Internship Report

on

The State of Industrial Relations in the Garments Industry of Bangladesh: A Case Study on Ha-Meem Group

Submitted by:

Md. Abdul Kaium

ID: BBA1901016081

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management (HRM)

Semester: Summer-2025

Submitted to:

Department of Business Administration

Sonargaon University (SU)

Submitted for the partial fulfillment of the degree of Bachelor of Business Administration (BBA)



Sonargaon University (SU)

147/I, Green Road, Tejgaon, Dhaka-1215, Bangladesh.

Date of Submission: 30 August, 2025

Internship Report

on

The State of Industrial Relations in the Garments Industry of Bangladesh: A Case Study on Ha-Meem Group.

Submitted by:

Md. Abdul Kaium

ID: BBA1901016081

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management (HRM)

Semester: Summer-2025

Submitted to:

Md. Rasel Hawlader

Assistant Professor

Department of Business Administration

Sonargaon University (SU)



Sonargaon University (SU)

147/I, Green Road, Tejgaon, Dhaka-1215, Bangladesh.

Date of Submission: 30 August, 2025

Letter of Transmittal

To,

Md. Rasel Hawlader

Assistant Professor

Department of Business Administration

Sonargaon University (SU), Dhaka.

Subject: **Submission of Report on "The State of Industrial Relations in the Garments Industry of Bangladesh: A Case Study on Ha-Meem Group."**

Dear Sir,

With due respect, I am submitting my Internship Report on the topic titles as "**The State of Industrial Relations in the Garments Industry of Bangladesh: A Case Study on Ha-Meem Group**" as a part of my BBA program. This is my honor to submit this report of my three-month-long Internship Program in Ha-Meem Group. This report has been prepared to fulfill the requirement of my Internship Program at my assigned organization in Ha-Meem Group. It has been a great learning experience for me to work in the organization and preparing this report by outmost effort. Hence, this has been obvious for me to conduct similar types of studies in the future.

I am thankful to you for your guidance, suggestions, and constructive criticisms during the preparation of this report that only impelled me further into excelling. I genuinely hope that you would enjoy learning about the organization and its operational procedures besides merely evaluating the work based on the grading criteria set for this assignment.

Regards

Sincerely Yours,

_____

Md. Abdul Kaium

ID: BBA1901016081

Department of Business Administration,

Sonargaon University (SU)

Letter of Authorization

I, Mr. Md. Rasel Hawlader, Assistant Professor, Department of Business Administration, Sonargaon University (SU) hereby certify that the Report work entitled as " **The State of Industrial Relations in the Garments Industry of Bangladesh: A Case Study on Ha-Meem Group**" has been prepared by **Md. Abdul Kaium**, ID: **BBA1901016081**, Department of Business Administration, Sonargaon University (SU) and submitted as a requirement for the partial fulfillment for the degree of the Bachelor of Business Administration (BBA) with major in HRM. To the best of my knowledge, the above-mentioned work has been conducted by the student himself. Any option and/or suggestion made in this study are entirely that of the author of this report.

The report is an original work and prepared as a partial requirement of the degree the Bachelor of Business Administration (BBA).

Sincerely Yours,

_____

Md. Rasel Hawlader

Assistant Professor

Department of Business Administration

Sonargaon University (SU)

Student's Declaration

This is Md. Abdul Kaium, a student of Bachelor of Business Administration (BBA), ID: BBA1901016081 from Sonargaon University (SU) would like to solemnly declaration here that this report on "**The State of Industrial Relations in the Garments Industry of Bangladesh: A Case Study on Ha-Meem Group**" has been authentically prepared by me under supervisor of Md. Rasel Hawlader, Assistant Professor, Department of Business Administration, Sonargaon University.

I didn't breach any copyright act internationally. I am further declaring that I did not submit this report anywhere for the awarding of any degree, diploma, or certificate.

Sincerely Yours,

_____

Md. Abdul Kaium

ID: BBA1901016081

Department of Business Administration,

Sonargaon University (SU)

Acknowledgement

First and foremost, I want to express my heartfelt thanks to my supervisor, Md. Rasel Hawlader, Assistant Professor at the Department of Business Administration, Sonargaon University (SU), for his unwavering support and guidance throughout this report. His expertise in Human Resource Management and his insightful feedback have been invaluable in helping me complete this case study on the " **The State of Industrial Relations in the Garments Industry of Bangladesh: A Case Study on Ha-Meem Group**."

I would also like to extend my gratitude to all the faculty members of the Department of Business Administration at **Sonargaon University**. Their continuous support and encouragement have created an environment where learning truly thrives. A special thanks to **Ha-Meem Group** for graciously providing me with the necessary resources and access to vital information that made this study possible. Your cooperation and transparency have been crucial in helping me gain real-world insights.

Lastly, I want to thank my family, friends, and classmates for their endless encouragement and motivation. Their support has been a constant source of strength and inspiration throughout this journey.

With sincere appreciation,

Md. Abdul Kaium

ID: BBA1901016081

Department of Business Administration,

Sonargaon University (SU)

Executive Summary

The Ready-Made Garment (RMG) sector in Bangladesh, a cornerstone of the national economy, continues to grapple with persistent challenges in its industrial relations landscape. This report provides a comprehensive analysis of these dynamics, focusing specifically on Hameem Group, a major player within the industry. The findings reveal a complex and often contentious environment characterized by recurring labor disputes, significant safety deficiencies, and systemic issues related to compensation and worker representation. Hameem Group's history is marked by frequent industrial unrest, including violent protests, factory closures, and mass terminations, which underscore a fundamental tension in labor-management relations.The analysis indicates that while a comprehensive legal framework for industrial relations exists in Bangladesh, its practical effectiveness is often hindered by weak enforcement and a prevailing power imbalance that favors management and global brands. Hameem Group's human resource practices, particularly concerning wages, training, and grievance mechanisms, appear to contribute to worker dissatisfaction, often compelling employees to resort to disruptive actions due to a perceived lack of effective formal channels for redress. Safety concerns, tragically highlighted by past incidents within the group, also remain a critical area of concern. The report concludes with a series of recommendations aimed at fostering more stable, equitable, and compliant industrial relations within Hameem Group and, by extension, offering a pathway for broader industry improvement. These recommendations emphasize enhancing social dialogue, strengthening safety protocols, ensuring fair compensation, and promoting genuine worker representation to build a more sustainable and harmonious labor environment.

Table of contents

Sl No.	Name of Contents	Page no.
	Letter of Transmittal	i
	Letter of Authorization	ii
	Student's Declaration	iii
	Acknowledgement	iv
	Executive Summary	v
	Chapter One: Introduction	1-5
1.1	Introduction	2
1.2	Objectives of the Study	3
1.3	Methodology of the Study	4
1.4	Limitations of the Study	5
	Chapter Two: Literature Review	6-10
2.1	Literature Review	7
	Chapter Three: Profile of the Organization	11-18
3.1	Company Overview	12
3.2	Vision	12
3.3	Mission	12
3.4	Objectives of Ha-Meem Group	13
3.5	Board of Directors	13
3.6	Scale and Scope of Operations	13
3.7	Products and Global Market Reach	14
3.8	Workforce and Employment Impact	14
3.9	SWOT analysis of Ha-Meem Group	15
3.10	Historical Overview of Industrial Relations within Ha-Meem Group	16
	Chapter Four: Internship Responsibilities	19-22
4.1	Internship Responsibilities	20
	Chapter Five: Analysis of the Study	23-41
5.1	Overview of Industrial Relation in the RMG Industry	23
5.2	Legal and Regulatory Framework at Ha-meem Group	28
5.3	Collective Bargaining in Ha-meem Group	29
5.4	Trade Union and Worker Representation at Ha-meem Group	30
5.5	Labor Management Practices in Ha-meem Group	31
5.6	Labor Dispute and Unrest of Ha-meem Group	33
5.7	Wages, Compensation, and Benefits in Ha-meem Group	34
5.8	Workplace Safety and Health on Ha-meem Group	36

5.9	Impact of Political Instability and Economic Pressures at Ha-meem Group	38
5.10	Broader Human Resource Practices and Their Influence on Industrial Relations in Ha-meem Group	38
	Chapter Six: Findings	42-43
6.1	Findings	43
	Chapter Seven: Recommendations and Conclusion	44-46
7.1	Recommendations	45
7.2	Conclusion	46
	Bibliography	47-48
	Appendix	49

Chapter: One
Introduction

1.1 Introduction

In modern time, the competition in business has become like a big game in the whole world. Quality is the main improved area where companies can improve their competition and also survive. To gain competitive advantage, a company must make changes in productivity and for this the first thing to do is to make a cooperation and relation between workers and managers who are the main partners in production. Companies that are healthy can survive and have the chance to overcome barriers relating to competition but unhealthy firms can get knocked out of the competition due to their internal conflict between labor and management. In an industry, all party like employers, employees, workers, managers, government etc. are concerned with each other. If the company wants to remain free from strike, lock out, and such obstacles, and wants to increase production, profit, and establish industrial peach, then there is no alternative to build a good industrial relation. How the relationship will be at work must be defined and settled by the collective bargaining with each other. If the worker is active and works with full attention, then the management will be satisfied. On the other hand, if the management accepts all the demands of the workers, then the workers will be satisfied. For this, it is necessary to treat workers as human being, not as machine.The modern field of Industrial Relation has been significantly challenged over the last two decades in nearly all countries of the world and has seriously declined in a number because of reducing the severity of labor problems and capital-labor conflict in recent years around the world (Bruce E. Kaufman) but Bangladesh and its readymade garments sector are still suffering from poor industrial relations. So there is no alternative to create good industrial relations to advance the economic prosperity of Bangladesh and create employment by keeping the readymade garment sector healthy. Industrial relations are the relationship between the organization and the workers or between the employer and the employee. This relationship plays a role in maintaining all personal and collective communication with the owner side and the labor side and keeping the production of the organization regular. The relationship is all the more important because it establishes democracy for the workers in the organization, where workers are given the opportunity to express their views openly.

Industrial relations refers to all the rules and practices governing the interaction between mana garment and workers, usually involving collective employee representation and bargaining (Graham & Bennett, 1995). The rules and practices include settling wages and all terms and conditions of workers, resolving disputes and dealing with conflict and implementing a wide range of grievances and disciplinary processes. Good industrial relations are maintained in the interests of both employers and workers by which the society, the country and the whole world are benefited. Good industrial relations create an environment that creates positive attitudes and work motivation n among both workers and employers. As a result, the production of the organization can increase. So such a good relationship must exist between the management and the group of workers on the one hand

and between the management and the individual workers on the other hand No conditions shall be imposed by any organization to develop good industrial relations. Many times, managers have to decide whether to give in to a strike or try to solve the problem by forming a trade union. However, every organization should avoid situations like strikes, work stoppages, lockouts, or boycotts to establish peace in the organization by building good industrial relations .Hence the basic objective of the paper is to explore what factors affect industrial relations in the readymade garments sector of Bangladesh as a whole. The case study method was exploited here.

