

Trends and Impacts of Different Barriers on Bangladeshi RMG Industry's Sustainable Development

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ARTICLE INFO	ABSTRACT
<p><i>Keywords:</i> Readymade garments Industry, Influencing Factors of RMG, Problems of RMG, Bangladeshi Apparel industry, Risks Management of RMG</p> <p><i>Kata Kunci:</i> Industri pakaian Readymade, Mempengaruhi Faktor-faktor RMG, Masalah RMG, Industri Pakaian Bangladesh, Manajemen Risiko RMG</p> <hr/> <p>Corresponding author: arif.morshad@gmail.com</p>	<p>The main objective of this research is to investigate the trends and impacts of different barriers to Bangladeshi Ready-Made Garments (RMG) industry's growth and sustainable development. The influencing factors or barriers have identified and their impacts have explored in this research. The trends of identified factors have shown with their specific reasons. Data of this research have collected from the apparel industry located in Dhaka (North & South) and Gazipur City Corporation area using different techniques based on random sampling from its fixed population specified by Bangladesh Garment Manufacturers and Exporters Association (BGMEA). It has been found that most of the factors have a decreasing trend with mostly moderate impacts on the RMG industry's growth and development. The most important reason for this research is to help the investors who are going to invest in Bangladeshi apparel sector by showing the present scenario.</p> <hr/> <p>SARI PATI</p> <p><i>Tujuan utama penelitian ini adalah untuk menganalisa tren dan pengaruh hambatan beragam pada pertumbuhan industri Ready-Made Garments (RMG) Bangladesh dan pembangunan berkelanjutan. Faktor-faktor yang mempengaruhi atau hambatan yang telah diidentifikasi dan dampaknya dieksplorasi dalam penelitian ini. Tren-tren faktor yang telah diidentifikasi ditunjukkan dengan alasan spesifik mereka. Data penelitian ini dikumpulkan dari industri pakaian jadi yang berlokasi di Dhaka (Utara & Selatan) dan wilayah Gazipur City Corporation menggunakan teknik yang berbeda-beda berdasarkan sampling acak dari populasi tetap yang ditentukan oleh Asosiasi Produsen dan Eksportir Garmen Bangladesh (BGMEA). Dalam penelitian ditemukan bahwa sebagian besar faktor memiliki kecenderungan menurun dengan sebagian besar dampak moderat pada perkembangan dan pertumbuhan industri RMG. Alasan yang paling penting untuk penelitian ini adalah untuk membantu para investor yang akan berinvestasi di sektor pakaian Bangladesh dengan menunjukkan skenario terkini.</i></p> <p>© 2018 IRJBS, All rights reserved.</p>

INTRODUCTION

The readymade garments (RMG) sector is one of the most significant strengths of the economy of Bangladesh and this country has considered as the second largest exporter of apparel in the world (Chowdhury & Quaddus, 2015; Campaign, 2012; Hossain & Roy, 2016; Ferdous, 2015; Ahmed, 2009). Day by day, the demand for Bangladeshi apparel is increasing because Bangladesh can export quality-full product with a lower and competitive labour cost (Mohibullah et al., 2016). Moreover, this sector contributes to the rapid growth of national GDP (Kox & Rubalcaba, 2007; Razzaue et al., 2007; Hossain & Roy, 2016) and it has been contributing to the national economy from the last three decades; however, this sector is now in emerging risk concern (Mottaleb & Sonobe., 2011). That is why the sustainability of the development of this sector is crucial for the growth of the total GDP.

