহ)

1. কারখানার নাম_____

2. কারখানার ঠিকানা_____

3. কারখানার প্রতিষ্ঠাকাল_____

4. শ্রমিক সংখ্যা: মোট _____পুরুষ_____মহিলা_____

5. কারখানার মালিকানার ধরন: 1 ☐ প্রাইভেট লিমিটেড   2 ☐ পাবলিক লিমিটেড

       3 ☐ এক মালিকানা কারবার   4 ☐ অংশীদারি কারবার   5 ☐ বৈদেশিক মালিকানাধীন ব্যবসা

A2. Information Related to Employee শ্রমিক সংশ্পর্কিত তথ্য সমূহ

1. নাম_____ফোন/মোবাইল_____

2. পদবী_____বয়স_____

3. লিঙ্গঃ   1 ☐ পুরুষ   2 ☐ মহিলা

4. বৈবাহিক অবস্থা   1 ☐ অবিবাহিত 2 ☐ বিবাহিত   3 ☐ তালাকপ্রাপ্ত   4 ☐ পুনঃবিবাহিত

5. শিক্ষাগত যোগ্যতা 1 ☐ নিরক্ষর 2 ☐ প্রাথমিক 3 ☐ অষ্টম শ্রেণি পর্যন্ত

       4 ☐ এসএসসি 5 ☐ এইচএসসি 6 ☐ স্নাতক 7 ☐ স্নাতকোত্তর

6. কাজের ধরন   1 ☐ স্থায়ী   2 ☐ অস্থায়ী

7. কাজের ব্যাপ্তিকাল   1 ☐ ২ বচরের নিচে 2 ☐ ২-৫বছর 3 ☐ ৬-৯ বছর 4 ☐ ১০ বছরের উপরে

B. Existing Scenario of Industrial Disputes in Your ORGANIZATION (RMG)
আপনার সংগঠনে শিল্পীয় সংঘর্ষ এর বর্তমান চিত্র কিরূপ?

1. Have any industrial disputes in your organization?
   আপনার সংগঠনে কি কোন শিল্পীয় সংঘর্ষ আছে?

   ☐1 Yes হ্যা

   ☐2 No না

2. If Yes, Please select the reasons for industrial disputes in your organization (Give the tick ( ) mark in each level; '5' strongly agree '4' agree '3' neutral '2' disagree '1' strongly disagree)
   যদি হ্যা হয় তবে আপনার সংগঠনে শিল্পীয় সংঘর্ষ এর কারণ সমূহ টিক চিহ্নিত করুন

2.1 Financial Causes অর্থনৈতিক কারণ

Code	Financial Causes	5	4	3	2	1

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		SA	A	N	DA	SDA
2.1.A	কম মজুরী ও বেতন					
2.1.B	বাড়ী ভাড়া					
2.1.C	দেরিতে মজুরী ও বেতন প্রদান করা					
2.1.D	ঈদের সময় দেরিতে বোনাস প্রদান করা					
2.1.E	কম সুযোগ-সুবিধা					
2.1.F	বিমা পলিসির সমস্যা					
2.1.G	টাকা বকেয়া থাকা					
2.1.H	উপযুক্ত বিনিয়োগ না থাকা					
2.1.I	মুনাফা ভিত্তিক আর্থিক সুবিধা না থাকা					
2.1.J	দক্ষতা ভিত্তিক আর্থিক সুবিধা না থাকা					

