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Workplace Environment and Employee
Performance in the Ready-Made Garments
(RMG) Sector in Bangladesh

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ABSTRACT

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Bangladesh's ready-made garments (RMG) sector, a vital contributor to the country's economy, remains the largest employer in the workforce. The relationship between workplace conditions and job performance is a fundamental principle underpinning its success since its inception. Workplace safety, hazard management, risk management, operational assets, leadership strategies, and organizational protocols illustrate how the work environment and employee performance influence the economy. The survey found that a supportive workplace includes adequate facilities, safety measures, and effective management, all of which enhance employee performance and job satisfaction. Factors influencing employee performance include financial stability, mental well-being, cleanliness, and sanitary conditions, all impacting employee output and the company's reputation. A positive workplace environment is recognized as a driving force for productivity, while a hostile environment can undermine it, leading to increased absenteeism and health issues. This highlights existing challenges, offers practical solutions, and suggests potential industrial benefits. The methodology employed was quantitative, gathering data on working conditions within the RMG sector. The study revealed a one-point increase in job satisfaction factors correlated with a 3.47% improvement in workforce efficiency, indicating a significant enhancement in factory performance.

Keywords: Workplace safety, Workplace facilities, Employee performance, Job satisfaction.

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1 INTRODUCTION

Modern times have heralded a lot of things, including technological advancements, pandemic outbreaks, and health issues among workers. The working environment and professional development for workers by 2025 are expected to create the most significant impact in different areas of life. These factors also play a vital role in developed countries' economic and productivity growth. Modern times have heralded a lot of things, including technological advancements, pandemic outbreaks, and health issues among workers. The working environment and professional development for workers by 2025 are expected to create the most significant impact in different areas of life. These factors also play a vital role in the economic and productivity growth of developed countries (Parveen, 2021). Hence, teams eventually realize that supported and healthy people are vital to them for productivity, creativity, and competition. Ready-made garments (RMG) form the backbone of Bangladesh's economy (Parveen, 2021). It is the largest industrial sector in Bangladesh, which started in the late 1970s (Uddin M. S., 2024). Later, the RMG industry played a significant role in accelerating economic growth, providing employment, and empowering millions, especially women in the country. Bangladesh is counted as one of the leading apparel exporter countries in the world, being ranked second globally just after China (Ridwan, 2023).

The RMG segments produce different items, including knitwear, woven wear, and home textiles, and sell the products to well-known multinational brands like Zara, H&M, and Walmart. The industrial competitive edge comes mainly from relatively low labor costs and geographical location. Established in 1978, Bangladesh has today carved its place in the global clothing industry (Mohammed Rahe, 2022). The textile and clothing industries have placed Bangladesh at the core of the economy.

- They make up 82% total exports in the economy of Bangladesh.
- Around 45 million workers are employed in the mills of this region's industry.

Although RGM has made considerable progress, there are still allegations leveled by many of its critics with respect to the oppressive working conditions within the company and damage to the environment.

- While RGM has seen great advancement in most areas, it still attracts criticism concerning its harsh working environment and sustainability. The biggest issues include employee overwork and unhygienic working conditions.
- Pollution poses a health threat to employees.

Research investigates the significance of employee performance and the working environment in the ready-made garments sector. It outlines core difficulties and aims to propose solutions to actionable reforms for successful global outcomes in the industrial sector. (Islam D. N., 2016). It is, therefore, of growing interest to researchers, policymakers, and stakeholders in the sectors associated with ready-made garments. Unsafe and unhealthy working conditions directly impact productivity and result in absenteeism and high turnover, thus affecting overall performance at the level of the organization. (Alain, 2012). Therefore, they justify spending by directly reviewing these aspects from the perspective of the workers, as the conditions highly affect productivity and, otherwise, absenteeism and high turnover, which would eventually affect the overall performance of the organization. Perception, therefore, in the workers' point of view, would determine spending because it highly impacts productivity at the sectoral level.

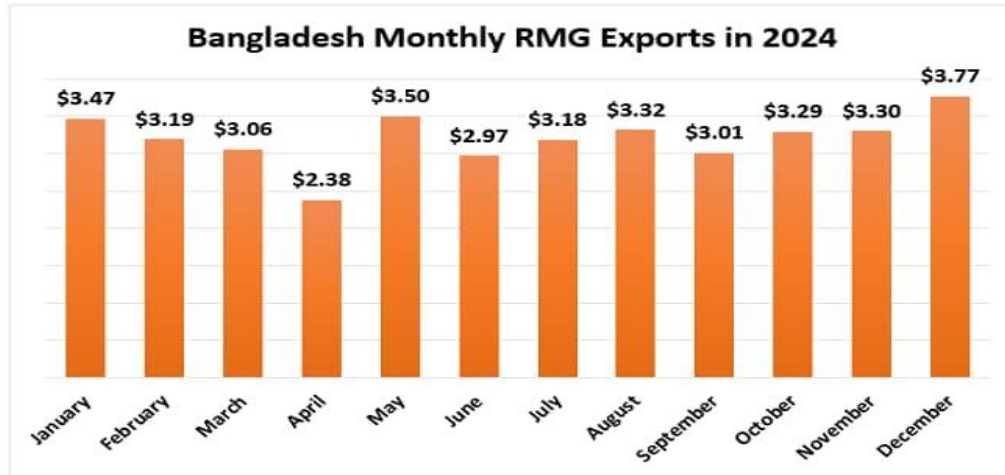


Figure 1: Growth of Ready-Made Garments in 2024 (Zaman, 2025)

The two-factor theory by Herzberg argues that salary, hygiene, and an organization's recognition of an employee's work are the key morale-boosting factors contributing to job satisfaction, hence, workforce happiness and, ultimately, the economy's productivity growth. International agencies and clients such as the ILO (ILO T. I., 2022), have emphasized the necessity for a code of conduct in the workplace, which has now become the main force of the staff's good performance and the industry's reputation. The expansion of the industry is leading to the problem of unethical conduct at the workplace, which is then considered a legal obligation and a way to raise employee morale and performance. With this approach, the main idea is to make the market buy all the products without considering morality. Several methods that result in profit can be employed. Even though efforts are ongoing, it is apparent that a sense of:

- A wide-ranging study will investigate how the working environment and atmosphere in the ready-made garment sector, particularly these factors, affect workers' performance.
- My research project has investigated the association between the workplace situation and the atmosphere in the industrial sector of the Ready-Made Garment industry on a large scale.

The workplace environment is an extremely important factor affecting the employees' moods and, hence, the entire course of the RMG industry of Bangladesh. A fair distribution of safety, health, wages, and gender equality is key to just about everything, as a well-equipped, well-motivated, and creative workforce would result in a robust and competitive global and export-oriented RMG industry. The insistence from the buyers' side that the operators realize these changes would serve as a driving force in implementing such modifications. Procuring products from abandoned factories is not a new concept, and it only needs policies that fortify the laws regarding the demand-side preference for purchases from transparent and responsible factories. Notably, the endorsement for the cooperation of factory owners and policymakers has the potential to be a breakthrough for a healthy, productive, and talented environment. It is the social, economic, and physical manifestations of the working environment that industry managers engage with in their industry practice. (Ridwan, 2023).

The analysis was published in 2023 (BIDS B. I., 2023) Undeniably explains the role of the clothing industry in changing the climate and how it affects the physical and occupational health of RMG workers. In these stages, contaminants are formed, which can be the sources of injury to RMG garment workers and communities. These contaminants are known to affect the health of those exposed to them adversely. Toxins are the

cause of many health issues in the community. Undoubtedly, it has dramatically impacted Bangladesh's economy, but it has drawbacks that cannot be neglected. (Hossain, 2019).

1.1 Workplace Environment Defined

The workplace environment is a term used before jobs were done remotely and in offices based in buildings. It was pretty interesting to learn that it is not anything special since it can be worn to work situations and still be relatively new which means that we can choose the same type of cloth to represent different expectations about working in a state of harmony with others, personal growth, the way of politeness development, learning and improving skills and abilities, applying professional ethics, staying clean of criminal activities, and fulfilling the duties and responsibilities to a specific job from one country to the other, from one culture to the other. (Ahmed J. H., 2020).

"A locality is a place where a worker is exposed to the atmosphere, the behavior, and the cultural aspects of his workplace. Various physical and ethical factors in the company's environmental setup, such as the workplace layout, machines or instruments used, cultural factors, employee relationships, and management styles, could harm workers' safety and health.

It has been a known fact that the workplace of RMG encountered countless health and climate problems, which has raised public opinion globally and affected the textile industry. Thus, the study presented in the following is devised so that the respective issue is dealt with, and the influence of health problems and environmental concerns on the professional growth and responsibilities in the area is illustrated. The piece scrutinizes the impact that human illness and the contamination of the

environment by employees can have on society. The work environment is crucial for the workers' performance, especially in the sectors of the economy in which the labor is mainly manual, that is, the RMG sector. Moreover, RMG is an indispensable part of the textile industry and is responsible for its associated support systems infrastructure.

- It is known that females make up a large part of the workforce.
- The workforce mainly comprises many employees, most of whom are women.

The main objective of this research is to evaluate the stratum of employees based on wages, job satisfaction, and workplace safety, and their implications for employee productivity. This research is relevant because it directly impacts production processes and the economic growth of the industry in Bangladesh. Existing gaps in safety measures and to suggest improvements to reduce workplace accidents and hazards and their impact on factors such as work-life balance, fair pay, benefits, and employee satisfaction and retention (Kaniz Farhana, 2022)

The study examines how striving for perfection in the workplace can reduce employee turnover and enhance commitment to job satisfaction. It also assesses the extent to which factories adhere to national and international labor standards, such as those set by the International Labor Organization (ILO) (ILO T.I., 2022). Gender inequality encompasses many issues, including wage discrimination and, crucially in this context, sexism, which burdens female employees at work. Moreover, the evaluation states how the teaching and training programs could enhance employee performance. The study surveys how the drive toward perfection influences employee turnover and brings a higher degree of commitment to job satisfaction. The evaluation also assesses the factories' compliance with national and international labor standards as laid down by the International Labor Organization. (ILO) (ILO T.I., 2022). Gender inequality encompasses many issues, including wage discrimination and,

crucially in this context, sexism, which burdens female employees at work. Additionally, their appraisal evaluates how teaching and skill-building programs can improve employee performance and career growth.