There was a high growth rate of this sector from 2010 to 2013 but after 2013, the growth rates are fluctuating within a limited area (Ahamed, 2014). Some factors always hinder the growth and development of this sector. These are unstable political environment, insufficient development of political measures for this sector, inadequate financial measures, inefficient service support, infrastructural bottlenecks, and inappropriate development of management and institutional initiatives. Even some unfavourable law and order like binding in forming labor union, complexity in right to strike, discriminatory anti-strike provisions, and so forth factors also hinder the growth and development (Abdin, 2008; Chowdhury et al., 2014b; Rahman, 2015; Mailafia et al., 2010). Besides sustainable development, these also affect profitability and competitiveness (Haider, 2007). Most of them affect negatively to the profitability and competitiveness of this sector (Alam & Natsuda, 2016; Abdin, 2008).

In some cases, this sector is seemed negatively by the foreign investors as well as these situations also influence buyers' decision regarding further

investment (Khan, 2011). That is why, buyers are thinking about the alternative market such as Ethiopia, Vietnam, Myanmar, India, Cambodia, and so on. (Campaign, 2012; Ali et al., 2017). In this prospect, the competitors of Bangladeshi apparels market are grasping the competitive advantage by providing the better opportunity to the buyers. Even, day by day they are doing well in providing better quality (Hasan, 2013; Ali et al., 2017). For this reason, the growth rate and development opportunity of Bangladeshi RMG sectors are decreasing (Yamagata, 2007; Ahmed, 2009). This paper shows the presents scenario, comparative market position, and the sustainability of their development. All of the sections describe the ultimate effects of different barrier on long-term growth and sustainable developments.

Research Background

The RMG sector would face different types of challenges such as increasing the costs of production, decreasing the supply of raw materials, decreasing the demand for RMG products, and so on (Ferdous, 2015; Chowdhury & Quaddus, 2015; Adnan et al., 2015). That is why, workers need job security, physical security, the higher wages, regular and timely payment of wages, subsidised accommodation arrangements and the better working conditions (Steinisch et al., 2013; Kabeer & Mahmud, 2004; Barua & Ansary, 2017). Sometimes, the challenges, as well as the incompleteness of the basic need of the workers, have also considered a problem. Consequently, companies are losing their working-hours, incomplete production targets, the image of the country to the international markets and hampers export earnings (Ahmed et al., 2013). The major causes of these problems are lack of minimum facility and safety at work, deferred payment of wages and benefits, sub-standard living conditions, international conspiracy and coercive role of the law enforcing agency (Absar, 2001; Ahmed et al., 2013). Some other causes are too much dependency on buyers, pressures from the workers and local terrorists, use of workers

by others and rumors, un-fulfillment of education demands of their children, distorted minded workers, political instability of the country, too much workload, lack of promotion opportunity, insufficient wages to survive etc. (Rock, 2003; Morshed, 2007; Hossan et al., 2012). Having these types of problems, Bangladesh can look forward to taking actions in advancing its share of the global RMG market (Chowdhury et al., 2014b; Haque, 2009). Hasan & Mahmud (2017) identified eighteen factors that influence the sustainable development of the ready-made garments industry in Bangladesh (Hasan & Mahmud, 2017). The policymakers associated with this industry should consider the factors in their decision-making policy and these situations should be changed and improved immediately (Ahmed et al., 2013).

Factory collapse is the most dangerous factor in the RMG industry (Ahmed et al., 2013; Campaign, 2012). For example, the deadliest accident is the collapse of Rana Plaza on 24 April 2013 (Anisul Huq et al., 2014; Chowdhury, 2017; Barua & Ansary, 2017). The collapse of the eight-story building caused death about 1100 worker (Jacobs & Singhal, 2017; Abdin, 2008). The main causes of this collapse were unsound and poorly structured building (Bolle, 2014; Sinkovics et al., 2016; Ramesh Kurpad, 2014). From 1990 to 2016, there was almost 69 incident occurred in Bangladeshi RMG sector (Hasan et al., 2017, pp. 195). Almost 1626 people died and 4829 people injured during the 69 deadly incidents (Hasan & Mahmud, 2017; Hasan et al., 2017). Moreover, Mariani et al. (2013) also specified two impact factors and some multi-stakeholder approach. The multi-stakeholder approach is essential like as working condition. These are also influencing factors in a company's overall condition (Mariani et al., 2013). Saxena et al. (2010) showed the most important factors; these are political climate, natural endowments, policy environment, labour, factory capacity, costs, infrastructure, financial environment, and productivity. Moreover, Akterujjaman & Ahmad (2016) identified some factors of job satisfaction of