2.2 Social and Cultural Causes: সামাজিক ও সাংস্কৃতিক কারণ

Code	Social and Cultural Causes	5	4	3	2	1
		SA	A	N	DA	SDA
2.2.A	মোটিভেশনের অভাব					
2.2.B	স্বজনপ্রীতি ও দুর্নীতি					
2.2.C	মালিক ও ব্যবস্থাপকদের মনোভাব					
2.2.D	মালিক ও ব্যবস্থাপকদের খারাপ ব্যবহার					
2.2.E	পুরষ ও নারী শ্রমিকদের বিভিন্ন ধরনের হয়রানি					
2.2.F	নারী শ্রমিকদের যৌন নির্যাতন					
2.2.G	শ্রমিক ও মালিকদের মনোভাব					
2.2.H	সমস্যার সমাধান না করা					
2.2.I	মালিক এবং শ্রমিকের মধ্যে উপযোক্ত যোগাযোগের অভাব					
2.2.J	বিজিএমইএ ও বিজিডাব্লিউইউসি এর মধ্যে সম্পাদিত চুক্তি বাস্তবায়ন না করা					
2.2.K	অন্যান্য ফ্যাক্টরি থেকে মিথ্যা সংবাদ প্রচার করা					
2.2.L	এনজিও সমূহের কার্যক্রম					
2.2.M	প্রতিযোগীদের দুর্নীতি					
2.2.N	বিভিন্ন গুজব ছড়ানো					
2.2.O	আইন প্রয়োগকারী সংস্থার অতিরিক্ত বল প্রয়োগ					

2.3 Political Causes:

Code	Political Causes রাজনৈতিক কারন	5	4	3	2	1
		SA	A	N	DA	SDA
2.3.A	বাংলাদেশের রাজনৈতিক অস্থিরতা					
2.3.B	শ্রমিক সংগঠনের ভূমিকা					
2.3.C	ঝুট ব্যবসায়ীদের মধ্যে সংঘর্ষ					
2.3.D	আইনের বৈষম্যমূলক প্রয়োগ					
2.3.E	অস্থির রাজনৈতিক অবস্থা					
2.3.F	স্থানীয় রাজনীতিবীদ ও পেশিবহুল মানুষের ভূমিকা					

2.4 Environmental Causes:

Code	Environmental Causes পরিবেশগত কারন	5	4	3	2	1
		SA	A	N	DA	SDA
2.4.A	অস্বাস্থ্যকর কার্যপরিবেশ					
2.4.B	দুর্বল শ্রমিক ব্যবস্থাপনা					
2.4.C	কার্যক্ষেত্রে করুন অবস্থা					

2.5 Technological Causes:

Code	Technological Causes প্রযুক্তিগত কারণ	5	4	3	2	1
		SA	A	N	DA	SDA
2.5.A	ফেসবুকে গুজব ছড়ানো					
2.5.B	অতিরিক্ত সময়ের কাজের সঠিক হিসাব না রাখা					
2.5.C	শ্রমিকদের অফিসে প্রবেশ এবং বের হওয়ার সঠিক হিসাব না রাখা					

2.6 Compliance Related Causes কমপ্লায়েন্স বিষয়ক কারণ

Code	Compliance Related Causes	5	4	3	2	1
		SA	A	N	DA	SDA
2.6.A	দীর্ঘ কর্মঘন্টা					
2.6.B	ছুটি দিতে না চাওয়া					
2.6.C	স্পট সংকট সমস্যায় ব্যবস্থাপনা কৌশল					
2.6.D	কারখানা বন্ধের বিজ্ঞপ্তি					
2.6.E	কর্মীদের চাকরির অনিরাপত্তা					
2.6.F	শ্রমিকদের অব্যাহতি					
2.6.G	শ্রমিকের আকস্মিক মৃত্যু					
2.6.H	শ্রমিকের অস্বাভাবিক মৃত্যু					
2.6.I	প্রচুর কাজের চাপ					
2.6.J	হঠাৎ কারখানা বন্ধ					

2.7 Government Decisional Causes সরকারের সিদ্ধান্তমূলক কারণ

Code	Government Decisional Causes	5	4	3	2	1
		SA	A	N	DA	SDA
2.7.A	সরকার কর্তৃক নির্ধারিত ক্ষতিপূরণ প্যাকেজ					
2.7.B	শ্রম কোড বজায় রাখার জন্য সরকারের চাপ					

E. Existing Scenario of the Forms of Industrial Disputes in Your RMG Organization:

আপনার আরএমজি প্রতিষ্ঠানের শিল্পীয় সংঘর্ষ এর ফর্মগুলোর বিদ্যমান দৃশ্য

3. Do you think that above mentioned causes creates industrial disputes in your organization?

আপনি মনে করেন উপরে উল্লেখিত কারনগুলো আপনার প্রতিষ্ঠানে শিল্পীয় সংঘর্ষ সৃষ্টি করে?