The success of the RMG industry in Bangladesh is closely related to a nurturing work environment, which is one of the research topics that lie under the purview of this study. The paper prioritizes good working conditions to improve the reputation of RMG for greater participation in international markets. This presents the reader with ideas on how policymakers and factory owners can make the RMG industry sustainable and worker-friendly. The RMG sector that comprises everyday activewear, casualwear, and formalwear, among others faces challenges that are so severe as inadequate workplace safety, especially for women employees, poor ventilation, long and persistent working hours, limited employee benefits, and harassment, and all are the ones that seriously impede employee productivity and morale. A study on the workplace and the environment has proposed some factors that affect efficiency, including physical infrastructure, safety standards, employee engagement, and organizational culture. The research also highlights disadvantaged work conditions, such as high turnover rates, absenteeism, and low job satisfaction. It recommends enhancing workplace conditions, such as the stricter implementation of labor laws, updated training, and increased investment in workplace facilities. The conclusion is set by giving the employees a voice in issues they face in their daily activities, so that the organization's environment is improved by their participation in widespread global social and economic areas (Ahmed J. H., 2020).

Key concepts cover the social, psychological, and physical conditions by which employees are influenced. These constraints, such as health and safety measures, guarantee good indoor air quality, fire safety, compliance with work safety standards, an ergonomic workplace, fair and

timely payment, access to bonuses, and social security benefits, all creating employee satisfaction. Observing fair labor practices and providing adequate work breaks can help realize the goal of higher productivity. Access to clean water and the appropriate sanitation facilities is an unavoidable prerequisite to maintaining a favorable environmental habit. Foremost of all, the first step consists of implementing the gender equality system to tackle harassment cases in the workplace. The main points that determine employee performance and motivation include skill level, job satisfaction, and productivity, which contribute to the overall organization's goals through the employees. (Kaniz Farhana, 2022).

The goals include:

- i. Work-life balance
- ii. Adaptability
- iii. Productivity of industry
- iv. Time management
- v. Personal development of employee and employer
- vi. Measurable outcomes

The framework integrates several theories and concepts, including Herzberg's two-factor theory, to analyze the relationship between workplace environment and employee performance in the RMG sector. (Herzberg F. , 2025) (health and motivational factors), Maslow's Hierarchy of Needs (Saul McLeod, 2024) (physiological and safety needs), Social Exchange. This research aims to create a framework to understand the relationship between the workplace environment and employees in the Ready-Made Garment (RMG) sector in a way that allows for practical, usable insights and sustainable strategies. In the RMG sector, most employees are women in Bangladesh, which can be seen as a feminist step aimed at reducing workplace inequalities. (Herzberg F. , 2025).

This journal interview(Huda, 2024) addresses the problems in the RMG sector, such as unethical behavior among staff and employers, including harassment, poor environments, and sanitary issues. It offers the most effective solutions to these problems; by doing so, it can save many workers' lives while simultaneously reducing the impact of climate change on the environment. As a distinct part of the global trade network, such a country should monitor its position and promptly address any shortages and other significant issues that may arise along the way. Improving working conditions and employee welfare is crucial for attracting international customers and becoming more competitive in the global RMG market. The issue of labor rights has gained global attention, particularly since incidents like the Rana Plaza collapse in 2013 have intensified concern. These problems are now more significant to brands and stakeholders, as they aim to prevent further disasters. other disasters happen(Huda, 2024).

1.2 Importance in the Field

The RMG sector in Bangladesh has a workplace environment that is intricately linked with HR professionals, particularly concerning cultural aspects and the understanding that employee performance and culture are critical for effective HR management. In addition to being a significant industry that addresses social injustices and workplace inequalities in wages and labor rights, the Ready-Made Garments sector also involves business managers and trade stakeholders who are entitled to the insights of this research as they develop strategies to enhance workplace conditions, which are paramount to both industrial production and achieving business objectives (Sahed, 2024). Enhanced productivity would be observed in more effective and efficient workers' management systems, improving the garment industry. Such workplace solutions can be of great advantage. (Islam M. A., 2024):

- This can motivate and sustain the productivity advantage of the workforce.
- These fosters accelerated development in the sector's economic domain.
- I cannot stress enough the importance of this in enhancing mental and physical health among the employees.
- Satisfaction among workers is naturally very high.
- Other than this, these methods will tremendously influence the global economy.

The primary focus of this research is workplace and employee performance in Bangladesh. The ready-made clothing sector is renowned worldwide for its clothing production. However, it faces significant environmental and health risks due to varying illiteracy rates among the workforce and related industries. Therefore, this research aims to raise awareness about the facts and procedures that should be considered and followed. Addressing these aspects is essential in any institution, whether in RMG or any other workplace that does not adhere to sanitary and safe practices. Protecting workers from health hazards, reducing the risk of workplace negligence that may impair their health, and maintaining employees' good health in all activities and occupations are ongoing objectives concerning the health of RMG workers (Md Masrour Mowla, 2019).

They should be placed and maintained in an employment environment that suits their physical and mental abilities and receive necessary work-related training. The factory's infrastructure needs improvement to ensure adequate ventilation, lighting, and noise reduction.

Maintain and inspect equipment regularly to minimize operating downtime and prevent accidents. Provide enough room for each employee to

prevent crowding and enhance ergonomics. However, approximately 60.6% of the respondents have worked in their current job for the same number of years. With frequent labor inspections and ensuring social security coverage, very few women (5.2%) have been employed in women's current factories in the private and informal sectors for more than ten years. (Surina, 2024). Efficient systems are being implemented to monitor and regulate hiring and employment practices.

- Enforce effective monitoring and regulatory mechanisms for hiring and employment practices to narrow the gender wage gap.
- This can be done by implementing gender-neutral analytical job classification, evaluation, and periodic pay surveys.
- Eliminating all barriers to trade union formation is required since this can be a key factor in ensuring workers' wages are fairly paid.
- More detailed legislation should also be devised and put into operation to protect women from sexual harassment in the workplace, so following the High Court Division's commands is a must.
- On the same line, the working environment for women in the garment industry will be revealed.
- In contrast, it is expected to propose a list of policy recommendations that can be useful to change their situation.

The fundamental objective of this study is to explore and document in detail the working conditions of women employed in Bangladesh's RMG (Ready-Made Garments) industry. Another important goal is to develop a detailed list of suggestions that must be presented to the government to further improve the working conditions of female workers in the RMG sector. The research utilizes a mainly quantitative method to achieve these goals. To gather data, a questionnaire was developed and distributed to 50 garment workers from 10 factories, with at least five workers from each factory. Factories from various Dhaka zones were randomly

selected, and respondents were specifically chosen based on their accessibility, availability, and willingness to participate. (Selim, 2017).

Dhaka zones	Area	Number of workers	Number of factories
Zone 1	Mirpur-13, Kafrul	10	2
Zone 2	Darus Salam, Shah Ali, Rupnagar	15	3
Zone 3	Ashulia, Savar, EPZ	15	3
Zone 4	Mohakhali, Tejgaon	10	2
	Total	50	10

Table 1: Survey location study Area.

Leave policy is implemented quite differently in different workplaces. A common kind of leave would be a weekly holiday. Most employees are utterly oblivious to their organizations' leave policies. The present study is methodological and contains quantitative analysis within the RMG sector of Bangladesh. The core focus of the research is to investigate and identify the methods and vital factors associated with workplace dynamics. The study then evaluates the positives and negatives of some workplace policies. Their implementation has been suggested as a way for the sector to function better and ease itself from further declines. The present study also focuses on some practical recommendations for managers in the RMG sector for workforce enhancement and the sustainability of business development. (Islam D. N., 2016).

2. LITERATURE REVIEW

A literature review in research is essential because it provides the necessary background information to understand the relevance of the study topic and purpose. Selecting appropriate literature for your research helps concentrate on the research questions and connect the literature theories of the time. Such a review would help guide the research in a broad area, present an understanding of current advances in the subject, and help build a solid literature review. Being an emergent researcher, I have concentrated on key books and related many newspapers, periodicals, and other research articles to make the basis of my study. Bangladesh has the most significant volume of global exports in apparel (RMG). Its revenue growth from RMG exports is stable and sustainable, even amidst innovations in Tex, Beats, and Stylist within the fashion industry markets. This fact is well-known. Bangladesh's garment industry is a crucial economic factor, though it has also been very destructive. Undoubtedly, the production and export of ready-made clothing represent significant achievements that warrant attention regarding Bangladesh's transformation in both social and economic spheres. (Faruque, 2014).

The utility crisis, which encompasses energy shortages, oil deficiencies, an overreliance on imports, inadequate suppliers, labor inefficiencies, high interest rates, and the partial abolishment of the quota system under the MFA Agreement, was a significant issue negatively impacting the Bangladeshi RMG industry.(Ahmad, 2005). This was Hossain's opinion (Hossain, 2019) Believes that removing the quota system and the viability of the RMG business in the global market are the primary challenges facing the Bangladeshi RMG industry. There is an increasing demand for textiles in various markets worldwide, including India. (BGMEA, 2024).

According to Ridwan (Ridwan, 2023), Bangladesh will experience faster economic development due to lower labor costs. The country is still much cheaper than China in this regard, experiencing increases linked to environmental issues. The primary point presented by the sources is that many researchers have chosen to examine the RMG industry through the lens of various phenomena (Sahed, 2024).

Mohiuddin (Mohiuddin Huq, 2023), conducted a complex analysis of the state of affairs in the global market, concentrating on the periods when the MFA was in place and the years after the MFA (Ahmad, 2005). Clark and Kanter (Naila Kabeer, 2003) There is a claim that literacy levels are low among Bangladeshi RMG industry workers. According to them, Bangladeshi RMG workers' productivity is merely a quarter of that of their Chinese counterparts. Bangladesh's RMG industry's productivity levels are not up to international standards. The RMG sector in Bangladesh is confronted with several problems, such as the absence of backward linkages, ineffective labor and seller performance, compliance issues, inadequate infrastructure, and political and economic volatility.