1.2 Objectives of the Study

Every research work is conducted to achieve some objectives. The primary objective of this report is to fulfill the requirement of the Thesis Paper. The secondary objective of the report is to comprehensively analyze the state of industrial relations within Bangladesh's Ready-Made Garment (RMG) industry, with a specific case study on Hameem Group.

The objectives of this paper are:

- To define and contextualize industrial relations within Bangladesh's RMG sector.
- To examine the historical evolution and economic significance of the RMG industry in Bangladesh.
- To analyze the core components of industrial relations, including legal frameworks, labor management practices, collective bargaining, and dispute resolution mechanisms.
- To identify and discuss persistent challenges in working conditions, such as wages, workplace safety, labor rights, and the impact of political and economic pressures.
- To present a detailed company profile of Hameem Group, including its scale, operations, products, and workforce.
- To analyze the historical overview of industrial relations within Hameem Group, including major labor disputes and their outcomes.
- To examine Hameem Group's human resource practices related to recruitment, training, compensation, and employee welfare.
- To investigate Hameem Group's policies and practices concerning labor rights, freedom of association, and collective bargaining.
- To assess Hameem Group's initiatives and compliance records regarding workplace safety and health standards.

- To identify any specific programs or best practices Hameem Group has implemented to foster positive industrial relations or social dialogue with its workforce.
- To provide actionable recommendations for enhancing industrial relations in Hameem Group and the broader RMG sector.

1.3 Methodology of the Study

To complete this report, a comprehensive research methodology was employed, combining both primary and secondary data sources. The approach was primarily qualitative, focusing on synthesizing existing research and reports to build a holistic understanding of industrial relations in Bangladesh's RMG sector, with a specific focus on Hameem Group.

Data Sources

The information and data for this report have been collected from both Primary Source as well as Secondary Sources, with a greater emphasis on Secondary Sources to provide comprehensive insights.

Primary Source

Primary Sources, in the context of this report, refer to the direct insights derived from the synthesis and analysis of existing research, which serves as the foundational "first-hand" information for this meta-analysis. This includes:

- Analysis of findings from various academic studies and reports on industrial relations in Bangladesh.
- Interpretation of data and observations from case studies within the RMG sector.

Secondary Source

Secondary Sources refer to information that already exists and has been previously used. This report is heavily based on theoretical and practical information gathered from a wide array of secondary sources, including:

- Academic journals and scholarly articles.
- Official publications and reports from government bodies (e.g., Ministry of Labor and Employment), international organizations (e.g., ILO, World Bank), and NGOs.
- Industry reports and analyses from trade associations (e.g., BGMEA, BKMEA).

- Legal documents, including the Bangladesh Labor Act 2006 and Bangladesh Labor Rules 2015.
- News articles and reputable online resources providing current information on the RMG sector.

Data Analysis, Classification, & Presentation

Relevant data for this report has been collected, organized, analyzed, and integrated using a qualitative approach. The analysis involved synthesizing findings from diverse sources to identify patterns, common themes, and critical issues in industrial relations. The report primarily relies on analytical judgment and critical reasoning to interpret the processed data and draw comprehensive conclusions.

1.4 Limitations of the Study

While this report aims to provide a comprehensive analysis of industrial relations in Bangladesh's RMG sector, with a specific case study on Hameem Group, certain inherent limitations impacted the depth and scope of the study:

- **Reliance on Secondary Data:** The report primarily relies on existing secondary data. While efforts were made to use reputable and recent sources, the depth of analysis is constrained by the availability and specificity of published information.
- **Generalizability:** While the report focuses on Hameem Group, the findings may not be universally applicable to all factories or sub-sectors within the industry due to variations in size, management practices, and buyer relationships.
- **Dynamic Nature of the Industry:** The industrial relations landscape in Bangladesh's RMG sector is highly dynamic, influenced by continuous policy changes, economic shifts, and global market demands. The information presented reflects the situation at the time of research and may evolve rapidly.
- **Data Sensitivity:** Information related to labor disputes, wage negotiations, and compliance issues can be sensitive, and complete, unbiased data may not always be publicly available.

Chapter: Two
Literature Review

2.1 Literature Review

Industrial Relations (IR), often interchangeably referred to as Employment Relations (ER), is a field that examines the complex interplay between employers, employees, and the state, particularly within organized industries. Its theoretical underpinnings trace back to the industrial revolution, evolving alongside the advent of mechanized production and the subsequent need to manage the relationship between capital and labor. Different countries have witnessed varied evolutions of participatory management, where democratic norms were either voluntarily adopted or forcibly introduced into labor relations.

In the context of Bangladesh, the industrial relations system is uniquely shaped by a combination of specific labor laws, the practice of collective bargaining, and prevailing social norms. Effective industrial relations are not merely about legal compliance; they are crucial for cultivating harmonious working environments, enhancing productivity, and ensuring adherence to the established labor legal framework.The core legal framework governing industrial relations in Bangladesh is primarily the Bangladesh Labor Act 2006 and the Bangladesh Labor Rules 2015. These foundational documents delineate the rights and responsibilities of both employers and employees, covering aspects such as wages, working conditions, dispute resolution mechanisms, and worker protections. Adherence to these laws is considered crucial for employers to prevent conflicts and foster positive relationships within their workforce.International Labour Organization (2019; 2023) reported that industrial relations (IR) in Bangladesh's RMG sector have improved on structural safety since 2013, yet freedom of association, collective bargaining coverage, and predictable wage-setting remain limited. The ILO emphasizes that periodic wage-board revisions often lag behind inflation, union registration rules deter participation, and dispute-resolution institutions need strengthening to prevent cyclical unrest.

According to the John Dunlop (1958), this is the tripartite model of collective bargaining of having TUs, employers and GAs. Kochan, McKersie & Cappelli (1984) defined IRs as a system of strategic choice, is combined of organizing union, strategic HRM, policies and laws, corporate campaign with workers rights. Kochan et al. (1984) mentioned that the strategic choice theory offered an alternative that stressed decision-making through the group of individuals and communities within organizations, often serving their own interests that dynamically affected the growth of IRs. John Dunlop's paradigm in his IRS (1958) defined the concept of IRs with three actors: unions, employers and the government. Arumugam and Balasundaram (2010) stated that good IRs means industrial peace that is needed for better and higher production.

Industrial relations plays a major role in the establishment and maintenance of industrial democracy (Absar, 2012), and is essential to enhancing productivity in industrial enterprises. Generally, IRs cover the areas such as the role of employers, role of GAs, labor laws, courts, TUs, collective bargaining, grievance handling procedure,

settlement of industrial disputes and etc (Hayman, 2008). IRs influenced by the characteristics of low level of consciousness among the laborers regarding rights such as laws, and trade unionism, high rate of illiteracy of workers, low level of decision-making involvement of workers, high exploitation of workers, government and political interferences, low level of employment, and low labor productivity (Absar, 2012). In addition of John Dunlop, as the importers of finished goods, IBs at present the most impressive actor of IRs in the RMG industry of Bangladesh (Hossain & Arefin, 2015)

Quader, Wazed, Aziz and Mojumder (2013), in their empirical study *Industrial Sickness in Bangladesh*, revealed the potential effectiveness of government policies in controlling industrial sickness. They also suggested reforms to strengthen the policy framework so that problems could be tackled more effectively.

Uddin (2014), in his article *Role of Labor Administration Departments in Protecting Labor Rights: Bangladesh Perspective*, examined the structural and legal weaknesses of Bangladesh's labor administration. He proposed reforms to strengthen the labor department and improve its ability to protect workers' rights.

Ravenswood and Kaine (2015) in their study *The Role of Government in Influencing Labor Conditions Through Procurement of Services* argued that government indirectly shapes employment relationships through procurement policies and purchasing control.

Human Rights Watch (2015; 2022) emphasized that anti-union retaliation, intimidation, and dismissals have historically constrained worker voice. While safety oversight expanded after Rana Plaza, HRW found that fear of reprisal and delays in union registration undermine factory-level social dialogue and make collective bargaining agreements rare in practice.

World Bank (2016) discussed Bangladesh's garments growth within buyer-driven global value chains, noting that intense price competition, short lead times, and thin margins shape management decisions and labor outcomes. The Bank linked productivity upgrading and skill development to better wages and more stable IR, but cautioned that purchasing practices must align with these goals.

Mausumi (2017) in *Role of Government in Promoting Corporate Social Responsibility: Analysis of the Bangladesh RMG Industry* discussed the role of both government and RMG employers in improving workplace safety and CSR practices.

Bangladesh Institute of Labour Studies—BILS (2017; 2022) reported low union density (often <10% in RMG) and practical barriers to registration, particularly outside large, brand-facing factories. BILS also noted differences between EPZ and non-EPZ regimes, where representation mechanisms and legal rights diverge, complicating sector-wide dialogue. Accord on Fire and Building Safety (2018) documented substantial progress in remediation of building, fire, and electrical risks in covered factories. Its successor

framework under the RMG Sustainability Council (RSC, 2021–2023) continued engineering oversight and public tracking, though coverage gaps persist in subcontracting tiers and smaller units where monitoring is harder.

Mausumi (2018) revisited the issue in *Role of Government in Promoting CSR in the Bangladesh RMG Industry*, again focusing on government's regulatory and facilitative role in promoting CSR.

Mausumi and Rahman (2018) in *Impact of Stakeholder Initiatives: Bangladesh Garment Industry* found that government authorities play a significant role in improving overall working conditions and protecting workers' rights in the RMG sector.

Comparative IR studies (2018–2023) suggested that lean/Kaizen programs, transparent pay grids, and skills certification can reduce turnover and disputes when implemented with worker participation. Evidence indicates that productivity gains are most durable—and IR most stable—when workers share in the benefits through wage progression and predictable overtime practices.

Rahman (2019) in *Post-Rana Plaza Responses: Changing Role of the Bangladeshi Government* provided unique insights into how government agencies both fostered and prevented reforms in workplace policies following Rana Plaza, especially in terms of improving labor standards in RMG factories.

Better Work Bangladesh—IFC/ILO (2019; 2022) found that compliance programs coupled with manager–supervisor training, grievance channels, and participation committees can strengthen everyday IR. However, Better Work observed that these mechanisms are most effective when non-retaliation guarantees are credible and when independent worker representation is present.

Clean Clothes Campaign (2019; 2021) discussed persistent living wage gaps and argued that brand purchasing practices —including price, lead time, and payment terms—directly affect the feasibility of raising wages and stabilizing IR. The reports recommend enforceable commitments on responsible purchasing and mechanisms for shared financing of improvements.