1 Yes হ্যা

2 No না

4. If Yes, Please select the forms of industrial disputes in your organization (Give the tick ( ) mark in each level; '5' strongly agree '4' agree '3' neutral '2' disagree '1' strongly disagree)

যদি হ্যাঁ হয় তবে আপনার প্রতিষ্ঠানের শিল্পীয় সংঘর্ষ এর ফর্মগুলোর নির্বাচন করুন। ।(প্রতিটি পর্যায়ের জন্য টিক চিহ্ন দিন; '৫' দৃঢ়ভবে সম্মত '৪' সম্মত '৩' নিরপেক্ষ '২' অসম্মত '১' দৃঢ়ভাবে অসম্মত)

Code	Name of the components উপাদান সমূহের নাম	5 SA	4 A	3 N	2 DA	1 SDA
4.1.A	সাধারন ধর্মঘট					
A.1	সহানুভূতিশীল ধর্মঘট					
A.2	অনুমোদনহীন ধর্মঘট					
A.3	আশিংক ধর্মঘট					
A.4	বাম্পার ধর্মঘট					
A.5	অনশন ধর্মঘট					
4.1.B	উপবেশন ধর্মঘট					
4.1.C	ঢিমে তালের কাজ					
4.1.D	পিকেটিং					
4.1.E	ঘেরাও					
4.1.F	বর্জন					

F. Results of the Industrial Disputes in Your Organization (RMG)

আপনার আরএমজি প্রতিষ্ঠানের শিল্পীয় সংঘর্ষ এর ফলাফল

5. Do you think that above mentioned industrial disputes have any impact in your organization?

আপনি কি মনে করেন যে উপরে উল্লেখিত শিল্পীয় সংঘর্ষ গুলো আপনার প্রতিষ্ঠানের উপর প্রভাব ফেলে?

☐1 Yes হ্যাঁ

☐2 No না

6. If Yes, Please select the type of impact on organizational performance in your organization (Give the tick ( ) mark in each level; '5' strongly agree '4' agree '3' neutral '2' disagree '1' strongly disagree)

যদি হ্যাঁ, অনুগ্রহপূর্বক আপনার প্রতিষ্ঠানের সাংগঠনিক কর্মক্ষমতার উপর প্রভাবের ধরন নির্বাচন করুন ।(প্রতিটি পর্যায়ের জন্য টিক চিহ্ন দিন; '৫' দৃঢ়ভবে সম্মত '৪' সম্মত '৩' নিরপেক্ষ '২' অসম্মত '১' দৃঢ়ভাবে অসম্মত)

6.1 Financial Impact অর্থনৈতিক প্রভাব

Code	Financial Impact	5 SA	4 A	3 N	2 DA	1 SDA
6.1.A	সম্পত্তির ক্ষতি					
6.1.B	বিনিয়োগের ঝুঁকি					
6.1.C	রপ্তানি আয় হ্রাস					
6.1.D	লাভজনকতা হ্রাস					
6.1.E	পুনঃবিনিয়োগের অভাব					
6.1.F	গার্মেন্টস মালিকদের দেউলিয়াত্ব					

6.2 Production Impact: উৎপাদনে প্রভাব

Code	Production Impact	5	4	3	2	1
		SA	A	N	DA	SDA
6.2.A	উৎপাদন ব্যাহত					
6.2.B	উৎপাদন ব্যয় বৃদ্ধি					
6.3.C	শ্রমিকদের উৎপাদনশীলতা হ্রাস					