2.1 The Evolution of Garments in Bangladesh

Over the past thirty years, the number of factories in the RMG sector has dramatically increased (Faruque, 2014). The most notable figures include the late "Akhter Mohammad Musa" from Bond Garments, the late "Mohammad Reaz Uddin" from Reaz Garments, "Md. Humayun" from Paris Garments Company, "Engineer Mohammad Fazlul Azim" from Azim Group, and "Major (Retd.) Abdul Mannan" from Sunman Group, who established the first clothing factories across various locations in Bangladesh (Hossain, 2019). The involvement of M Shamsur Rahman of The Style Craft Ltd and others was also crucial in this sector (BIDS, 2023). Consequently, more responsible and dedicated entrepreneurs

founded clothing factories throughout Bangladesh. It has often been agreed that the Bangladesh garment industry can operate without interruptions. The garment sector has firmly secured its position on the global industry stage and has consistently thrived. Among the nine companies involved, Rash Islam and Paris Garments, Jewel Garments emerged as the top performers in Bangladesh. The founder of Reaz Garments commenced operations in Dhaka in 1960 (Reazuddin, 2021) under the brand Reaz Store (BGMEA, 2020). It was not until the early 1970s that the company expanded its market. The export business began when the company was reorganized as M/S Reaz Garments Ltd in 1973, initially supplying men's T-shirts to a company in Paris for 13 million French francs (BGMEA, 2024). Reaz Clothing was the firm that, back in 1978, shipped goods to the United States, generating revenues amounting to 69,000 USD (Reazuddin, 2021). It has often been agreed that the Bangladesh garment industry can operate without interruptions. The garment sector has firmly secured its position on the global industry stage and has consistently thrived. Among the nine companies involved, Rash Islam and Paris Garments, Jewel Garments emerged as the top performers in Bangladesh.

The assertion that in 1983-1984, the sector had 39,001 employees and just a few operational units contrast with the current state. However, the trend has reversed, with the number of RMG units exceeding 6000 in 2012-2013, employing approximately 4.2 million people (Yasmin, 2018). The General Agreement on Tariffs and Trade is a significant factor in this growth, alongside the Bangladeshi government's commitment to favorable policies and an active entrepreneurial strategy (BIDS, 2023; BIDA, 2023). The utility crisis and the stringent regulations concerning unsafe factories were reasons for the decline in industrial growth in 2013-14. Since 1970, there has been significant growth in the textile industry. The surge from 1982 to 1985 represented the peak period for

the textile industry, facilitated by the enforcement of unfair quota restrictions imposed on RMG by buyers in 1985 (Mazumder, 2015). The tile industry was facilitated by the enforcement of unfair quota restrictions imposed on RMG by buyers in 1985 (Mazumder, 2015).

2.2. The Backbone of Bangladesh's Economy

BGMEA states that the RMG industry is the backbone of the Bangladeshi economy and, in this context, the nation's development. The Bangladesh economy has thus far been concerned with the twin sustainability issues in the RMG sector and its growth. This research aims to expose the various aspects of sustainability in this well-known area. Several tools, such as literature reviews, focus group discussions, in-depth interviews, and informal observations, were used to achieve this. (Islam D. N., 2016). The clothes industry in Bangladesh is currently in the middle of a crisis that has led both domestic and global parties to ponder profoundly on the measures to increase occupational safety and the employment criteria within the RMG factories. In addition to restoring the confidence of global buyers and ensuring safety for the nearly five million employees, the company must implement rapid changes like increasing safety measures, doing thorough inspections to monitor whether the proposed measures are being followed, encouraging product innovation, and entering new markets to maintain ethical business practices. By this, the government of Bangladesh would also be involved in responding to those challenges. The US government, the private sector, and BGMEA (BGMEA, 2024), BKMEA, the International Labour Organization, International Buyers, Civil Society, NGOs, and Development partners decided to work together to improve the conditions of the garment factories in the country (BGMEA, 2024).

In the modern world, stakeholders need to work together and coordinate to protect and ensure employees' rights and workplace safety. Training and empowering teams responsible for workers and consumers should double their efforts, specifically when they have the support of the relevant parties involved. Furthermore, the government becomes the principal architect in steering the whole process, along with the other stakeholders in the system. (Ahmed J. H., 2020).

2.3 RMG Industry's Importance in Bangladesh

Requires entering new markets more rationally and neutrally through fair trade policy, taxation, and bonded warehouse schemes; concerted efforts must also be made to attract foreign direct investment, encourage investment, and diversify exports. (Kaniz Farhana, 2022). To ensure the sustainability of the garment sector in Bangladesh, it is crucial to go beyond traditional export markets and explore nontraditional ones in the quest for new customers to rely on. Participation in dishonest deeds among citizens and the foreigners visiting the country is something the government could well regulate or prevent simply by good governance. Peaceful conditions also prevail when there is social stability, i.e., peaceful conditions prevail, which is the minimum prerequisite of sustainable growth, particularly in the RMG sector. The highly labor-intensive garment trade directly gives employment to around two to three million people in Bangladesh, the most significant proportion being women. The RMG segment has been transformed positively and has the country's highest growth rate. However, it still undergoes multiple bottlenecks. (Apel, 2021).

The major problem currently faced in the RMG sector is providing greater job security and better working conditions for millions of garment workers in Bangladesh. The main thing is to prioritize these workers' life

quality and job stability. Some incidents that stressed safety issues in the workplace have caused all interested parties to make necessary moves. Equally, the International Labor Organization (ILO I. L., 2012), together with a good relationship between governments and buyers, is working to improve the working conditions in garment factories. Namely, the new districts of the salary commissions have successfully dealt with the workers' argument that they are not paid enough. Using partners' investments for development, Bhutan has outperformed its opponents in the essential industries of the economy through a slightly shorter total production distribution time. It has been a result of both, which are the increase in gross productivity and the higher special-level rivalry. In simple terms, efficiency is the capability to generate output efficiently by using the least resources. An education process can include many grounds, including the number of companies that can turn raw materials into services and products. (Bergström E, 2016).

The important part in creating employees' productivity is workers' general productivity. The welfare and happiness of the staff, in turn, go along with the existence of the workplace, which has a good environment. Moreover, as the organization moves forward, the good aura of the workplace serves as an agent of the content and well-being of the staff. Multiple benefits come from such a climate. According to the statistical data, the volume of GDP of this industry is 11%, and it is also the primary source, accounting for 80% of the export, which is counted as part of the economy. (Ahmad, 2005). The development of new transportation with the rise of innovations, technology, and consistent support from the government has been the key driving force behind the expansion of the sector's dimension beyond the national boundaries by establishing new trade lines. Such is a result of the fact that the industrial level in the sector has risen very high, leading to the fast expansion of the field.

A practical method of driving factories and organizations forward in the textile industry and other industries is to concentrate on high-quality input to ensure they get their expected output. The breakthrough in the ready-made garment (RMG) segment that was only a good read and now is the reality can happen only if the problems of infrastructure, the problems of being compliance, labor, supplier performance, raw materials, and political stability are solved. This part is considered a success story in the RMG sector, from a detailed explanation of its beginning with historical data to its potential development via current critical points, and a simple and clean way of finding mistakes and solutions. (Ahmed J. H., 2020) (Mostafiz, 2024).

2.4 Clear goals for factory operations

Bangladesh's Bottom line has witnessed a rapid increase (primarily) due to the Ready-Made Garment (RMG) sector in recent years. The RMG industry (both industrial and service sectors) is very dependent on the country, and any negative impact on the industry will worsen the country's overall economic performance. Several factors affect worker performance in Dhaka, Bangladesh's ready-made garment (RMG) industry sector (Mostafiz, 2024).

- A. The history of the RMG industry in Bangladesh is scarce, yet its effect on the economy is enormous.
- B. RMG's economic importance in Bangladesh is enormous. It has increased the country's GDP and employed millions of people.
- C. Bangladesh's RMG sector seems to represent a potential area for growth. However, it may also have disadvantages, such as labor rights and environmental problems.
- D. During the great financial crisis, Bangladesh's RMG and remittance sectors saw only a slight reduction in performance.

The paper provides insight into the presence of the RMG industry in Bangladesh, the current export data, and employee behavior, gender imbalance in labor, pay, working hours, and other factors that might imply people adapt or emigrate to other regions. (Md Masrurul Mowla, 2019). The text, among other things, emphasizes the RMG and remittance sectors' noticeable achievements amid the Great Financial Crisis. The text details the RGM industry in Bangladesh, recent export data, labor productivity by workers, gender-based wage patterns, time allocation, and the following argument, which is why women join the labor market at such a high rate. (Mazumder, 2015). This report will analyze harassment of unskilled workers, whether from management or colleagues. The firm also wants to know if such harassment is the main reason for the high percentage of these cases. The research will also be based on the issue of infrastructure and policies, which will be stressed to help the RMG apparel sector in Bangladesh. It finds that the lack of labor satisfaction in Bangladesh and the low level of RMG workers are the main reasons for the management's underdevelopment of women and men involved. (BGMEA, 2024) (ILO I. L., 2012).

2.5 Eco-friendly manufacturing and sustainability

The messages of these two incidents that involve the RMG industry are not isolated but are two sides of the same issue that apparel brands, such as those in the Ready-Made Garments (RMG) industry, have to deal with. The moment when these happenings are right now, we see ourselves not only unnerved but also endangered, together with the damages that are sure to affect our companies. The European Union's (ILO, 2017) The Green Deal is a new theme for global trade that is being crafted and implemented. Moving to a greener design compared to the

old grey ones is considered a significant change in the sector. Conversely, many other earth-hosers have rid their necks of such derogatory terms as being the hegemonic construction of a sustainable society, a community needs to illuminate the trajectory, and the city developers would be responsible in a different respect. The latest due diligence regulations are driving all enterprises worldwide to adopt measures that put ecological considerations at the top of the list in their operations. (Samiha, 2024).

In the context of the RMG sector in Bangladesh, nearly every aspect has become a subject of significant global concern. While some efforts have been made to solve environmental problems, there can be no compromise. The RMG sector in Bangladesh has made significant progress and is proud to be a world leader in energy efficiency and environmental concerns. (Taisch, 2012). The four leading players responsible for this are the government, international partners, customers, and suppliers, and all four need to collaborate and act on it at once. (Reazuddin, 2021).