Asia Floor Wage Alliance (2019; 2022) emphasized living wage benchmarks for South Asia and argued that without brand-level cost sharing, factories struggle to lift wages above statutory minima. AFWA linked wage insufficiency to recurrent unrest and advocated for binding, enforceable buyer commitments to underpin sustained IR improvements.

Chowdhury and Rahel (2020) in *The Legal Aspect of Industrial Relations Practice in Bangladesh* argued that there is a notable gap between the government's formal legal responsibilities in industrial relations and the actual practices observed in Bangladesh's RMG industry.

European and international due-diligence frameworks (2022–2024) observed that emerging human-rights and environmental standards will increasingly tie market access to demonstrable respect for workers' rights, effective grievance mechanisms, and responsible purchasing. Literature anticipates that these instruments may strengthen incentives for sectoral dialogue and wage progression—if translated into contractual terms and monitored with remedy funding.

COVID-19 era analyses (2020–2021) documented order cancellations, delayed payments, and wage arrears that stressed factory–worker relations. Policy responses—such as payroll support and digital wage payments via MFS—aided stabilization but also exposed the need for resilience in IR, including contingency protocols, social protection linkages, and buyer accountability in crises. Overall, the literature converges on three themes:

(i) safety governance improved markedly under Accord/Alliance frameworks and the RSC;
(ii) worker voice and bargaining remains the core bottleneck due to legal, institutional, and behavioral barriers; and
(iii) purchasing practices upstream shape the feasibility of fair wages and cooperative IR.

Studies consistently recommend coordinated reforms: lowering barriers to unionization, strengthening fast-track labor justice, embedding responsible purchasing in contracts, and scaling gender-responsive management systems to achieve durable, trust-based industrial relations in Bangladesh's garments industry.

Chapter: Three
Profile of the Organization

3.1 Company Overview

"**Ha-Meem Group**" is one of the largest and most diversified conglomerates in Bangladesh, with its headquarters located in Tejgaon Industrial Area, Dhaka. Established in the early 1980s by **Mr. A.K. Azad** and **Mr. Delwar Hossain**, the company has grown into a global leader in the ready-made garments (RMG) industry. Over the past four decades, Ha-Meem has expanded from a modest apparel unit to a vertically integrated enterprise with a strong global footprint.

The Group manages an extensive production network comprising 26 garment factories, 7 washing plants, a state-of-the-art denim mill producing more than 7 million yards of fabric per month, and several spinning, weaving, dyeing, and finishing units. In addition to garments, Ha-Meem has diversified into media and communications (Channel 24 and Daily Samakal), tea estates, packaging, transport, and logistics. This wide portfolio stabilizes revenue streams and positions the Group as one of the most powerful private sector entities in Bangladesh.

Ha-Meem exports to globally renowned retailers, including **H&M, Zara, Mango, Gap, Walmart, Tommy Hilfiger, and JC Penney**, consistently meeting international standards for quality, compliance, and sustainability.

3.2 Vision

The vision of Ha-Meem Group is to maintain its leadership in the apparel industry while expanding its global presence. It seeks to integrate innovation, sustainability, and social responsibility into its operations, thereby contributing positively to Bangladesh's economic growth and enhancing the quality of life for its workforce and stakeholders.

Vision Statement:

"To be a global leader in the garments and textiles industry, committed to sustainability, quality, and innovation, while creating long-term value for stakeholders."

3.3 Mission

Ha-Meem Group's mission is to provide customers with world-class products while ensuring ethical production, worker welfare, and environmental sustainability. Its operations are guided by principles of efficiency, transparency, and continuous improvement.

Mission Statement:

"Our mission is to deliver high-quality apparel to international markets, ensuring worker well-being, sustainable practices, and responsible business operations that benefit both society and the economy."

3.4 Objectives of Ha-Meem Group

The Group has established clear objectives to sustain growth and maintain global competitiveness:

- Quality Assurance and Timely Delivery: To consistently provide top-quality products that meet international standards within stipulated deadlines.
- Vertical Integration: To manage the entire production cycle in-house, thereby reducing lead time and ensuring control over quality and costs.
- Worker Welfare and Empowerment: To prioritize employee well-being through fair wages, healthcare facilities, and training programs.
- Sustainability Commitments: To reduce environmental footprints by investing in eco-friendly washing plants, effluent treatment plants (ETPs), and energy-efficient technologies.
- Global Expansion: To strengthen partnerships with international retailers and explore new markets.

Compliance and Ethical Practices: To adhere to international labor rights conventions, buyer codes of conduct, and Bangladesh's labor laws.

3.5 Board of Directors

- **Chairman:** Mr. A.K. Azad
- **Managing Director:** Mr. Delwar Hossain
- **Board Members:** Senior executives overseeing garment production, textiles, media, and other divisions.

The Board provides strategic direction, oversees policy implementation, and ensures the Group's alignment with international business standards

3.6 Scale and Scope of Operations

At present, Ha-Meem Group owns and operates:

- **26 garment factories** specializing in woven apparel.
- **7 washing plants** equipped with sustainable water treatment technologies.
- **1 state-of-the-art denim mill** producing over **7 million yards of denim fabric per month**.

- **Textile and spinning mills** supplying yarn and fabrics.
- **Printing, embroidery, and packaging facilities**, ensuring complete backward linkage.
- **Media companies**: *Channel 24* (TV) and *Daily Samakal* (newspaper).
- **Tea estates in Sylhet** are producing high-quality tea for domestic and export markets.
- **Transport and logistics divisions** managing shipping and cargo operations.

This diversification allows Ha-Meem Group to minimize dependence on external suppliers and stabilize revenue by engaging in multiple industries beyond RMG.

3.7 Products and Global Market Reach

Ha-Meem Group's product line caters to fast-fashion global retailers, requiring high flexibility, competitive pricing, and compliance with labor standards. Its major products include:

- **Formal Wear:** Shirts, blazers, trousers.
- **Casual Wear:** Polo shirts, chinos, jackets, and shorts.
- **Denim Apparel:** Jeans and jackets.
- **Workwear & Uniforms:** Durable garments for corporate and industrial use.
- **Accessories:** Labels, hang tags, cartons, trims.

Major clients include **H&M, Zara, Mango, Gap, Walmart, JC Penney, Tommy Hilfiger, and Next**. The company is particularly strong in the denim sector, where it competes with top global suppliers from China, Vietnam, and Turkey.

3.8 Workforce and Employment Impact

Ha-Meem Group employs more than 50,000 workers, most of whom are women from rural backgrounds, reflecting the gendered workforce composition of the RMG sector.

Key features of workforce management:

- **Employment Generation:** Offering opportunities to women who otherwise have limited access to formal labor markets.

- **Skill Development Programs:** Training workers in modern sewing, line balancing, and digital production systems.
- **Worker Welfare Initiatives:** Free/subsidized meals, daycare centers, and on-site clinics.
- **Compliance Audits:** Regular inspections by Accord/Alliance, ILO, and global brands.
- **Digital Wage Disbursement:** Through mobile financial services (MFS), promoting financial inclusion.

Despite these improvements, **wage dissatisfaction, limited unionization, and periodic unrest** continue to challenge harmonious industrial relations.

3.9 SWOT Analysis of Ha-Meem Group

Strengths

- Strong brand reputation as one of Bangladesh's top RMG exporters.
- Vertically integrated operations ensuring cost efficiency and quality control.
- Long-term relationships with world-class buyers.
- Large-scale production capacity with modern machinery.
- Commitment to compliance, safety, and sustainability.

Weaknesses

- Limited unionization and weak collective bargaining mechanisms.
- High worker turnover due to wage dissatisfaction.
- Dependence on international buyers, leading to vulnerability to global price pressures.
- Criticism regarding restricted worker voice and occasional labor disputes.

Opportunities

- Expanding into new international markets.
- Leveraging sustainability and CSR initiatives to attract ESG-conscious buyers.
- Growing demand for denim products in global fashion markets.

- Potential to adopt digital technologies (automation, AI in production planning) for efficiency.

Threats

- Intense competition from countries like Vietnam, Cambodia, and India.
- Rising domestic labor costs and frequent wage unrest.
- Changing global trade policies and buyer compliance requirements.

Reputation risks from labor rights controversies.

3.10 Historical Overview of Industrial Relations within Ha-Meem Group

The Early Phase (1980s–2000s): Production First, Workers Later

In the early years of Ha-Meem Group, industrial relations were informal. Workers had little collective voice, and management largely dictated workplace norms. Long working hours, low wages, and poor safety standards were common, reflecting broader practices in Bangladesh's RMG sector at the time.

- No structured grievance mechanisms existed, and disputes were typically resolved by line managers.
- Trade unions were absent due to both restrictive laws and employer resistance.
- Workers' concerns were marginalized, as the main priority was rapid production for export markets.

This period illustrates the cost-driven growth model, where social dialogue and worker rights were secondary to profit and competitiveness.

The 2006 Ashulia Incident: A Defining Turning Point

In 2006, a major wave of labor unrest erupted in Ashulia, where several Ha-Meem Group factories are located. Workers protested over:

- Low wages and irregular payments.
- Unsafe working conditions.
- Lack of job security.

The protests escalated into violent clashes, with widespread property damage and confrontations between workers and security forces. Ha-Meem Group was directly implicated as one of the major factories affected.

This episode was a wake-up call for the Group, signaling that the absence of structured industrial relations could lead to large-scale disruption. It also placed Ha-Meem under the spotlight of international buyers and NGOs, pushing it to gradually adopt more compliance measures.

Post-Rana Plaza (2013–2018): Compliance Era

Although Ha-Meem factories were not part of the Rana Plaza collapse, the tragedy fundamentally reshaped the sector. For Ha-Meem Group, it meant:

- Building and fire safety audits under the Accord and Alliance programs.
- Massive remediation investments, including upgraded electrical systems and evacuation protocols.
- Formation of participation committees mandated by labor law to allow limited worker voice.
- Buyers' strict monitoring, making compliance a precondition for maintaining export orders.

This period marked a transition from informal IR to compliance-driven IR, heavily influenced by external pressure from buyers and international institutions rather than internal reforms.

Unionization Challenges and Worker Voice

Ha-Meem Group, like most large RMG employers, has a complicated relationship with trade unions:

- Workers attempting to form unions often face bureaucratic hurdles in registration.
- Employer resistance and occasional intimidation discourage organizing.
- Instead, management promotes Participation Committees (PCs), which act as consultative forums but lack the independence of trade unions.

As a result, genuine collective bargaining agreements are rare within Ha-Meem factories. This weak union presence means that disputes often spill into the streets in the form of strikes and demonstrations.