6.3 Social Impact: সামাজিক প্রভাব

Code	Social Impact	5	4	3	2	1
		SA	A	N	DA	SDA
6.3.A	জীবনের ক্ষতি					
6.3.B	প্রতিযোগীরা সুযোগ নেয়					
6.3.C	আরএমজি শিল্পের ভাবমূর্তি সংকট তৈরী করে					
6.3.D	কাজের নিরাপত্তা হারানো					
6.3.E	বেকারত্ব বৃদ্ধি					

6.4 Market Impact বাজারের প্রভাব

Code	Market Impact	5	4	3	2	1
		SA	A	N	DA	SDA
6.4.A	অর্ডার ডেলিভারির জন্য বেশি সময় দরকার					
6.4.B	বিদেশী ক্রেতাদের উদ্বেগ					
6.4.C	ক্রেতার অর্ডার হ্রাস					
6.4.D	অর্ডার বাতিল					
6.4.E	রপ্তানী ব্যাহত					
6.4.F	আমদানিকারকদের নিকট নেতিবাচক অভিপ্রায় তৈরী					
6.4.G	বিদ্যমান বাজার হারানো					
6.4.H	বিশ্ববাজারে ব্যান্ড মূল্য হ্রাস					

6.5 Legal and Compliance Impact আইনি এবং কমপ্লায়েন্স এর প্রভাব

Code	Legal and Compliance Impact	5	4	3	2	1
		SA	A	N	DA	SDA
6.5.A	শ্রমিকদের বিরুদ্ধে মামলা দায়ের					
6.5.B	কারখানা বন্ধ					
6.5.C	শ্রমিকদের অধিকার সংরক্ষনের জন্য আইএলও থেকে চাপ					
6.5.D	ডব্লিউটিও থেকে সমর্থন হ্রাস					
6.5.E	অ্যাকর্ড ও অ্যালায়েন্স থেকে চাপ					

আপনার সহযোগীতার জন্য ধন্যবাদ
Thank you for your cooperation

Appendix-E: Questionnaire for Qualitative Research

Name of Interviewer :

Date :

Name of Interviewee :

Designation of Interviewee :

Start Time :

End Time :

Interview Guidelines

The following guidelines are followed for collecting data through 'In-depth' interview. Both management level employees and top level employees are probed asking what, and how questions to give more insight information.

Concept

- Industrial Disputes, Causes of Industrial Disputes and Impact of Industrial on RMG Industry
- Flexible work facilities
- Management support
- Coworker relationship
- Familial assistance
- Legal issues

Strategic Essence

- Benefits
    - Management
    - Labor
- Disputes

In-depth Interview Guideline

Question: What do you mean by industrial disputes?

Question: How does an industrial dispute influence employees' In-role performance?

Question: What are the causes of industrial disputes?

Question: What are the impacts of industrial disputes on RMG industry?

Question: Can you relate employees' turnover intentions to industrial disputes?

Question: What kind of flexible work facilities are available in the RMG sector?

Question: What kind of financial facilities the RMG industry needs to have?

Question: What kind of attitude do you get from management related to industrial disputes?

Question: Do you think that coworkers' relationship is satisfactory?

Question: Do you get necessary support from your management or owner?

Question: What about the legal aspects of your factory those are important to industrial disputes?

Question: What about the current situation of industrial disputes?

Question: How does a female worker perceive industrial disputes?

Question: Does your factory focus on salary or other financial benefits?

Question: What about the current state of job satisfaction in your factory?

Question: Do you get necessary support from the workplace to minimize industrial disputes?

Question: What are the conditions of interpersonal relationship among employees?

Question: Do you face any kind of challenges regarding finishing the work within the specified time frame in your factory?

Question: Do you find any significant relationship between social media and industrial disputes?

Question: What are the factors that increase the productivity and decrease industrial disputes?

Question: Do you think a good labor management relations minimize industrial disputes?

Question: What are the crucial factors that influence the industrial disputes?

Question: What are the recommended areas that RMG industry needs to improve?

Question: Do you have any specific recommendation regarding causes and impact of industrial disputes?