The RMG industry is one of Bangladesh's most popular products and has, as a result, attracted much global attention. Hence, it has become a new defining point in the worldwide arena. There may have been endeavors to eradicate it. However, the environmental issue is something that cannot be negotiated. The garment industry of Bangladesh has seen a significant rise and has thus earned the label of being a green-tech product manufacturer worldwide. We can let others around the globe know about this idea, and innovate and produce new products. (Alain, 2012).

Newness should be the basis of the sustainability journey. New evaporation sources to solve environmental problems are the most significant duty. The innovation strategy made up by the teams is not only a part of numerous and complicated environmental challenges, but also a

demonstration of the development of new technology. There are numerous changes in the shape of new technology, so it is important to declare that technological innovation is significant. That is the green issue; the world is not necessarily kept safe. This road is still full of many obstacles to moving towards green technologies and practices that are environmentally friendly. It is also important to hedge against risks and be a model, which is the purpose, while keeping up with the green industry, and through mutually beneficial collective efforts. (Yasmin, 2018).

A joint effort will create the possibility of spreading efforts to the most probable areas of success, identifying those without sufficient resources, and formulating strategies to overcome these bottlenecks. The challenge, however, still relates to countries' policies and development paths. The effort that can make a difference for Bangladesh is local but globalized action. It cannot be denied that it draws benefits here as well as a lot of challenges. Building international partnerships is a necessity. These ties will enable communities to fight illegal fishing in the first stride toward saving marine ecosystems. The mining sector is a field with various opportunities and challenges. Thus, it is crucial to cautiously examine the possibility of building international ties. In this way, the people can be the voice for greener, eco-friendly technologies and procedures, and ensure that developing nations like Bangladesh are not behind in the global effort of cutting down carbon emissions. (Sahed, 2024).

2.6 Bangladesh's RMG sector progresses

The Bangladeshi ready-made garment (RMG) sector is an area of evolution that needs various critical considerations. The Robotic Industry Control (RMC) has contributed considerably to Bangladesh's GDP and employment, which is an indispensable sector. (Ahmad, 2005). There is an increasing demand for the RMG industry to be more environmentally

friendly and adopt sustainable practices. Companies in the RMG sector could achieve these objectives using the circularity indicators, which contain standardized data for evaluating and reporting the company's environmental performance. (Begum, 2000). By using circularity, businesses can increase their competitiveness in the global market and add value at a global level. Elevating the level of commitment to climate finance is the most crucial step in making the RMG industry sustainable. The policy backing for the transition to circular practices and subsequent sustainable development proves vital for the wide acceptance of circularity across all sectors. If COP29 happens, it can even be that the problems will hamper Bangladesh's environmental strategy; hence, the government would provide the manufacturers in the RMG industry with the necessary stimuli to give up the linear and embrace circularity. (Mostafiz, 2024).

2.7 Conceptual Models

2.7.1 Two-Factor Theory of Motivation

Herzberg's theory of two-factor states that satisfaction and dissatisfaction found in employees are complements to how much they participate. This theory insists that a person is principally motivated by intrinsically fulfilling things such as achievement, type of job, growth, recognition, creativity, freedom, responsibility, opportunities for learning, and ethical values. They would not even get overly satisfied with the job not fully meeting their needs, but they would not be depressed. Hence, job security, salary, relations, working environment, company policies, management authority, job variety, and opportunities for promotion are all of fundamental importance for someone to consider. They are the most

basic, *ceteris paribus*; without them, a worker will never feel satisfied, and content will be happy. (Herzberg F. , 2025).

The company has demonstrated its ability to motivate and supervise employees, including job security, income, working conditions, supervisory relationships, peer dynamics, incentives, management communication, training, health, stress management, safety, and other factors. Moreover, a fair and reasonable wage package is essential. They did not limit themselves to one firm but also visited other companies such as Cambodia Textile Mills, located near Coimbatore, Murugan Mills, Saradha Mills, Sugana Textile Mills, and Jagannath Textile Industries (Bergström E, 2016). However, they discovered some vital aspects, namely, the most important consideration in the business environment: ensuring that staff members are engaged in their jobs, which leads to increased productivity. One aspect of a good motivation program is to exceed merely fulfilling the elementary requirements and serve as a means of cultivating employees' loyalty to the organization. The company's benefits significantly affect employees' livelihoods and serve as a driving force for work performance. Such methods include rewarding employees through a salary increment, which creates satisfaction on the job, leading to the referral of similar potential employees. Most organizations are doing this to reap the fruits of performance excellence from all their workplaces. (Herzberg F. I., 1972).

Satisfaction is attained through fulfillment and the following facilities, ranging from work satisfaction to growth, change, freedom, and different forms. Also, factors linked with hygiene, such as ethical standards, accountability, and recognition, make people feel like they have a good job. Satisfactory salary, career advancement opportunities, employment security, good relationships with colleagues and superiors, clarity in duties, and skill variety all decrease the neediness of work. (Brommels, 2020).

They are found driving alliances with various sectors, i.e., automotive, academic consulting, dining, hospitality, transportation, trade, and lodging. Additionally, they propose alluring remuneration, job opportunities, and a highly convenient working environment. The cleanliness facets encompass management direction, the work environment, interpersonal relationships, health care benefits, and job security. (Herzberg F. I., 1972). This research divides these domains into categories to detect the leading factors motivating employee performance. Past research proves that internal and external perspectives influence workers' motives and conduct. (Herzberg F. I., 1972) (Herzberg F. I., 1982).

2.7.2 Foundation of Theory

Herzberg's motivation-hygiene theory, also known as the two-factor motivation theory, is a comprehensive framework that addresses all aspects of job satisfaction and dissatisfaction. The distinction between these two facets, which can cause job satisfaction or dissatisfaction in individuals, even within the same person, highlights how workers perceive their duties at work. These issues relate to workforce satisfaction, individual growth, and self-actualization. (Herzberg F. I., 1972) (Herzberg F. I., 1957).

While far from the only major theory of job satisfaction, the two-factor motivation theory was truly revered by management tradition. Job satisfaction depends on motivators and hygiene, the two factors represented in layperson terms by the two-factor theory. Additionally, the two-factor theory of motivation- the dual-factor theory- remains a widely accepted model in job satisfaction research. It is acknowledged as influential and serves as a guide to understanding how work experiences can be fulfilling, emphasizing the importance of motivating and hygiene factors in the workplace. (Herzberg F. I., 1982).

2.8 Motivators and Satisfaction Factors

Herzberg and others studied what needed to be done to improve job satisfaction. (Herzberg F. , 2025). However, Herzberg has a different perspective, and he believes that there are some motivating and hygiene factors, which, when available to the employees, lead to a satisfying and rewarding job. In his original writing, Herzberg brings out fourteen motivational and hygiene factors that are usually not mentioned in scientific literature as significant. Herzberg's example is the factors that Herzberg considers, including the salary, opportunities for promotions, successes, failures, etc "The job should allow for growth and personal fulfillment". In this regard, Herzberg said that these motivators are inherent in the work and give the most job satisfaction. (Herzberg F. I., 1957) (Herzberg F. I., 1982).

2.8.1 Advancement

Herzberg (Herzberg F. I., 1957) Believed that the rise was the vertical transaction of an individual promotion; thus, reward reception is also part of being an outstanding worker. In contrast, continuing the job without any alterations suggests a static career or even the start of a downturn.

2.8.2 Operating Techniques

The jobs of all people are such that they can provide either joy or suffering. Descriptions of the surroundings and the nature of the work can cause or enhance happiness and satisfaction at the worksite. Meaningful work assignments coupled with friendly peer relationships will produce a healthy workplace free of COVID-19 cunningly handling employees, who will feel safe and fulfilled. The opposite will occur if the work consists of mind-numbing, repetitive tasks, leading to miserable employees. (Herzberg F. I., 1982).

2.8.3 Opportunity for growth

The foundation of self-actualization theory also shifts from the concept of self-realization within the workplace. It is figuratively said that workers can actualize their job positions and embark on their path of personal development, or both, which makes them stand out as an invaluable part of the organization. The appreciation and reward on the side of the employees should inevitably buy their complete participation, which eventually satisfies the feeling of self-accomplishment (Herzberg F. , 2025).

2.8.4 Recognition

Recognition is a way to reach out to employees and awaken the human aspect of corporate culture. Let us start with the act of consideration itself. It is realizing an employee's value to a company and choosing to respect (Herzberg F. , 2025).

2.8.5 Achievement

Successful experiences include reaching a complex task well-timed, dealing with an issue at work, or seeing good fruits emerge from one's work. Conversely, some adverse consequences include failing to get a pay raise or acting incorrectly in a job situation. (Md Masrurul Mowla, 2019)

2.9 Key motivators are

The two-factor theory, also known as Hygiene-Motivation Theory, according to the so-called Herzbergian hypothesis, asserts that motivation and hygiene are related but independent of each other. Suggests that a person at work finds satisfaction and dissatisfaction through two different sets of factors, each with its respective variables (Herzberg F. I.,

1982). This theory challenges the traditional belief that job dissatisfaction and satisfaction go hand in hand. In a classic study by Herzberg and colleagues, fourteen job satisfaction characteristic variables were tested and categorized into hygiene factors and motivators. (Herzberg F. , 2025). Hygiene factors decrease job dissatisfaction to some extent, and motivators are the ones that raise job satisfaction. The two-factor theory remains a cornerstone in popular management theory and research techniques. (Herzberg F. I., 1957).

2.9.1 Hygiene Factors

The principle of Hygiene factors is that they are extrinsic elements. The most outstanding factor is usually incorrectly quoted, but these factors cause dissatisfaction, which is insufficient for high satisfaction. (Herzberg F. I., 1982). The inadequate or spoiled condition of hygiene factors results in distraction, anguish, and a feeling of boredom among the employees. (Herzberg F. , 2025).

The variables that reduce satisfaction with work are referred to as hygiene factors. Herzberg, Mausner, and Snyderman defined the word hygiene. (Herzberg F. I., 1959). They defined it as "medical hygiene operates to remove health hazards from the environment." Furthermore, Herzberg claims that hygiene factors are external to work and are "a desire to avoid unpleasantness." Contextual elements such as interpersonal relationships, pay, business regulations, administration, relationships with supervisors, and working situations are more likely to be related to hygiene characteristics than the job's content (Kaniz Farhana, 2022).