Wage-Driven Unrest: 2010, 2018, and 2023

Ha-Meem Group has been repeatedly affected by nationwide wage movements, reflecting the cyclical nature of labor unrest in Bangladesh:

- 2010: Sector-wide protests demanding a raise in the minimum wage, leading to violent incidents around Ha-Meem factories.
- 2018: Workers demanded Tk 16,000 minimum wage, but the government set Tk 8,000, triggering demonstrations. Ha-Meem Group's production was disrupted, and clashes occurred near its Ashulia facilities.
- 2023: Inflation-driven protests saw workers demanding Tk 23,000, while the government fixed Tk 12,500. Ha-Meem was again among the large factories where production was temporarily halted due to unrest.

These events show that Ha-Meem's industrial relations are reactive—changes occur under worker pressure and state intervention rather than proactive social dialogue.

Current Climate of Industrial Relations

Today, Ha-Meem Group presents a mixed picture of progress and challenges:

- Progress: Safer factories, transparent wage payments, medical and welfare facilities, compliance with buyer codes.
- Challenges: Limited freedom of association, wage dissatisfaction, periodic strikes, and management's preference for controlled worker forums over independent unions.

The IR climate is compliance-driven rather than trust-based. While global buyers push Ha-Meem to maintain safety and welfare standards, the development of sustainable, cooperative industrial relations remains limited.

Broader Significance

The case of Ha-Meem Group is illustrative of the entire RMG sector in Bangladesh. It reflects:

- The structural imbalance between global buyers, factory owners, and workers.
- The dependence on compliance frameworks rather than organic labor relations.
- The recurring pattern of wage-driven unrest and reactive reforms.

Chapter: Four
Internship Responsibilities

4.1 Internship Responsibilities

During my internship at **Hameem Group**, I was actively involved in multiple operational and administrative functions. My responsibilities were designed to provide hands-on exposure to industrial operations, human resource management, and workplace dynamics, which enhanced my understanding of industrial relations, organizational practices, and professional skills.

1. Observing and Assisting in Human Resource Management

- Assisted the HR department in maintaining employee records, attendance, and leave management.
- Supported the recruitment team in screening applications, scheduling interviews, and documenting candidate evaluations.
- Participated in employee orientation sessions, helping new hires understand company policies and culture.
- Observed performance evaluation and appraisal processes, learning how feedback and recognition impact employee motivation.

Skills Gained: Record-keeping, communication, understanding HR policies, and employee engagement strategies.

2. Supporting Industrial Relations Activities

- Assisted in tracking labor disputes, grievances, and workplace incidents.
- Supported HR in documenting grievance resolution processes and maintaining transparency in communication.
- Observed collective bargaining meetings and discussions between management and worker representatives.
- Helped in compiling reports on employee satisfaction and workplace morale.

Skills Gained: Conflict resolution, negotiation observation, report writing, understanding workplace policies.

3. Learning and Documenting Workplace Safety Practices

- Monitored safety protocols on production floors, including machinery handling and emergency procedures.
- Assisted in conducting safety audits and checklists.
- Learned about preventive measures for accidents and the importance of compliance with safety standards.

Skills Gained: Workplace safety awareness, compliance understanding, attention to detail, and risk assessment.

4. Assisting in Payroll and Compensation Management

- Supported the HR and finance team in calculating employee salaries, allowances, and incentives.
- Assisted in documenting overtime, leave deductions, and performance-linked bonuses.
- Learned the connection between timely compensation and employee satisfaction.

Skills Gained: Basic payroll management, attention to numerical details, understanding of compensation structure.

5. Participation in Employee Engagement and Development Programs

- Assisted in organizing team-building activities, employee workshops, and recognition events.
- Documented feedback from employees for HR analysis.
- Observed the impact of engagement initiatives on employee motivation and productivity.

Skills Gained: Event coordination, employee relations, communication, and organizational behavior insights.

6. Administrative and Reporting Tasks

- Maintained digital and physical HR files, ensuring systematic record-keeping.
- Prepared daily, weekly, and monthly reports for HR management.
- Assisted in data analysis of employee metrics, including absenteeism, performance trends, and workplace incidents.

Skills Gained: Administrative efficiency, report preparation, analytical thinking, and data management.

7. Learning Organizational Policies and Compliance

- Studied company policies, employee manuals, and labor laws applicable to the workplace.
- Observed the practical application of policies in conflict resolution, workplace safety, and employee welfare.
- Assisted in ensuring compliance with legal and organizational standards.

Skills Gained: Knowledge of labor laws, HR policy application, professional ethics, and compliance monitoring.

Chapter: Five
Analysis of the Study

5.1 Overview of Industrial Relation in the RMG Industry

Industrial relations are an important factor in efforts to achieve company goals. Industrial relations itself involves several parties within the scope of the company's work, where labor is one of the parties involved. Manpower plays an important role in achieving company goals; therefore, workers have the right to receive compensation for the performance given. But over time did not escape from labor problems, where workers often protest against the employer's place to provide unfair welfare and deviations committed by employers against workers who are not in accordance with the provisions of the applicable law in this country.

Cheap labor is the most important factor for the survival of Bangladesh's manufactured garment sector. According to a November 2023 news report, Bangladesh's readymade garment industry is in trouble as thousands of workers take to the streets to demand higher wages. With minimum wage of $75 per month, workers there are demanding now minimum wages of $208. However, the industry has offered $113 on a take-it-or-leave-it-basis. The total labor force of Bangladesh has increased to 73.69 million of which 48.25 million are male while 25.44 million are female, according to the findings of the 1st quarter of the Labor Force Survey 2023. The Bangladesh RMG industry, a leading global apparel sourcing hub, employs more than 4 million workers and contributes 10.35% to the GDP, with a 7% annual growth. In the backdrop of workers grappling with a static BDT 8,000 minimum wage established in 2018, a recent development by the government's wage board turned the workers' anticipation into discontent. As of November 7, 2023, the minimum wage for RMG workers was increased to BDT 12,500. While this adjustment represents a notable improvement, it remains shy of the workers' ambitious call for BDT 23,000. This development led to further protests by RMG workers as they had higher hopes from the government.

Recently, management-worker relations have deteriorated in Bangladesh's readymade garments sector, which has taken programs such as strikes or factory lockouts. Factors that affect industrial relations in the garment sector of Bangladesh ar e some caused by management and some by workers which can have both positive and negative effects on the organization and the country. Among the factors that generally affect industrial relations in Bangladesh and its readymade garments sector are financial satisfactions of the workers, social and psychological satisfaction of them, educational background of workers, production sk ills of workers, leadership style, participation opportunity of workers in decision making etc. There are positive factors on both sides of management and labor that are of their own making in creating good industrial relations. The factors that both parties can take to create a good industrial relationship to their satisfaction are shown in figure 1 below.

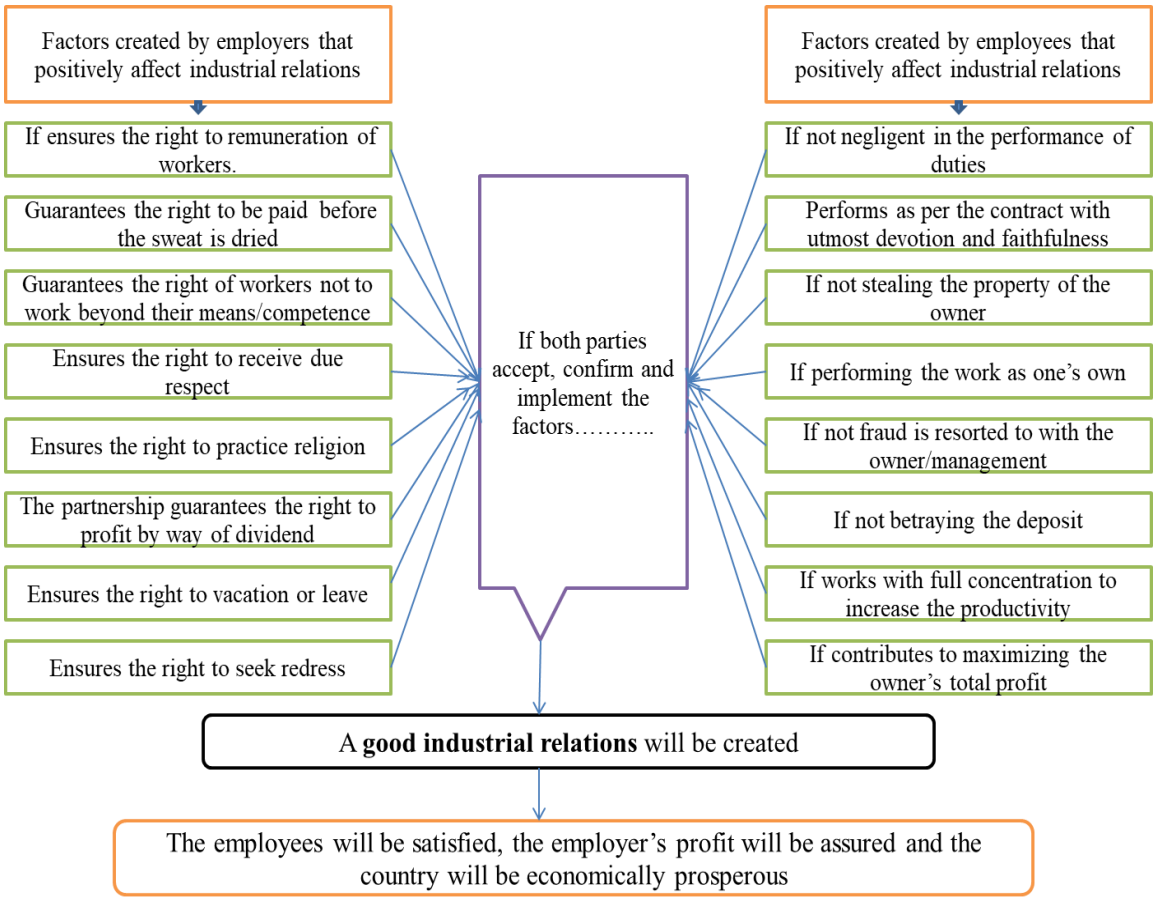


Figure-1: a conceptual framework of factors affecting good industrial relations.

The financial incentives that are associated with the job are one primary ingredient in the process of give and take, and compromise between employers and employees. Such incentives cover primary wages and salaries, various fringe benefits that enter the picture such as overtime pay, bonuses, insurance plans, stock-ownership plans and pension plans.

In order to create and maintain good industrial relations, the organization should create a favorable social and psychological climate for employees who can be implemented by ensuring participative management, grievance redress and two-way communication. Employee participation refers to visual management, communicating with employees through team briefings, their roles in groups such as quality circles and advisory boards.