2.9.2 Salary

Compensation, positively, consists of money increases, both not given and given. It also includes any pay raises that are either refused or supported. (Kaniz Farhana, 2022).

2.9.2 Policies and administration

The administration and policy of the organization consist of several important components. Those components are the simplicity or complexity of the management and organization's rules, regulations, and procedures. For instance, unclear rules and procedures, as well as communication and the delegation of authority, cause many issues. These factors can lead to employee dissatisfaction. (Kaniz Farhana, 2022).

2.10 Exploring the Stages of Human Motivation

According to the theory, individuals' desires are influenced by how they satisfy their needs, and Maslow's theory (Maslow, 2025) of motivation suggests that basic needs must be met before all others. Along the vertical hierarchy, the most important goal is morality. Maslow's demand hierarchy is the most commonly used model in enterprise meetings, focusing on human behavior and labor issues. Maslow's 5-step development model provides clear information about the stages of needs and wants that form the hierarchy of needs (Maslow, 2025). These stages, ranging from simple needs to more complex and technical ones, are all described in the model. Maslow emphasized the importance of addressing the lower stages before moving to the upper ones. These classifications are based on new philosophies and tend to coincide (Azad, 2014). A person's main motive shifts to higher stages after the lower ones have been satisfied, but they may still focus on the lower stages of the hierarchy. Additionally, as people increase their energy level while focusing

on the higher level, the lower level becomes their secondary focus (Maslow, 2025; Kaniz Farhana, 2022).

2.10.1 Safety Regulations

Tolerance for danger and disorder is an inseparable part of our daily lives, and its level is called security. Order and safety are the ground or the firm foundation of an individual's shield against the unpredictable nature of the surroundings. The modern world is full of ways to ensure safety compliance, so we must be responsible for ensuring safety to have a secure and harmonious environment. Precautionary measures might be set up against weather-related fatal threats, injuries, and diseases that might occur, and people may be facilitated with medical consent forms (Maslow, 2025). If you are financially insecure, you may be hindered from success in this world since you might not be able to survive and achieve your goals. One of the solutions for clean financial security entails realizing the necessity of budgeting, having a fixed, regular income, and landing a secure job. Mastery of correct investment ideas is fundamental to optimum financial success. (Azad, 2014).

2.10.2 Need Connection and Affection

When entering from the bottom levels, employment in the HR department only leads to employees experiencing more pressure, requiring them to provide care and mutual understanding. (Kaniz Farhana, 2022). It is a stage in the hierarchy where employees are part of the group and have a very tight connection with others. It establishes the symbolism of true joy, feelings of companionship, and an atmosphere of love. The central aspect is the feeling of oneness that executive management should enjoy while discharging their duties, which is being close to the staff and the ability to give and receive affection. (Maslow, 2025). The terrible outcomes of those misfortunes are ignored or not appropriately treated in work carried out in the company's corridors. A group of hearts

was scattered over a circle to depict the unmet needs of love in a human relationship with another person. To be happy at work and in society, a person must first be recognized and appreciated by his or her colleagues. This is fundamental (Sahed, 2024).

2.10.3 Homage Needs

According to Maslow's Hierarchy of Needs, the fourth most important need is self-respect, which is central to being in the hierarchy (Maslow, 2025). Self-respect is the need to appear as they feel about themselves, with the perception of being treated with respect, prestige, and acknowledgment. Such issues are related to one's sense of self-worth. An example of self-realization is a wise man in worship, attired in the robes of effulgence that represent the person's desire to grow in the faith after fulfilling the love and belonging need. Kings and queens are admired and seen as powerful members of society. (Brommels, 2020).

2.10.4 Self-Actualization Needs

When the time comes when an individual has met all his/her basic needs and reaches the top of the hierarchy of human needs, they will recognize themselves as having a very high potential. Such people are called "self-actualizers," known as having merely some particular abilities. On the other hand, according to the concept of self-actualization, the image of an individual that is completely satisfied with him/herself is the one that is playing (Kaniz Farhana, 2022). To a great extent, the term 'happiness' will represent the highest achievement a truly evolved individual would manage to reach. Collectively, the research that the Government conducted to ascertain the viewpoint from 2023 to 2024 as part of CEEIP successfully backs it up and allows for further discussion (Sahed, 2024).

2.11 Major challenges confronting

Too many unfortunate events could have been avoided if the necessary rules, procedures, and protocols had been established. These measures would include a comprehensive safety check of the buildings, well-trained firefighters, and easily accessible fire exits. In industrialized countries, workplace health and safety standards are pretty high. Such protection is ensured through the adoption of regulations and the establishment of standard procedures. Additionally, equipment with advanced ergonomics, immediate emergency medical treatment, and technical monitoring systems are integral components. Many workers return to work without further delays or restrictions after receiving medical treatment for a work-related illness or injury (Sahed, 2024).

The workforce in underdeveloped countries such as Bangladesh often does not get the required attention, thereby making them more prone to occupational medicine-related diseases. In these countries, primary care is usually of poor quality and is mainly the public sector's responsibility. This situation means workers have minimal choices other than to seek help from advertising occupational medicine or through related healthcare. The manufacturing industry significantly contributes to Bangladesh's economic development by providing the most significant number of jobs and earnings from foreign exports. Reportedly, only 80% of all the country's garment exports involve the fashion sector, whose future is guarded by tremendous expansion due to the decline of China's participation. The challenges in the apparel industry are the low wages paid, the lack of trade unions, and nepotism, whereby government policies are influenced by wealthy and powerful individuals who are primarily in control of the industry. (Chowdhury, 2023). (Sahed, 2024).

Discontentment, born with the long-suffering people of the garment, has led their colleagues to the streets, protesting against many issues, ranging from low wages, a benefit-less existence, and health and safety haz-

ards, which is a serious issue for the health and well-being of the workers. This peace disruption resulted from public protests, which have turned into violent uprisings, destroying some factories. It is worth mentioning that Bangladesh's ready-made garment (RMG) industry has been highly rejected because it has established a controlled and misused workforce in the absence of adequate regulations on health and safety in the workplace, programs, and policies for laborers, which has caused poor economic conditions. (Chowdhury, 2023).

The possible physical risks the workforce faces include creating musculoskeletal and cognitive abnormalities through such media of exposure as inhaling noxious substances due to the lousy ventilation systems and the improper use of workers' protective equipment. As a rule, a persistent squatting position in the labor roles leads to problems with the joints and disorders with the spine, which is detrimental to the workers' health and thus, their general well-being. Unfortunately, there is a scarcity of data related to garment workers, particularly in developing countries where poverty is rampant, like Bangladesh, which exacerbates the apprehension of the infestation. Available statistics emphasize the number of injuries and visits to the emergency department, and there are hardly any statistics on the garment workers worldwide. (Takmina Kamal, 2018).

Preventive practice execution might not always be the most recommended course after a thorough exposure survey has been carried out. This study should encompass some of the workplace variables such as occupation, department, exposure level, shift work, duration of the shift, overtime, flexibility of the work time, fire drilling, local healthcare availability, and factory location. On the other hand, the study should also take workers social status into account, for instance, their age, gender, level of education, family composition, and income level the family, and other factors like disease and holiday leave regulations, management

approach, medical coverage, injury lawsuits, and evacuation procedures will be approached. Failure to include these things in the survey can cause researchers not to get enough data to determine the most important properties and risk factors that cause these adverse health conditions. (Prosanjit, 2015).

2.12 Gaps in Current Research

Researchers have thoroughly investigated the workplace environment and employee performance in the RMG sector, yet several significant issues remain unaddressed. Early studies primarily focused on labor market concerns, human rights, and health and safety in the workplace. However, limited research exists on the psychological and environmental stressors affecting employee well-being and productivity in Bangladesh's RMG sector (Berik, 2020). In contrast, workplace safety is emphasized while less attention is given to the influence of organizational culture and job satisfaction on employee performance (Begum, 2000). While prior research has highlighted the significance of wage structure, labor conditions, and working environments, there is insufficient evidence regarding the effectiveness of formal mentoring programs in enhancing productivity and reducing occupational hazards. Consequently, most employees in the RMG sector in Bangladesh have only received on-the-job training and lack formal education. The divide between formal education and industry requirements is becoming an issue for the growing manufacturing and digital industries, as they struggle to absorb an inadequately trained workforce. One likely scenario is that there will be no industry-related training on the latest production techniques for workers who find it challenging to keep pace with industry developments. As a result, there could be a marked decline in their productivity potential alongside a looming job loss due to possible technical displacement. The full advantages of digitalization and automation concerning

productivity and employee well-being remain untapped. Although the economic aspects of automation have been studied, little attention has been given to employee security, psychological well-being, and happiness. On the one hand, automated systems can alleviate physical strains; on the other, they will enhance safety in working conditions. However, this will only be possible if workers receive proper training to address technological challenges. Establishing the link between technical skills training and workplace productivity is vital to ensure that the RMG industry transitions toward a digital economy that benefits its workforce. (Naila Kabeer, 2003).

Additionally, a big part of the current literature fails to cover all angles of gender discrepancies and their effects on the workplace, such as working conditions or their possible influence on employee productivity. For example, disregarding intersections with gender-related challenges, focusing on female labor force participation, particularly mental health and long-term career growth issues within the RMG sector. (Naila Kabeer, 2003). On the other hand, while somewhat recent writings on labor unions talk about the just assumption toward better working conditions, the balancing act in productivity was not discussed (Mohammad Hayatun Nabi, 2023). The existence of voids in current approaches underscores the need for more sustainable plans that incorporate all aspects of employee well-being and productivity. The investigators want to fill these gaps by doing a multi-dimensional assessment of workplace environment factors, such as the following: psychological stressors, gender disparities, and technological advancements, which are not commonly included in the traditional focus on wages and labor rights. Contrary to previous research, our study will adopt a holistic view, analyze the relationship between leadership styles, corporate culture, and employee motivation, and assess existing labor policies (Begum, 2000). By exploring these unattended angles, the study will promulgate recom-

mendations for policymakers and stakeholders to upgrade the work ecosystem and employee performance in the RMG sector in Bangladesh. Moreover, the forthcoming research will use qualitative and quantitative methods to assess skills and offer grounded recommendations to policymakers, factory owners, and industry stakeholders for implementing sustainable workforce strategies in the RMG sector in Bangladesh. (Naila Kabear, 2003).