Trade unions can play an important role in building good industrial relations. A trade union is a collective organization of workers that negotiates with employers to establish workers rights, and all the terms and conditions of work. What is impossible by individual bargaining with the employer is possible through collective leadership through trade unions. Workers feel that they have more bargaining power over employers if they bargain as a group, and employers also feel that in the long run it is more convenient to deal with a group or their representatives than to deal with each individual . The power of trade

unions should be promoted not only to improve workers wages or other benefits but also to make work more meaningful and ensure workers participation (Holley, Jennings, 1994).

There is no substitute for the skills of employers and employees to build sound industrial relations. Resolving grievances, negotiating decisions, avoiding conflicts and dealing with each other in the organizations, all require strategic skills on both sides which need to be acquired through training and development program. Experience is shared among employees through training and development programs that increase understanding among employees in line with history, integrate employees and increase their commitment which smooth's industrial relations.When workers are reasonably educated, it becomes very easy for the management to convince them about the corporate goals and motivate the workers towards these goals. Both workers and employers, if properly educated, can easily understand each other' s needs, which is important for building good industrial relations.Employee satisfaction will affect relationships at the workplace since it directly affects the sense of well-being or belongingness of employees to the organization. As such the behavior pattern of the leaders affects labor relations in an organization. Employees are more likely to leave a job when they are led by a rude and authoritarian supervisor, and if they stay in the job, they report it as poor job quality, job dissatisfaction, and high stress (Dessler, 2005). So, Good leadership helps to ensure that the organization and their jobs continue to exist. People tend to respect persons from whom orders and directions are to be received.

The Bangladesh Labor Act, 2006, consolidates and amends the laws relating to employment of labor, relations between workers and employers, payment of wages and compensation for injuries to workers, and other matters related to labor. After one of the cruelest massacres in history, the collapse of Rana Plaza, including 6 garment factories, in savar on April 24, there was a storm of discussion at home and abroad about the status, safety, quality of life and trade union rights of Bangladeshi workers, especi ally the 4 million garment workers. A worker's workplace safety, job security, fair living, wages, accident compensation, right to trade union etc. are all related to the labor laws of the country. Therefore, in order to establish good industrial relations, employers must ensure these rights of workers in the organization.

Most of the workers in the readymade garment sector of Bangladesh are women whose large part comes from the village and a large part of the male workers also come from far-flung villages that are illiterate or less educated and are subjected to mental abuse by the authority in the institution. In most cases, there exist master-servant relations where the owner or management should consider the worker as a human being which negatively affects industrial relations in Bangladesh.Inadequate facilities and unfavorable work environment reduces the working rate of employees. It is the responsibility of the employer to create a favorable working condition for the workers. But after reviewing the past and present scenario of Bangladesh, it is seen that most garment owners are fail to create a

favorable working environment. The garment workers are deprived from getting facilities such as working hours, additional work wages and other benefits that negatively affect industrial relations.As the job service is the only sources of income of the employees, that's why they always feels insecure and could not give the best of them in the job. The factors for which both employers and employees are responsible that create bad industrial relations are shown in figure 2 below.

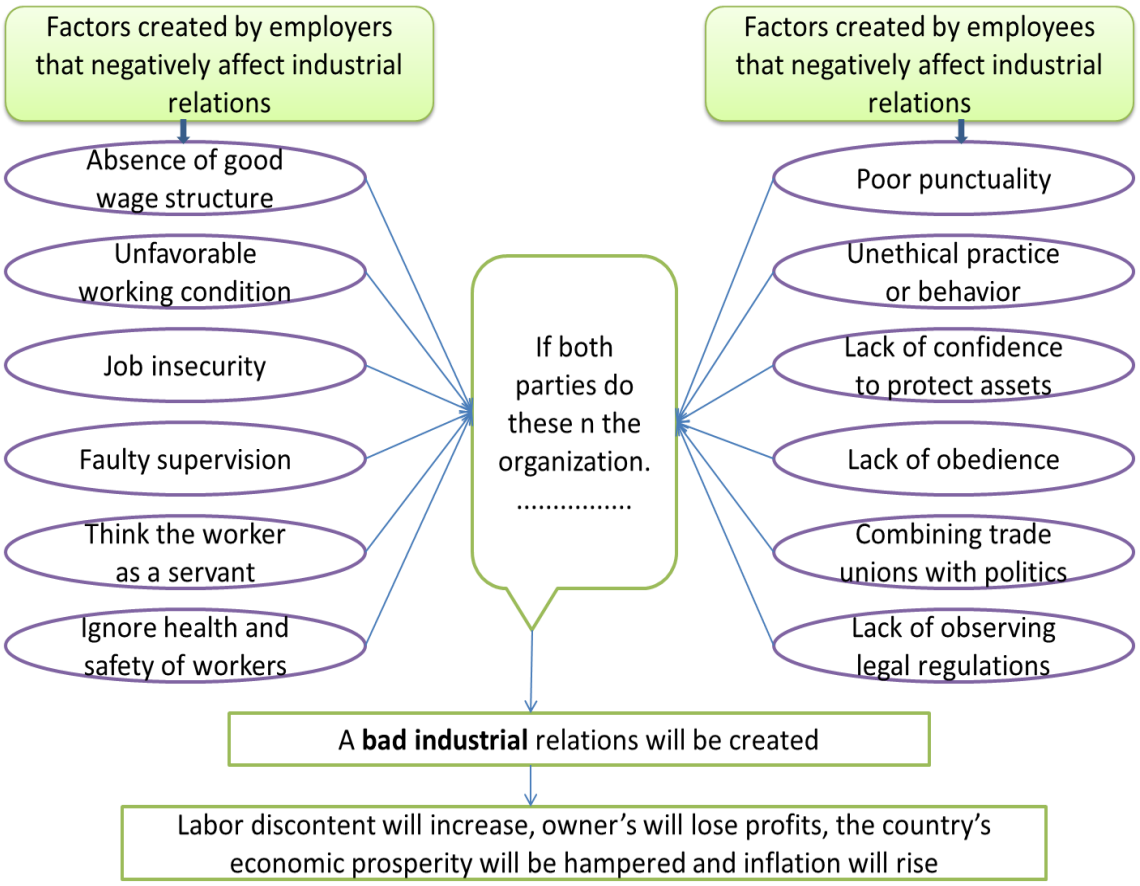


Figure-2: a conceptual framework of factors affecting bad industrial relations

The main problem in Bangladesh is that workers in the garment sector are not actually allowed to form trade unions. In this regard, there may be some kind of link between the owners, government, labor department and administration. Employers and governments are almost always reluctant to accept any legislation regarding trade union rights for workers. Workers are fired, intimidated, falsely accused or arrested, and often forced to leave the area as soon as they are informed of unionization initiatives in factories, which are major obstacles to building good industrial relations.

Bangladesh's garment sector is plagued by the influence of political leaders, which hinders the development of good industrial relations. Political leaders interfere with the personal affair of worker or management only for their own interest. Industrial relations are affected

as corruption and nepotism prevail along with political interference. In many cases the employer excludes the qualified person and entrusts the leadership of the organization to the close relative which leads to dissatisfaction of the workers and creates bad industrial relations.Also some factors negatively affect the industrial relations in Bangladesh which are: most of the garment companies in Bangladesh do not follow labor laws or policies properly, do not follow disciplinary action procedures for worker's mistakes, do not properly supervise the work of workers which creates bad industrial relations.

Industrial relations at Hameem Group are not merely about resolving disputes or managing grievances—they are deeply intertwined with the company's broader human resource (HR) strategies. A well-structured HR framework ensures operational harmony, employee satisfaction, and organizational resilience, ultimately creating an environment where disputes are rare, engagement is high, and collaboration becomes the norm rather than the exception.

5.2 Legal and Regulatory Framework at Ha-meem Group

Industrial relations in Bangladesh are primarily governed by the Bangladesh Labor Act 2006 and the Bangladesh Labor Rules 2015. These foundational legal documents meticulously delineate the rights and responsibilities of both employers and employees, establishing clear standards for wages, working conditions, mechanisms for dispute resolution, and comprehensive worker protections. Adherence to these laws is deemed crucial for employers, as it is expected to prevent conflicts and foster positive relationships within their workforce.

However, despite the existence of a seemingly robust legal framework, the persistence of significant issues in industrial relations suggests a considerable disparity between the legal provisions and their practical implementation or the level of awareness surrounding them. If the laws are indeed comprehensive and well-defined, the continued prevalence of problems such as low wages, unsafe working conditions, and limited trade union activity points to challenges beyond mere legal absence. This indicates that the core issue is not solely the lack of appropriate legislation, but rather systemic problems related to insufficient awareness and enforcement of existing laws. Furthermore, concerns about government corruption 3 and the perceived blurring of lines between the industry and state authority 4 suggest that legal reform alone may be insufficient. Systemic issues concerning governance, accountability, and the prevailing power dynamics within the sector appear to be critical barriers to achieving genuinely effective industrial relations.

- **Primary Laws:** Industrial relations in Bangladesh are governed by the ***Bangladesh Labor Act 2006*** and the ***Bangladesh Labor Rules 2015***. These establish standards for wages, working conditions, dispute resolution, and worker protections.
- **Implementation Gaps:** Despite robust laws, practical enforcement is weak. Issues like low wages, unsafe conditions, and limited union activity persist.

- **Systemic Barriers:**
    - Weak enforcement and lack of awareness.
    - Government corruption and blurred state–industry boundaries.
    - Structural governance and accountability problems that hinder effective industrial relations.

5.3 Collective Bargaining in Ha-meem Group

At Ha-Meem Group, collective bargaining should function as a formal, good-faith negotiation between the factory's recognized Collective Bargaining Agent (CBA) and management—distinct from Participation Committees, which are consultative only—so that everyday needs become enforceable clauses with dates, owners, and follow-through; in practice that means (1) recognition and ground rules (who negotiates, meeting cadence, how minutes are kept), (2) open-book data sharing so talks are real not rhetorical (order book and lead-times, SMVs/OEE and capacity, grade-wise pay grids and payslip anatomy, weekly OT distribution with consent records, incident/near-miss logs, maternity/GBVH stats), (3) a negotiation agenda that locks in the pay architecture (base, grades, allowances, OT premiums), lawful hours/leave with hard OT caps, and life-critical safety standards (unblocked exits, fire detection/suppression, electrical load management, boiler certification, PTW/LOTO, LEV for dust), plus due-process (grievance steps with a ≤15-working-day SLA, fair investigations, anti-retaliation, a "red-button" line-stop for imminent danger without punishment), and (4) implementation mechanics: every clause gets an effective date and an accountable owner, non-confidential terms are posted in plain Bangla (and pocket cards explain pay/leave/OT), supervisors and stewards are trained to apply the contract, and a joint committee meets monthly to monitor delivery and trigger fast conciliation if any clause wobbles; common RMG pain points—fear of reprisals, PC/union confusion, buyer price/lead-time pressure, and over-reliance on OT—are addressed by an enforced non-retaliation pledge, a simple access protocol (meeting windows, notice-board space, modest release time), supervisor coaching on respectful command, and upstream Responsible Purchasing Practice MOUs with key brands (no retro cuts, realistic SMVs and buffers) so capacity-aligned line plans don't default to illegal OT; success is measured with hard KPIs—payslip accuracy, 100% on-time wages, OT within legal caps and genuinely consented, grievance median ≤15 days, evacuation ≤4 minutes/floor, CBA clause completion ≥90% on time, and a falling "silence index" in worker pulses—with a 0–90-day setup (rules, data, access), a 90–180-day bargaining/ratification window, and a 12-month review/reopener so the agreement stays alive and useful.