2.13 Adequate infrastructure

About 76.1% of workers state that they have an opportunity to participate in specific organizations or committees at work. Additionally, 16.3% of workers doubt whether they exist in their workplaces. However, OSH's most frequent background committee is the participation committee (OSH, 2017). Trade unions are rare; they are not the most widespread in this neglected area of workers' associations. Most women at different job places hardly know or are hardly members of the existing organizations and committees in their workplaces. More specifically, only one in ten women workers is a member of such organizations. Workers who do not conflict with the authorities to address work-related issues or concerns make up 75.7% of the population. On the other hand, approximately one-fifth of the women workers suffer from such conflicts, about 21.8% (Tarzid, 2024). Most female employees, 70.6%, work in the stitch industry. Conversely, women working in knit factories account for 30% of the workforce, while those in composite factories make up 9.4% (Omar S. R., 2023).

2.14 Operating Conditions

The Employment Contract is elaborate, but there are some deficiencies in labor relations and legal aspects of employment. These violations reflect the 39.7% workforce increase, representing approximately one-third of the employees. (Tarzid, 2024).

- I. Appointments to these employees will be 60.3%. Most members, approximately 71% of the workers, did not maintain service books as required.
- II. The same is true for women: for every five female workers, only three received their salary slips. Furthermore, a small proportion of the workers (9.8%) did not carry their identity and attendance cards to the dedicated production unit near the apparel factory area, so they were reported as absent, although alive.

2.15 Salaries and Benefits

Approximately 17% of the employees are sometimes unpaid for their overtime work. The pay package sanctioned for an RMG (Ready-Made Garments) worker in Bangladesh is as follows: For the unqualified garment workers, the minimum wage includes fringe benefits, which add up to Tk 12,500 or \$113.6. Among others, there has been a 56.25% increment in the base salary on a 5-point basis. An entry-level non-specialized worker (Mohiuddin Huq, 2023).

In reality, not many ladies have gotten the correct information on overtime compensation, as two out of three are unaware of the process. The concern about the growth of monthly salaries and the impact on the costs associated with the cutting and making freight on board categories is the apparel manufacturing industry. It has been an issue in the apparel manufacturing industry and a concern for the company's management and the experts. Shorthornes, Rosa, and D.D.Duy (Omar S. R., 2023). According to him, these will affect the cost of garment production

in areas such as cutting and fabric production, thus becoming part of the total cost. Doing so entails producing the first, stooping to sew or stitch, and finishing at the final stages. A few key figures in the fashion industry have aired their views on the subject and firmly believe this will result in a 4-5% hike in apparel prices above their FOB value. Moreover, the Director of the BGMEA and the managing director of the Mohammadi Group predict that in the beginning, the CM cost of the garments is projected to soar at a rate ranging from 7 to 10% (Mohiuddin Huq, 2023).

2.16 Work Policy

Holiday periods and local laws permit the breach of international treaties. A massive population of 63% of the company's employees mostly manage to conduct 10-hour shifts every day. (BGMEA, 2024). Only a few workers, about one in three, have to work more than ten hours. The workers put an overwhelming 96% of them to work extra hours every week. Consequently, overwork becomes necessary for 87% of the staff as time passes. (TDS, 2024). Nearly 96% of the labor force in Australia is likely to go for the idea of getting extra benefits through overtime. An outstanding 97.8% of the staff confirmed the protection of the fire department on the basis that they work at the company. Conversely, 14% claimed their workplaces do not have the practiced emergency action plans. 25% of the employees are not trained in risk management and accident prevention, an area that needs to be focused on (ILO T. I., 2022).

2.16.1 Work and Leave Regulations

2.16.1.1 Daytime

According to the labor codes, RMG employees can work a maximum of 8 hours, possibly up to 10 hours per day if section 108 is followed. Other special regulations the company makes must be recorded in the overtime registrar. The employer shall double the rate agreed upon with the basic salary and the expense allowance, in the case of overtime, to the employees according to twice their normal wage. (BGMEA, 2024).

2.16.1.2 Weekly hours

According to the new law, a worker can work for 48 hours. After the worker works overtime, they can get 60 hours, but the worker is required to strictly adhere to the provisions of section 108 of the laws. However, it must also be kept in mind that a worker may, on an average weekly basis, work for more than 56 hours in a year. Moreover, the new law may include the possibility of a farmer's exemption (if the government deems it a required step). (BGMEA, 2024).

2.16.1.3 Weekly Holiday Regulations

Every factory worker is entitled to one weekly holiday under Section 103 of the Labor Provision. (ILO I. L., 2012). Infringement of the Labor Agreement Amendment Act: Section 125 of the Labor Statutes 2006 applies in court if one party initiates a lawsuit against another. (BIDA, 2023).

2.16.1.4 Current legislation allows deductions

Fines under section 25 (ILO I. L., 2012). In simple terms, a penalty is imposed when an underage worker is employed. This means the worker will incur a fine of up to 10% of their earnings, regardless of whether the penalty applies to a specific month.

2.16.1.5 Failure to Report

Dedication for loss or damage to property entrusted to a worker's care. Section 103 of the Labor Act Code outlines that every factory worker is entitled to one weekly holiday. (ILO I. L., 2012).

2.17 RMG industry experience

In my experience, women in the RMG industry most typically possess job experience between five and ten years. It has been reported that 37% of the surveyed women had two or three years of work experience. Women were fewer than men, but four out of five had been employed for seven to ten years. Of the respondents, fourteen percent are female employees with over 10 years of RMG experience. (Omar S. R., 2023).

2.11 Cancellation

This unit offers a detailed composition of literature and societal organizations that address the nature of gender inequality and labor rights in the RMG association in Bangladesh. It presents the connection between different factors to outline the framework that will be used for interpreting the results obtained in the research. The concepts of labor rights and workplace policies have been at the forefront of the ongoing dialogue, stressing the RMG sector's systemic imbalance that poor working environments, wage differentials, and gender inequalities have exacerbated. The literature has characterized the role of workplace committees as male-dominated because structural barriers limit women's participation. Moreover, the research shows that informal work arrangements and job insecurity are closely interrelated, as informal work hampers a positive relationship between the employer and employee and is more likely to be exploited.

The study has brought in two important theories, namely, industrial relations theory and labor market segmentation theory, for further discussion. Industrial relations theory shows how the relations among employers, employees, and labor institutions can be maintained by formulating workplace policy. Labor market segmentation theory describes the segregation problems that not only introduce but also maintain gender pay inequity and thus slow the process of advancement. Previously existing literature has been argued to be of primary importance for cross-linking labor market relations and the political economy of knowledge production.

Additionally, the research suggests that women do not join workplace committees primarily because of sociocultural and institutional factors. The study emphasizes the importance of connections such as workplace committees, job contracts, working hours, overtime pay administration, gender biases, and profit sharing in the work environment, with gender inequality as the ultimate result.

3. RESEARCH METHODOLOGY

3.1 Research Design

Research methodology, in particular, involves developing a strategy to tackle a specific problematic aspect of this sector. It gives a detailed account of how the investigation is conducted. Without question, the research methodology concept comprises a set of protocols that are the nuts and bolts for research scientists to describe, interpret, and predict a particular phenomenon. Moreover, it investigates how to source the information. (Runger, 2014). The primary aim is to specify the plan of the investigation. This method is intended to collect information to identify and analyze a specific problem or challenge, thereby strengthening decision-making in business. The research methods consist of surveys, expert interviews, examining papers, and drawing from other reliable sources of information. Research methodology is the scientific investigation of the research process. It is the organized and checkable manner of solution which, in the first place, is a study of the search process. (Huda, 2024).

3.2 Survey Area

This study took place among male and female RMG workers currently employed in Dhaka City, in two export processing zones: Dhaka Zone 1 (Mirpur-13, Kafrul, Vasantek), Zone 2 (Darus Salam, Shah Ali, and Rupnagar), and Zone 3 (Ashulia, Savar, EPZ) Zone 4 (Mohakhali, Tejgaon) located in big cities in Bangladesh where the majority of the RMG factories are situated.

3.3 Quantitative research

Three methodologies were used in this kind of study. These methodologies are inquiry, which is a specific type of research category. Methods like a vivid story or detailed observation can help the quantitative data analysis inform the researcher about the background. (Warren, 2025). For example, the research or psychology specialist is in a position to clearly understand and analyze why individuals are engaged in particular activities, and the attitudes and emotions towards them are studied using the quantitative investigation methodology. The dripping of data types has various purposes, such as creating new hypotheses and exploring different perspectives on the matter at hand. It also assists marketing choices by aiding the data collection process. The method consists of several components included in the study area, such as surveys, expert statements, published literature, and other materials from the same time frame. (Hashemi, 2021).

3.4 Selected method

Quantitative methods are suitable for collecting structured data through standardized questionnaires, ensuring that people's answers are comparable. This approach lets a person deal with the most suitable statistical tools, such as multiple linear regression and t-tests, which are helpful for the research to find which variable is the most influential among the variables affecting the subjects' productivity. Indeed, Descriptive statistics report the statistical data, for example, the range, the mode, or the mean, representing the workers' consensus. In contrast, inferential statistics result in the decision to be extracted from the basic data, which can be applied anywhere.

Reliability was evaluated by Cronbach's Alpha, which measures the consistency of the survey's items. One of the primary differences theoretically in favor of qualitative methods is that decision-makers can use the former to prove their points in areas such as factory managers, the illegal actions of the government, and the business stakeholders, but only temporarily, as the initial validation of the study. (Neuman, 2014). The quantitative approach confirms the author's decision for a given research method more than it helps in conducting the research; simultaneously, it creates more transparent and quantifiable findings.

A careful choice to conduct survey research came from the fact that, in addition to saving time and money, it could still give an excellent estimate of the whole sample extracted in the study. This also confirms that the quantitative research designs were practical, as the study that aimed to quantitatively investigate and measure the work environment that positively affects the employees' performance satisfaction was the most valid one. (W G Zikmund, 2013).