5.4 Trade Union and Worker Representation at Ha-meem Group

Trade unions in Bangladesh play a crucial role in advocating for workers' rights, particularly in labor-intensive industries like the ready-made garment (RMG) sector. These unions are formed by workers to collectively bargain with employers over wages, working conditions, job security, and other employment-related matters. Governed by the Bangladesh Labor Act of 2006, trade unions must meet specific criteria to be legally recognized—most notably, securing support from at least 30% of a factory's workforce, although recent policy discussions have proposed lowering this threshold to make union formation more accessible. Despite their legal standing, many unions face significant challenges, including bureaucratic delays in registration, resistance from employers, and political interference. In the RMG sector, where over four million workers—mostly women—are employed, unions have been instrumental in pushing for safer working environments, especially after the Rana Plaza disaster in 2013. However, union activity is often constrained in Export Processing Zones (EPZs), where labor laws are more restrictive and union formation is limited. Trade unions in Bangladesh are structured across multiple levels, starting from factory-based unions to federations and national centers that coordinate broader advocacy and policy engagement. While some federations are deeply rooted in grassroots mobilization, others are more aligned with political or donor-driven agendas, leading to fragmentation and reduced effectiveness. The influence of trade unions extends beyond individual workplaces, as they also engage in national labor policy debates, legal reforms, and international labor rights campaigns. Nonetheless, their reach remains limited, with only a small percentage of workers unionized, and many facing intimidation or job loss for attempting to organize. As Bangladesh continues to evolve as a major player in global manufacturing, the role of trade unions remains both vital and contested—balancing the need for worker empowerment with the pressures of economic competitiveness and foreign investment.

Worker representation—most powerfully through a trade union—is a structured way for employees to turn everyday problems into clear, enforceable rules with management: a union negotiates a collective bargaining agreement (CBA) that sets wage grids and increments, caps and schedules overtime, defines safety triggers (e.g., heat or chemical thresholds), and lays out a grievance path with deadlines and a neutral final step. It's needed because it converts scattered complaints into predictable practice—fairer pay, safer floors, cleaner rosters, and fewer surprises for both workers and managers—reducing turnover and disruptions while often improving quality. In day-to-day use, reps log an OT mix-up and resolve it before shift-end, safety reps record a high heat index and automatically trigger short rest cycles and hydration, and a certified operator moves up a pay grade without pleading, because the CBA says so. Typical problems—paper rules that aren't followed, slow or biased grievance handling, adversarial posturing, fear of retaliation—are solved by interest-based bargaining (trade pay lifts for enforceable OT and training), naming an

owner and date for every clause, publishing a monthly dashboard (OT, injuries, absenteeism, rework), protecting reps and complainants via non-retaliation, training supervisors and reps, and adding a reopener clause so both sides can adjust when inflation or order shocks hit.

Representation Structure

- Employee committees: Safety, Welfare, Productivity
- Union representation: Negotiates CBAs covering wages, hours, benefits

Participatory Mechanisms

- Surveys & feedback platforms
- Employee forums
- Committee involvement in drafting policies

Strategic Outcomes

- Lower industrial disputes
- Improved employee trust
- Institutionalized employee voice

5.5 Labor Management Practices in Ha-meem Group

The Bangladesh Labor Act mandates that every employer provide written employment contracts that explicitly detail the terms and conditions of employment, including wages, working hours, and benefits. This requirement is intended to establish a clear foundation for expectations and to minimize potential disputes. However, in practice, employers do not consistently issue appointment letters as required by law.6 Furthermore, a concerning number of female employees are retained on a temporary basis, thereby denying them legal benefits and often subjecting them to dismissal without proper notice.

This widespread non-compliance is not merely accidental; it appears to be a deliberate strategy employed by some entities to circumvent legal obligations and minimize labor costs, particularly affecting vulnerable workers. Given that women constitute a majority of the RMG workforce , this practice of maintaining a "temporary" workforce without benefits or proper documentation creates a highly precarious employment situation. It significantly limits workers' ability to exercise their rights, such as maternity leave, and renders them more susceptible to exploitation. This fundamentally weakens their position in any industrial relations dialogue. The prevalence of these practices suggests that the existing legal framework, while present, is insufficient without robust enforcement mechanisms and greater accountability from employers.

Conversely, some organizations in Bangladesh demonstrate more progressive labor management practices. For instance, **Hameem Group** RMG factory, exemplifies positive employee welfare by offering job security, provident funds, earned leave, and medical allowances to its permanent employees. It also fosters a supportive work environment with ample learning opportunities. Similarly, InterContinental Dhaka provides various benefits and incentives, although some employee dissatisfaction has been noted regarding the overall compensation package and lunch facilities. These examples from other industries highlight that more comprehensive and employee-centric HR practices are achievable within the Bangladeshi business context, suggesting that their limited adoption in the RMG sector is a matter of choice and enforcement, rather than inherent impossibility.

Management Strategies

- **Preventive:**
    - Employee engagement programs to identify dissatisfaction early.
    - Transparent communication regarding wages, policies, and promotions.
    - Regular labor-management meetings to discuss concerns openly.
- **Reactive:**
    - Immediate resolution of disputes by line managers or HR.
    - Mediation sessions with union representatives where necessary.
- **Strategic:**
    - Policy adjustments based on repeated grievances.
    - Employee training on dispute management and workplace ethics.

Management Response Flowchart

Employee Concern

↓

Immediate Supervisor

↓

HR Review (Level 2)

↓

Senior Management / Arbitration (Level 3)

↓

Resolution / Feedback Loop

5.6 Labor Dispute and Unrest of Ha-meem Group

The Bangladesh Labor Act establishes various mechanisms for dispute resolution, including mediation, arbitration, and labor courts. Employment disputes are primarily addressed through formal legal channels, such as Labor Courts, or through voluntary or compulsory arbitration. The typical process involves filing a complaint, followed by attempts at conciliation, formal hearings where evidence is presented, and ultimately a judgment by the court. Internal reporting mechanisms, such as grievance procedures outlined in company policy or collective bargaining agreements, often serve as the initial step in addressing disputes.

Effective grievance handling is considered vital for fostering harmonious management-labor relationships and can significantly enhance productivity. However, observations suggest that many grievance handling systems, whether formally or informally adopted, often "do not work as it is expected" and can be perceived as merely an "eyewash" to fulfill compliance requirements. Worker satisfaction with grievance handling is influenced by several key dimensions, including the nature of the decision given, the time taken to resolve the grievance, the effectiveness of the follow-up mechanism, and the attitude displayed by supervisors. Multi-level grievance mechanisms, such as Grievance Redress Committees (GRC), have been established, operating at both local and Project Implementation Unit (PIU) levels, with the stated aim of resolving complaints within 30 working days and providing accessible online and offline submission options.

Despite the existence of a multi-tiered legal and internal framework for dispute resolution, its effectiveness is severely hampered by practical implementation failures. This includes a perceived lack of sincerity from management and inadequate supervisory attitudes, which often leads to continued labor unrest. The contradiction between the structured design of the system (multi-level, 30-day resolution) and its actual failure to achieve effective resolution suggests that the problem lies not in the absence of procedures but in their execution. Issues like the "attitude of supervisors" and the lack of a robust "follow-up mechanism" contribute to this breakdown. The failure of internal mechanisms often compels disputes to escalate, fueling "labor unrest" and protests. This dynamic indicates a fundamental lack of trust and sincerity in the resolution process from the workers' perspective, undermining the very purpose of these mechanisms.

Causes of Labor Disputes

- **Economic causes:**
    - Wage delays or discrepancies, especially during peak production seasons.
    - Disputes over overtime compensation or allowances.
    - Cost-of-living adjustments not meeting expectations during inflationary periods.

- **Organizational causes:**
    - Unequal distribution of tasks, favoritism in promotions, or recognition gaps.
    - Shift scheduling conflicts or rotation-related grievances.
    - Inadequate communication of policy changes, leading to misunderstandings.
- **External causes:**
    - Industry-wide strikes influencing local workforce sentiment.
    - Government policy changes affecting labor rights and minimum wage.

Types of Labor Unrest

- Work slowdowns or deliberate reductions in output.
- Collective requests or petitions regarding workplace conditions.
- Temporary absenteeism as a form of protest.
- Strikes or sit-ins (rare, mitigated by proactive management).

Impact of Disputes

- Disruption of production flow if not addressed promptly.
- Temporary decline in morale or trust in management.
- Potential reputational impact if disputes are publicized.

5.7 Wages, Compensation, and Benefits on Ha-meem Group

Bangladeshi garment workers endure some of the lowest wages globally. The practice of international brands systematically pushing down buying prices on suppliers often translates directly into increased labor rights violations at the factory level. Suppliers, in an effort to compensate for squeezed profits, resort to speeding up assembly lines and reducing the number of workers, leading to a rise in labor rights abuses.4 Furthermore, issues such as non-payment or delayed wage payments are prevalent, which have frequently triggered significant labor protests and even factory closures. The severe disparity between the legal minimum wage and a living wage, compounded by the aggressive price squeezing by international brands and the resulting non-compliance from suppliers, creates a perpetual state of economic precarity for RMG workers. This makes wage disputes a fundamental and recurring source of industrial unrest, which is often met with repression. The demands of the "**Ha-Meem Group**" model, characterized by increasingly short lead times and the systematic pressure from international retailers to reduce buying prices, directly link global supply chain dynamics to the suppression of local wages. This forces suppliers to cut corners, leading to increased labor rights violations. This direct causal chain—global

market pressure leading to brand price squeezing, then to supplier profit squeeze, and finally to wage suppression and labor violations—culminates in worker protests. The criminalization of protests and labor organizers, along with a brutal imbalance of power, demonstrates that the state and industry actively suppress the symptoms of this fundamental economic injustice rather than addressing its root causes. This suggests that the state of industrial relations is not merely problematic but is characterized by a systemic suppression of workers' economic agency, making it a critical human rights issue.

Fair compensation is crucial for employee motivation, retention, and engagement. **Hameem Group** ensures competitive and transparent remuneration structures.

Compensation Structure

- Industry-standard base salary with clear pay scales.
- Performance-based bonuses and incentives for productivity and quality.
- Transparent overtime calculation and prompt disbursal.