3.5 Quantitative investigation

Good-quality research of this type is usually carried out in multiple ways, such as triangulation, a combination of survey practice, interviews, and observations, alongside quantitative methods such as experiments. This research is also further involved in other methods of other kinds. (Abdulhakeem, 2022). It emphasizes the validity of the quantitative method, which aligns with the article's overall argument. The context of such studies contradicts the common belief that stirs controversy; it represents a thorough pursuit of truth, not merely a superficial generalization.

3.6 Objective Measurement

Focus on measurable variables to reduce subjective interpretations.

Servay Data Variables:

- I. Independent Variables: Safety at Work, physical conditions, interpersonal relationships, wages.
- II. Dependent Variable: Employee performance (productivity, attendance, and satisfaction).

The dataset containing condition ratings and productivity from Factory 10 RMG is essential to these findings. Productivity is represented as a percentage, and these condition ratings are utilized to assess the productivity levels of the factories:

Respondent Factors	Safety at Work (1-5)	Ventilation + Lighting (1-5)	Wage Satisfaction (1-5)	Field Productivity (%)	After Productivity (%)
1	3	2	4	70	75.31
2	1	4	5	65	69.54
3	4	4	3	80	84.84
4	3	2	1	75	80.37
5	2	3	4	77	81.58
6	4	5	5	88	92.69
7	1	3	2	83	87.59

8	5	3	4	74	79.72
9	2	2	1	73	78.11
10	4	4	5	81	85.51

Table No. 2: Condition ratings and corresponding productivity work contain data surveys of 10 RMG garments.

3.7 Calculations and Formulas

Prediction Formula: Productivity is calculated using linear regression for each data point. (Gujarati, 2009) (Montgomery, 2021) (Andrew F. Siegel, 2022):

$$\mathbf{Productivity} = 70.28 + (0.20 * \{\text{Workplace Safety}\}) + (4.34 * \{\text{Lighting \& Ventilation}\}) - (1.07 * \{\text{Wages Satisfaction}\})$$

Respondent Table data 1 Calculation:

Workplace Safety = 3,

Lighting & Ventilation = 2,

Wages Satisfaction = 4,

Variables dictation:

Retention: Expected base productivity is 70.31, assuming all independent variables: safety at work, ventilation and lighting, and wage satisfaction. (Islam M. R., 2023).

Safety at Work (0.20): To keep the other variables constant, for Safety at Work from 2 to 3 hours, a one-unit increase corresponds to a 0.20% rise in productivity. (Zohar, 2000).

Lighting + Ventilation (4.34): Each unit increase in both ventilation and lighting increases productivity by 4.34%. (Patil, 2017).

Wage Satisfaction (-1.07): For every percentage point increase in wage satisfaction, productivity declines by 1.07%. Wage Satisfaction Coefficient. (Islam M. R., 2023)

This inverse coefficient may suggest additional influencing factors and complex, linear interactions for Respondent 1.

Productivity = $70.31 + (0.20 * \{\text{Workplace Safety}\}) + (4.34 * \{\text{Lighting \& Ventilation}\}) - (1.07 * \{\text{Wages Satisfaction}\})$

Productivity= $70.31+(0.20 \times 3) + (4.34 \times 2) - (1.07 \times 4)$

$=70.31+0.6+8.68-4.28$

Productivity =75.31%

Productivity After Improvements

If we increase by 1 point, we will get a gain in Productivity

Workplace Safety = 4,

Lighting & Ventilation = 3,

Wages Satisfaction = 5:

Improved Productivity

$=70.31+(0.20 \times 4)+(4.34 \times 3)-(1.07 \times 5)$

$$= 70.31 + (0.20 * 4) + (4.34 * 3) - (1.07 * 5)$$

Improved Productivity =78.78%.

Gain in Productivity

Gain=78.78–75.31=3.47%.

Gain =3.47%.

Residual Calculation:

Residual = Actual Productivity - Predicted Productivity

Residual=70%–75.31%

Residual =–5.31%

3.8 Validity

The survey questions examined workplace safety, lighting, ventilation, and wage satisfaction. HR managers and industrial psychologists strongly supported the view that the items in the questionnaire thoroughly addressed essential employment factors, and validity was high. The analysis revealed a strong positive correlation between workplace safety and productivity ($r = 0.33$, $p < 0.05$). (Field, 2013). This also means that the correlation between lighting, ventilation, and productivity was moderately positive ($r = 0.49$, $p < 0.05$) (Field, 2013). At the same time, the correlation between wage satisfaction and dissatisfaction and productivity was weak ($r = 0.37$, $p < 0.05$) (Field, 2013). Finally, the overall findings demonstrate face validity. Although the study engaged millions of RMG workers, it is evident that larger samples are essential for achieving full generalizability. The demographic characteristics, including age, in-house experience, and working conditions, were

compared to national RMG sector data. The sample adequately represents RMG workers, though increasing the numbers would enhance the external validity issue. (Gujarati, 2009) (Field, 2013).

3.9 Reliability

Cronbach's alpha quantifies item consistency and accuracy. To consider a scale reliable, the acceptable Cronbach's alpha coefficient must exceed 0.60. In this research, Cronbach's alpha was 0.652, demonstrating the scale's reliability (Field, 2013)..

4. RESULTS ANALYSIS

A total of 10 factory respondents completed the survey, with 50 workers selected. The collected data were analyzed using Exploratory Factor Analysis, a standard method in social sciences. The job satisfaction of garment workers in Bangladesh was analyzed to identify the factors influencing it. After reviewing the literature, two job satisfaction-related variables at the workplace were identified. These variables were categorized as Workplace Safety (rated from 1 to 5) as the independent variable and Productivity (ranging from 64% to 100%) as the dependent variable. Lighting and ventilation were identified as key factors in workspace productivity; I can suggest some upgrades on a scale of 1 to 5. The criteria for adjustment are judged successful via the productivity of workers, which increased by 4.34%. The results reveal that workers are better in an employee-friendly environment. The study has shown that for every one-point increase in factors that go with job satisfaction, workforce efficiency improved by 3.47%, viewing factory performance as the more substantial factor attributed to wage satisfaction at a 1% significance level $p=0.01$ with working conditions.

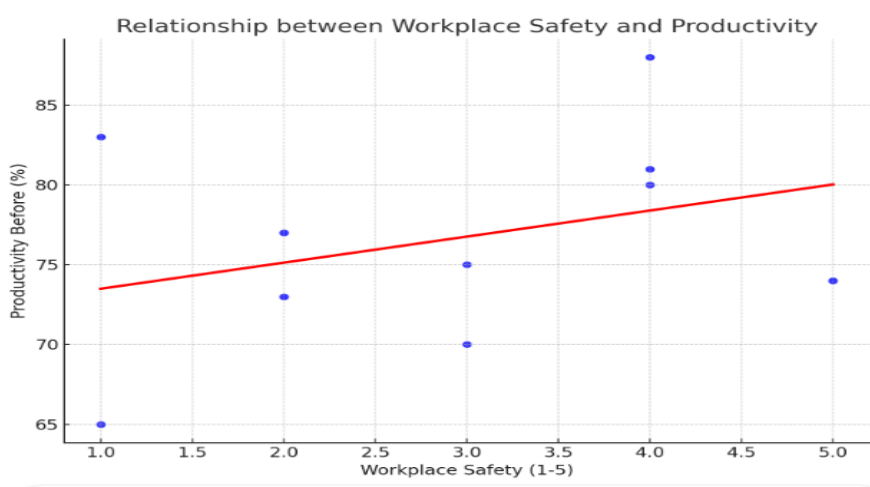


Figure 2: The relationship between Workplace Safety vs. Productivity.

The survey indicated that wage satisfaction contributes to a safe environment and enhances job satisfaction, resulting in a 75.31% increase in productivity. Safety in the workplace and productivity must go hand in hand since the labor safety scores for any workplace directly correlate with productivity levels. Each blue dot plotted on that visual represents a data point. The red-colored straight line on the graph denotes a linear regression trend line validating a positive correlation. This correlation indicates that when there is a significant increase in productivity growth, this is often associated with an increase in safety in the workplace. The investigation's findings exhibit a substantial correlation with increased workplace safety, which directly relates to increased productivity and augurs well for advancement in this area. A marginal increase of workplace safety ratings by 11 points was considered cost-efficient when translated into productivity gains of 0.20%. The bar chart for Workplace Safety Moderate scored around 3.0 out of 5, indicating that the safety measures and the subsequent rise in productivity positively impacted the workers. The study uncovered a negative relationship between wage satisfaction and job productivity. This adverse relationship suggests that every 1.07% decrease in productivity can be attributed to reduced wage satisfaction. According to the comparison benchmark, the standard level is 70.31% (Islam M. R., 2023). The findings are better. The analyses also concluded that the relationships between the determinants of job satisfaction are interrelated in terms of their importance and effects on the overall job satisfaction of RMG workers in Bangladesh.

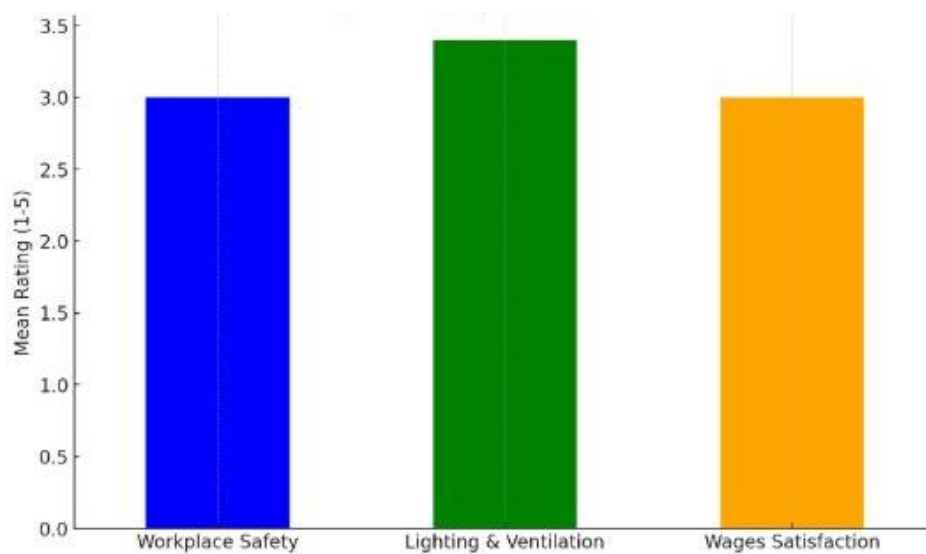


Figure 3: Workplace Safety Environment

Several factors significantly influence job satisfaction in the RMG industry, including job security, training, supervisor behavior, and working conditions. From the survey, businesses that involve job security, training, supervisor behavior, and working conditions were rated higher than monetary aspects like pay, bonuses, and incentives, which received lower ratings. The organization must revise its strategy to improve economic efficiency, well-being, and safety in the RMG industry. Therefore, the relationship between job confirmation and workplace establishment in Bangladeshi RMG industries is closely tied to overall employee satisfaction.