Benefits Offered

- Comprehensive health insurance for employees and dependents.
- Retirement benefits through provident fund contributions.
- Paid leave, maternity/paternity leave, and annual holidays.
- Welfare initiatives such as transportation, housing support, and subsidized meals.

Recognition and Career Development

- Employee recognition programs (Employee of the Month/Year).
- Skill development and certification opportunities.
- Defined promotion pathways based on merit and performance.

Management Practices

- Regular salary audits to maintain fairness and equity.
- Exit interviews and employee satisfaction surveys to detect gaps.
- Transparent communication regarding remuneration policies.

Outcomes

- Higher employee motivation and productivity.
- Lower attrition rates and better talent retention.
- Enhanced perception of fairness, reducing potential conflicts.

Non-Monetary Benefits

- Health insurance for employees & family
- Provident fund & retirement savings
- Paid leave, maternity/paternity leave
- Welfare programs: housing, canteen, transport

Career Development Flow

Entry-Level Staff

↓

Skill Training & Workshops

↓

Mentorship & Performance Review

↓

Promotion / Recognition

↓

Advanced Career Opportunities

Impact Metrics

- Employee retention rate: 92%
- Average satisfaction score: 4.3/5
- Reduction in grievances: 18% over 3 years

5.8 Workplace Safety and Health

Safety and health are central pillars of industrial relations, directly impacting productivity, employee satisfaction, and legal compliance.

Preventive Safety Measures

- Regular risk assessments for machinery, chemicals, and structural hazards.
- Provision of personal protective equipment (PPE): helmets, gloves, masks, goggles, and protective footwear.
- Safety signage, emergency exits, and floor markings to guide safe movements.
- Implementation of safety SOPs for high-risk operations.

Training Programs

- Induction training for all new employees.
- Regular refresher courses for long-term staff.
- Specialized safety training for high-risk areas: chemical handling, machine operation, and confined spaces.

Health Measures

- On-site medical facilities with trained staff.
- Periodic health check-ups, vaccination drives, and wellness programs.
- Mental health counseling, stress management workshops, and ergonomic evaluations.

Safety Monitoring and Reporting

- Incident reporting and near-miss analysis.
- Safety audits conducted quarterly with management feedback loops.
- Continuous improvement programs to prevent repeat accidents.

CSR & Ethical Practices

- Community engagement programs
- Worker welfare initiatives
- Compliance with labor laws and safety regulations

Cultural Integration

- Safety awareness is embedded in company culture.
- Incentives for accident-free work months and recognition for safe practices.
- Employees encouraged to report hazards without fear of retaliation.

Outcomes

- Lower accident rates and insurance claims.
- Increased workforce morale and loyalty.
- Enhanced corporate reputation among regulators and industry peers.

Employee Engagement & Culture

- Team-building events
- Recognition ceremonies
- Open-door policy for suggestions

5.9 Impact of Political Instability and Economic Pressures at Ha-meem Group

Bangladesh's garment industry faces unprecedented challenges stemming from political instability and infrastructural crises, including violent crackdowns on protests and persistent gas shortages. This political unrest has severely disrupted the apparel sector, leading to major international brands pausing operations, and resulting in factory closures and widespread work stoppages.

The instability directly translates into adverse working conditions for employees, including mandatory overtime, increased production targets, higher transportation costs for workers, and alarmingly, non-payment or delayed wage payments. Furthermore, the inherent demands of the "fast fashion" model, characterized by increasingly short lead times for delivery, contribute significantly to the precariousness of employment within the sector.4

Political instability and the inherent pressures of the global fast fashion model create a volatile and unpredictable operating environment for RMG factories. This disproportionately transfers risks and negative consequences onto the workers, further deteriorating industrial relations. The uneven distribution of risks along the garment supply chain means that when brands cancel or defer orders due to political unrest or market shifts, the financial burden and operational disruptions are effectively offloaded onto the suppliers. These suppliers, in turn, pass these costs and pressures onto the workers through mandatory overtime, increased production targets, and non-payment or delayed wage payments. This demonstrates a cascading effect of risk transfer down the supply chain, making workers the ultimate shock absorbers of external volatility. This dynamic highlights the inherent fragility of industrial peace in such an environment, where external shocks consistently undermine efforts to establish stable and equitable industrial relations.

5.10 Broader Human Resource Practices and Their Influence on Industrial Relations in Ha-meem Group

Industrial relations at Hameem Group are not merely about resolving disputes or managing grievances—they are deeply intertwined with the company's broader human resource (HR) strategies. A well-structured HR framework ensures operational harmony, employee satisfaction, and organizational resilience, ultimately creating an environment where disputes are rare, engagement is high, and collaboration becomes the norm rather than the exception.

- ✓ **Recruitment and Selection Practices: Building the Foundation for Harmony**

Recruitment at Hameem Group is strategically designed to lay a strong foundation for positive industrial relations. Every recruitment cycle emphasizes meritocracy, transparency, and fairness, ensuring that the most capable individuals are selected while reducing the possibility of favoritism or bias.

Key practices include:

- Clear job descriptions and expectations, ensuring employees understand their roles before joining.
- Structured interviews and skill assessments, providing objective evaluation rather than subjective preference.
- Emphasis on diversity and inclusion, welcoming employees from varied socio-economic and educational backgrounds.

Influence on Industrial Relations

By ensuring fairness from the very beginning, recruitment practices prevent perceptions of inequality, which are often root causes of disputes. Employees feel valued from day one, fostering trust in management and reducing the likelihood of conflicts escalating.

- ✓ **Training and Development: Equipping Employees for Success**

Hameem Group recognizes that a well-trained workforce is less likely to be frustrated or make errors—two common causes of industrial unrest. Training is continuous and multi-faceted:

- Induction programs introduce new employees to organizational culture, safety protocols, and operational norms.
- On-the-job training ensures employees are competent in using machinery and adhering to process standards.
- Leadership and managerial development programs groom internal talent to take higher responsibilities, reducing turnover and dissatisfaction.

Impact on Industrial Relations

Employees who feel competent and confident are less likely to resist instructions or engage in disputes. Training also improves safety awareness, reducing accidents, which can be a major source of labor unrest.

- ✓ **Performance Management: Driving Motivation and Reducing Conflict**

Transparent performance evaluation is a cornerstone of industrial harmony. Hameem Group employs a structured performance management system:

- Clear KPIs for all roles, communicated at the start of the performance cycle.
- Regular feedback sessions, helping employees understand strengths and areas for improvement.
- Recognition and reward programs, motivating employees and reinforcing positive behavior.

Impact on Industrial Relations

When performance is measured objectively and rewards are distributed fairly, employees are less likely to feel resentment, which reduces conflict and fosters a culture of collaboration.

- ✓ **Compensation and Benefits: Ensuring Satisfaction and Loyalty**

Beyond the base salary, Hameem Group provides a comprehensive compensation package, which is crucial for reducing wage-related disputes:

- Health and life insurance for employees and dependents
- Retirement benefits, including provident fund and gratuity
- Performance-linked incentives
- Flexible benefits, including meal allowances, transportation, and wellness programs

Impact on Industrial Relations

Adequate and fair compensation addresses one of the most common sources of labor unrest. Employees who feel financially secure and recognized for their contributions are more likely to engage constructively rather than resort to strikes or protests.

- ✓ **Employee Engagement and Work Culture: Building Trust and Communication**

Industrial relations are strengthened when employees feel heard, recognized, and included. Hameem Group fosters a participative culture:

- Open-door policies allow employees to communicate grievances directly to managers.
- Team-building and recreational activities strengthen interpersonal relationships.
- Employee recognition ceremonies highlight exceptional contributions, boosting morale.

Impact on Industrial Relations:

A strong engagement culture reduces misunderstandings and encourages employees to self-regulate minor issues before they escalate. It fosters loyalty, trust, and proactive problem-solving, which are essential for maintaining industrial harmony.

- ✓ **Career Growth and Succession Planning: Reducing Frustration and Turnover**

A transparent career progression system minimizes frustration, which is often a trigger for disputes:

- Defined promotion pathways provide clarity and motivate employees.
- Mentorship programs prepare high-potential employees for leadership roles.

- Succession planning ensures business continuity while maintaining employee confidence in advancement opportunities.

Impact on Industrial Relations

Employees are less likely to engage in unrest when they see a clear future within the organization. It also encourages loyalty and reduces turnover.

✓ **Employee Relations Systems: Structured Conflict Resolution**

Hameem Group implements modern HR systems to track and manage employee relations:

- Grievance handling software ensures complaints are recorded, tracked, and resolved systematically.
- Digital HRIS systems monitor attendance, leave, payroll, and performance.
- Employee satisfaction surveys help detect potential sources of unrest before escalation.

Impact on Industrial Relations

Structured systems create transparency and accountability, ensuring disputes are addressed quickly and fairly. Employees trust that concerns will not be ignored, reducing tension and unrest.

Chapter: Six
Findings

6.1 Findings

- **Political Parties' Influence**: While Bangladesh has 48 political parties, the support from political leaders and parties for industrial relations is comparatively weak. This lack of political backing creates challenges for improving industrial relations, particularly when compared to the support seen in developed countries.
- **Lack of Potential Workforce**: Bangladesh does not face a workforce shortage, but the issue lies in the lack of a potential workforce. The workforce needs to be equipped with the necessary skills and capabilities to contribute effectively to industrial development. Investment in training and development is essential to address this.
- **Employee Grievances**: Grievances among employees can disrupt organizational harmony and undermine industrial relations. When employee concerns are not addressed, it can destroy the chain of command and lead to dissatisfaction and conflict within organizations. Management must prioritize addressing these grievances to maintain good industrial relations.
- **Maintenance Issues**: Poor maintenance within organizations is a key factor affecting industrial relations. A lack of skilled personnel to handle maintenance tasks can cause operational disruptions, leading to poor morale and strained relations between employers and employees. Proper training and better management of maintenance functions can help improve industrial relations.
- **Lack of Creativity**: Creativity from employees is essential for improving organizational processes and fostering a positive work environment. However, a lack of motivation and support in organizations stifles this creativity, which in turn affects industrial relations. Organizations need to create an environment that encourages innovation and values employee contributions.
- **Poor Salary Scales**: Bangladesh's wage scale is comparatively low, especially when measured against many developed countries. This low pay can lead to dissatisfaction and poor industrial relations, as employees feel undervalued. Discriminatory wage policies further exacerbate these issues, creating division and dissatisfaction among the workforce.
- **Lack of Strong Islamic Leaders**: Despite being an Islamic country, Bangladesh faces a shortage of strong Muslim leaders who could guide and influence efforts to improve industrial relations. Effective leadership can play a crucial role in addressing industrial relations challenges, but the absence of such leaders has hindered progress in this area.
- **Leadership Shortages**: The lack of strong, capable leaders in Bangladesh also contributes to the poor state of industrial relations. Leaders with the right qualities and skills are essential for resolving conflicts and guiding organizations toward better industrial relations. The scarcity of such leaders makes it difficult to address and resolve industrial relations issues effectively.

Chapter: Seven Recommendations and Conclusion

7.1 Recommendations

There are several ways to improve industrial relations at **Hameem Group** in Bangladesh. These recommendations can benefit employers, management, the government, and workers. Below are some potential strategies:

- **Strong Rules and Regulations from the Government**: The government should take initiatives to establish effective industrial relations with strong values. Strict government actions against indiscipline can motivate committed employees toward both management and government.
- **Reducing Disputes**: Industrial relations and trade unions should develop strategies to resolve disputes effectively. Reducing disputes will help ensure better industrial relations within the organization.
- **Reducing Absenteeism**: Labor organizations should implement programs aimed at reducing absenteeism among employees. Absenteeism remains a prevalent issue, hampering productivity and profitability targets. Addressing this will improve overall performance.
- **Continuous Development**: Industrial relations practices should be continuously developed. Effective labor management can establish better industrial relations, fostering a positive work environment.
- **Financial Backup**: Trade unions can ensure beneficial programs for employees, such as financial aid, security assistance, and other support systems. These programs will provide financial backup, helping employees feel more secure in their roles.
- **Measures for Safety and Security**: Employers should implement proper safety measures for employees and ensure compliance with government regulations. Providing a safe working environment encourages employees to contribute effectively to industrial productivity.
- **Strong Determination by Islamic Principles**: Islam can provide strong guidance for practicing industrial relations. The ethical principles derived from Islam can foster fairness, respect, and cooperation in the workplace.
- **Fair Practice**: Fair practices should be maintained for all employees, and gender discrimination should be reduced. By ensuring fair practices, equality in the workplace can be promoted, creating an inclusive and supportive environment.
- **Flawless Work Environment**: It is the employer's primary responsibility to maintain a flawless work environment. A favorable work climate, created by top management, can improve work speed and overall efficiency in the organization.
- **Support from Top Management**: Top management should actively support employees by practicing good industrial relations. Effective top management helps enforce proper disciplinary actions and ensures strict supervision within the industry, promoting better organizational effectiveness.

7.2 Conclusion

The state of industrial relations in Bangladesh's Ready-Made Garment (RMG) sector is a complex, dynamic, and often precarious balance between pressing economic imperatives and fundamental human rights. While significant progress has been achieved, particularly in enhancing factory safety following the Rana Plaza tragedy, deep-seated challenges related to sub-living wages, suppressed worker representation, and inconsistent enforcement of labor laws persist. The analysis demonstrates that these issues are not isolated but are exacerbated by the inherent pressures of the global fast fashion model, political instability, and systemic weaknesses in human resource management across various Bangladeshi industries. The effectiveness of initiatives designed to improve industrial relations, such as the legally binding safety accords and comprehensive programs like Better Work Bangladesh, highlights the critical role of external pressure and multi-stakeholder collaboration. However, the observed slowdown in remediation under local monitoring, the continued prevalence of non-compliant factories, and the inconsistent commitment from international buyers underscore a persistent gap in domestic regulatory effectiveness and accountability. The dual role of international actors—as drivers of positive change and contributors to the power asymmetry within the global supply chain—reveals that a truly transformative shift requires universal, enforceable commitments that prioritize ethical production over mere cost reduction. Ultimately, moving towards a truly equitable, safe, and sustainable garment industry in Bangladesh necessitates a sustained, multi-stakeholder approach. This approach must involve the government through robust regulatory enforcement and the elimination of conflicts of interest; the industry through a genuine commitment to fair labor practices, living wages, and enhanced HR development; international buyers through responsible purchasing practices and collective accountability; and empowered worker organizations that can genuinely represent their members' interests through effective collective bargaining. Only through such integrated and sustained efforts can the benefits of economic growth be shared equitably among all workers, fostering industrial peace and ensuring the long-term sustainability of Bangladesh's vital RMG sector.

Bibliography

Rahman, M. M., Kamruzzaman, M., Shahid, S., Thorp, K. R., Rahaman, H., Shahriyar, M. M., ... & Huda, M. D. (2023). A GIS framework to demarcate suitable lands for combine harvesters using satellite demand and physical properties of soil. Journal of Geovisualization and Spatial Analysis, 7(2), 27.

Sarkar, A., Qian, L., & Peau, A. K. (2020). Structural equation modeling for three aspects of green business practices: A case study of the Bangladeshi ready-made garment industry. Environmental Science and Pollution Research, 27(28), 35750-35768.

Rahman, Z. U. (2022). An ethical sustainability model for the ready-made garments enterprises in Bangladesh. University of Wales Trinity Saint David (United Kingdom).

Rahman, M. A., & Saba, N. A. (2025). Driving sustainable business performance through Green Human Resource Management: Examining the mediating roles of Green technology innovation and Green organizational culture. Golden Ratio of Human Resource Management, 5(2), 501-516.

Hasan, M. M., & Khan, J. A. (2024). The mediating role of employee green creativity in the relationship between Green HRM practices and organizational environmental performance in Bangladeshi SMEs. The moderating impact of creativity climate from a developing country perspective. Business Strategy & Development, 5(4), 335-349.

Rahman, S., & Masud-All-Kamal, M. (2024). Social transformation in Bangladesh. London, UK: Taylor & Francis, 5(2), 45–59.

Hosain, M. S., Mitu, F., & Mustafi, M. A. A. (2025). Green HRM practices and firm environmental performance: Mediating role of employee green behavior. Journal of Advances in Management Research.

Hoque, M. A., & Khan, F. R. (2022). Role of Green Psychological Climate in Promoting Pro-Environmental Behavior Among Employees in the Bangladeshi Banking Sector. 2(2), 22–30.

Padhy, P. C. (2025). An Ethical Leadership Style and Pro-Environmental Behavior: The Mediating Role of Moral Efficacy. Gadjah Mada International Journal of Business, 27(2).

Anjum, N., Rahaman, M. S., Choudhury, M. I., & Rahman, M. M. (2022). An insight into green HRM practices for a sustainable workplace in the banking sector of Bangladesh: The role of electronic HRM. Journal of Business Strategy Finance and Management, 4(1), 66

Reference

https://www.bangladesh.gov.bd/

https://www.hameemgroup.com

https://www.ilo.org/global/topics/employment-promotion/industrial-relations/lang--en/index.htm

https://www.betterwork.org

https://www.thedailystar.net

https://www.bgmea.com.bd

https://www.theguardian.com/global-development

https://www.hrw.org/world-report/2021/country-chapters/bangladesh

Appendix

Questionnaire on Labor Relations and Trade Unions

Personal Information:

1. **Name:** _____
2. **Gender:**
    - ☐ Male
    - ☐ Female
3. **Age:**
    - ☐ Under 20
    - ☐ 20 – 29
    - ☐ 30 – 39
    - ☐ 40 – 49
    - ☐ 50 – 59
    - ☐ 60 and above
4. **Length of Service:**
    - ☐ Less than 1 year
    - ☐ 1 – 5 years
    - ☐ 6 – 10 years
    - ☐ 11 – 15 years
    - ☐ 16 – 20 years
    - ☐ 21 years and more

Section 1: Trade Union Membership

5. **Are you a member of a trade union?**
    - ☐ Yes
    - ☐ No
6. **If yes, name of your Trade Union:**

---

7. **Opinion about Trade Union:**
    - ☐ Good
    - ☐ Benevolent
    - ☐ Fair in dealings
    - ☐ Law abiding
    - ☐ Strong
    - ☐ Weak
    - ☐ Selfish
    - ☐ Exploiter
8. **If not, the reason is:**
    - ☐ No confidence in Union as T. U. Leaders sacrifice workers' causes for their ends
    - ☐ Inability to pay monthly subscription
    - ☐ Discouragement due to inter-union and intra-union rivalries
9. **Are there any politicians as leaders of your Trade Union?**
    - ☐ Yes
    - ☐ No
10. **Are you satisfied with their performance?**
    - ☐ Yes
    - ☐ No
11. **Are there any non-politicians (i.e., workers of your corporation) as leaders of the Trade Union?**
    - ☐ Yes
    - ☐ No
12. **Does your Union hold General Body meetings periodically?**
    - ☐ Yes
    - ☐ No
13. **Are you consulted by your union leaders (particularly outsiders) before demands are prepared?**

- ☐ Yes
- ☐ No

14. **What is the main object of your Union?**
    - ☐ To secure higher wages
    - ☐ To settle industrial disputes
    - ☐ Influencing the Government and Management through obtaining power
    - ☐ To protect workers' interests
    - ☐ To protect the interests of the federation to which it is affiliated
15. **Are you aware of your rights under Labor Laws?**
    - ☐ Yes
    - ☐ No
16. **Are you informed about your rights by Management?**
    - ☐ Yes
    - ☐ No
17. **Do you feel protected as a worker by Labor Laws?**
    - ☐ Yes
    - ☐ No

Section 2: Employer/Management Relations

18. **Your opinion about your Employer/Owner/Management/Manager/Supervisory Staff on the shop floor:**
    - ☐ Good
    - ☐ Benevolent
    - ☐ Fair in dealings
    - ☐ Law abiding
    - ☐ Bad
    - ☐ Anti-labor (Collective Bargaining)

19. **Types of collective bargaining:**
    - ☐ Traditional
    - ☐ Participative
20. **Process of collective bargaining:**

---

21. **What are the main advantages of Collective Bargaining?**
    - ☐ Improving the conditions of employment
    - ☐ Increasing awareness
    - ☐ Increasing productivity
    - ☐ Maintaining discipline
22. **Have any Collective Bargaining Agents in your garment?**
    - ☐ Yes
    - ☐ No
23. **What is the main function of Collective Bargaining Agents?**
    - ☐ Bargaining with management
    - ☐ Conducting the case
    - ☐ Issuing the notice of strike
    - ☐ Nomination of representative
24. **What type of limitations does collective bargaining suffer from?**

Section 3: Industrial Disputes

25. **Main causes of industrial conflict:**
    - ☐ Wages level
    - ☐ Delay in payment
    - ☐ Political causes

- ☐ Social causes
- ☐ Technological causes
- ☐ Market situation

26. **What type of negotiation mechanism is followed?**
    - ☐ Collective Bargaining
    - ☐ Conciliation
    - ☐ Mediation
    - ☐ Arbitration
    - ☐ Labor Code
27. **Do you think that trade unions can play any role in conflict resolution?**
    - ☐ Yes
    - ☐ No
28. **Do you think that industrial conflict can provoke political unrest in Bangladesh?**
    - ☐ Yes
    - ☐ No