4.1 Hypothesis Testing

A paired t-test will evaluate the significance of performance growth before and after considering factors related to the working environment. Regarding data sets, a paired t-test compares the means of two related

groups and determines whether a statistically significant difference exists between them. (Field, 2013).

In Step 1, the experiment aims to determine if modifying the work environment has enhanced work efficiency.

The Null Hypothesis (H_0): It suggests that the mean difference in productivity, before and after the modifications, is zero, that is, no change. In contrast to it,

Alternative Hypothesis (H_1) states that the average difference in productivity before and after improvement is more significant than zero. Thus, there is an increase.

In the second step, the objective is to measure individual labor productivity gains. To calculate this, future productivity levels are compared with previously recorded ones. From this, one can distinguish rises and falls in each worker's productivity output.

$$d_1 = \text{Productivity After} - \text{Productivity Before}$$

Then, we will compute the mean difference (\bar{d}) and the standard deviation of the differences (s_d).

Step 3: Testing perfume

Testing: The T statistic for a paired t-test calculation (Runger, 2014) (Gujarati, 2009):

T-test calculation:

$$t = \frac{\bar{d}}{s_d/\sqrt{n}}$$

Where,

\bar{d} = **Mean of differences**

s_d = **standard deviation of the difference**

n = number of pairs (n=10)

Step 3: Results

- **Mean difference (\bar{d}) = 4.93**
- **Standard deviation of differences (s_d) = 0.43**
- **t-statistic = 36.64**
- **p-value (2.08×10^{-11})**

The productivity before the modifications averaged 76.6% of the baseline. Subsequently, the average productivity after the changes peaked at 81.53%. These differences indicate that the average productivity increase per period was 4.92%. Applying the paired t-test yielded a t-statistic of 36.64 and a p-value of 2.08×10^{-11} . The obtained p-value (2.08×10^{-11}) compared to the standard significance level of 0.05 (Runger, 2014). The null hypothesis itself is a very definite case of rejection, with evidence that is very powerful in pointing to a provable increase in spoken productivity.

Step 4: If the p-value $< .05$, then the hypothesis will be rejected. This decision shows that there is indeed a statistically significant growth in productivity as a result of changes in workplace conditions.

Research consistently demonstrates a strong connection between employee productivity and improved working conditions. Safety measures that work best because of their more recent environmental regulations remain improvable regarding building ventilation and lighting, with newer ideas about using natural light. Further, just wage regulations can

motivate higher worker performance. It can improve workplace empowerment capabilities linked to employee performance and justify the respective organization's enhanced prosperity.

5. RECOMMENDATIONS

The study "The Workplace Environment and Employee Performance in the Readymade Garments (RMG) Sector of Bangladesh" has produced several suggestions for improving efficacy and a good working atmosphere. The present recommendations are based on field surveys, descriptive analysis, and multiple linear regression modeling used to provide quantitative data sources. Four broad areas of improvement were identified: safety in the workplace, ventilation, lighting, wages, and job satisfaction. Usage of safety in the workplace determines employee productivity reasonably, thus pointing out that safety conditions and productivity levels are positively related to each other, which is confirmed by regression analysis, in which good safety practices correspond with higher output. To this end, investment has to be made by RMG factories in adopting necessary safety equipment like fire exits, emergency alarms, fire extinguishers, and first aid kits. Management is also encouraged to institute regular safety training, which allows workers to manage emergencies effectively, providing a safety-oriented culture that protects workers, builds confidence, and lessens absenteeism in ensuring ongoing commitment. Hours went by, and there was no improvement.

Everything from the quality of ventilation to the quality of light has been classified as a key determinant of productivity. Poor air circulation and inadequate lighting make employees feel discomfort and insecure, which naturally takes away their focus and effectiveness at work. The factory authorities should cure these infirmities through circulation, fans or windows, and energy-efficient lighting fixtures. Cleaning lamps to ensure illumination on the work floor is a vital activity. The lighting and ventilation coefficient of the model stood at +4.34, implying high productivity.

Low investment in these changes can yield considerable increments in employee performance. The research articulates a moderate negative association between wage satisfaction and the regression model coefficient, which indicates that lower satisfaction levels relate to decreased performance. In this regard, employers should make an effort to provide fair and timely performance evaluations that reflect on the work carried out by employees and conform to industry standards. Also, providing performance-based incentives and bonuses can serve as additional motivational tools. This can work well in conjunction with regularly reviewing salaries and transparent policies of remuneration in the organization to elicit trust and satisfaction among employees.

Prominence has grown recently for the switch from manual HR decisions to data-driven ones. This transition is made visible by regression models and reliability tests like Cronbach's Alpha, both of which help make educated and user-friendly decisions. The Labor Ministry in Bangladesh and BGMEA would be kind enough to implement labor laws, while the NGOs and international labor rights groups should further bolster the compliance audits. A series of periodic or continuous training programs on safety, rights, and productivity would work to improve the situation. Establishing worker committees where employees can raise concerns about conditions or policy is also extremely important.

6. CONCLUSION

The most crucial thrust, therefore, of the present research is to signal noise about the importance of physical workplaces for employee performance in the Ready-Made Garments sector from Bangladesh. The research uses quantitative findings from Herzberg's Two-Factor Theory, Maslow's Hierarchy of Needs, and the JD-R Model to generate valuable, empirical, actionable insights. The study also examined how specific constructs in the workplace environment influence employee performance in the RMG sector in Bangladesh. Well-structured surveys were employed to gather data on the aspects of a workplace, such as safety, ventilation, lighting, and fulfillment from pay. We will use linear regression methods, data analysis, and t-tests to determine the possible effects of those workplace characteristics on attaining the performance level in efficiency. The research project examines the relationship between the workplace environment and employee performance in Bangladesh's RMG industry.

The reliability of the data is further reinforced by the statistical analysis of the survey instrument, where satisfactory values of Cronbach's Alpha support the data and its conclusions. The data-driven approach utilized in this study is an excellent demonstration of how contemporary research can serve as a consulting tool for decision-makers in the industry, allowing for assessing and improving present workplace practices. However, the research has certain limitations because of the small sample and geographic scope. On the positive side, however, the need for change within labor-intensive industries is being understood. In the future, the stakeholders should advocate for and put in place compliant yet proactive policies that protect workers. Improving the garment industry, which has a significant role in Bangladesh's economy and global trade, with a healthier, safer, and fairer work environment is ethically essential to improve long-term productivity and competitiveness. These

factors provide a good reason for the academic submission of the research. It is a practical guide for factory owners, industry leaders, and authorities focused on sustainable growth and individual development in the RMG sector. Optimizing the workspace to boost performance will rejuvenate the garment industry and generate mutual benefits for all stakeholders.

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Appendix 1

Field Survey Questions

1. I feel safe at my workplace.

(a) 1 = strongly disagree

(b) 2 = disagree

(c) 3 = neutral

(d) 4 = Agree

(e) 5 = Absolutely agree.

2. The lighting and ventilation in my workplace are good enough.

(a) 1 = strongly disagree

(b) 2 = disagree

(c) 3 = neutral

(d) 4 = Agree

(e) 5 = Absolutely agree.

3. I deal with discomfort whilst working due to heating or inefficient air circulation.

(a) 1 = strongly disagree

(b) 2 = disagree

(c) 3 = neutral

(d) 4 = Agree

(e) 5 = Absolutely agree.

4. I am comfortable with my pay in regard to my current workload.

(a) 1 = strongly disagree

(b) 2 = disagree

(c) 3 = neutral

(d) 4 = Agree

(e) 5 = Absolutely agree.

5. Work conditions- safety, ventilation, and wages- affect productivity.

(a) 1 = strongly disagree

(b) 2 = disagree

(c) 3 = neutral

(d) 4 = Agree

(e) 5 = Absolutely agree.

6. Safety measures are offered sufficiently; for instance; fire exits, emergency drills, and first aid kits.

(a) 1 = strongly disagree

(b) 2 = disagree

(c) 3 = neutral

(d) 4 = Agree

(e) 5 = Absolutely agree.

7. Lighting and ventilation encourage a very productive working environment at my workplace.

(a) 1 = strongly disagree

(b) 2 = disagree

(c) 3 = neutral

(d) 4 = Agree

(e) 5 = Absolutely agree.

8. I do receive bonuses or incentives for good performance.

(a) 1 = strongly disagree

(b) 2 = disagree

(c) 3 = neutral

(d) 4 = Agree

(e) 5 = Absolutely agree.

9. I am satisfied with the overall nature of work in my factory.

(a) 1 = strongly disagree

(b) 2 = disagree

(c) 3 = neutral

(d) 4 = Agree

(e) 5 = Absolutely agree.

10. My salary and job satisfaction encourage me to work harder.

(a) 1 = strongly disagree

(b) 2 = disagree

(c) 3 = neutral

(d) 4 = Agree

(e) 5 = Absolutely agree.

11. On average, an ordinary workday leaves me exhausted due to inadequate working conditions.

(a) 1 = strongly disagree

(b) 2 = disagree

(c) 3 = neutral

(d) 4 = Agree

(e) 5 = Absolutely agree.

12. Improvements to the work environment, such as safety, ventilation, and wages, would motivate me to work better.

(a) 1 = strongly disagree