RMG workers. These are a safe workplace, optimal working hour, holidays, right time payment, provide incentive, meal allowance, provident fund facilities, medical allowance, annual increment, transport facility, training facility on joining, and housing facility. Usually, workers are not satisfied due to lower salary and other benefits compared to the benefits of other industrial sectors (Islam et al. 2016).

The trends in the global market of Bangladeshi textile and ready-made garments industry in the USA, China and some developed and semi-developed country in Asia and EU is decreasing due to the specified challenges (Razzaue et al., 2007; Adnan et al., 2015). The challenges have faced by the developing countries are protectionist forces, tariff barriers, non-tariff barriers, supply-side constraints (poor human capital, poor quality of infrastructure, limited trade facilitation measures, high costs of inputs, limited access to finance) (Ferdous, 2015; Dheerasinghe, 2009). The ways to resolve these challenges and an inquiry into the rapid growth of the garments industry in Bangladesh have also considered important (Mottaleb & Sonobe., 2011).

The occupational health hazard and health risks are also the typical scenario in RMG sector (Hasan, 2013; Barua & Ansary, 2017; Steinisch et al., 2013; Sinkovics et al., 2016; Jacobs & Singhal, 2017; Sinkovics et al., 2016). Chowdhury & Tanim (2016) presented two case studies regarding a fire at Tazreen Fashions Limited and collapses of Rana Plaza; these two are the most tragic incidents in the RMG sector. They found that the reason for the above two accident was the negligence of the owner and midlevel managers. They recommend for different safety rules, strictly maintenance of compliance, and an alternative job for disabling worker of Rana Plaza, and periodic compensation for the affected worker.

The enterprise's organizational learning is no longer depends directly on the entrepreneur's

learning ability but the selection of managers and experts as well as the quality of guidance to them. Whether it is the entrepreneur, he or his team that learns continuously, his general human capital should affect the learning speed, which should be an important determinant of the enterprise growth (Mottaleb & Sonobe., 2011). Enterprise growth depends on learning advanced skills, government growth, and personnel's quality. Even when the enterprise is small, the entrepreneur himself can devote much time to learning (Hasan et al., 2016; Liedholm et al., 1994; Hansen et al., 2009; Meyer & Mugge, 2001).

The nature of transformation in the RMG sector is as follows; product upgrading, process upgrading and functional upgrading (Moazzem, 2014). Comparing the garments sectors in Cambodia and Bangladesh, removing policies restrict free entry and exit to support productivity growth through firm's turnover (Fukunishi, 2014). For this reason, Bangladesh needs to make a significant investment in improving workplace safety, social compliance, labour productivity and capital efficiency (Mancini et al., 2009; Laufer, 2003; Koch & McGrath, 1996; Benabou, 1996). Moreover, the effects of macroeconomic factors have a significant influence on the garments industry's growth of Bangladesh. These factors were wage rate, interest rate, infrastructure rate, corporate tax, exchange rate, lead-time, and corruption. The effects of industry-specific factors to the performance of the Bangladesh garments industry were as follows; market access policy, process development or technical development, compliance of labour and environment laws, labour unrest, functional upgrading, market diversification and availability of raw materials (Alam & Natsuda, 2016).

METHODS

We have used both primary and secondary data sources to gather data that serve as good evidence for descriptions (Polkinghome, 2005; Rahman, 2015; Suryani & Sitorus, 2018; Nekmahmud & Rahman, 2018). Primary sources for this research

are the direct interview from 9 employees (Male 7, female 2), 24 middle-level management (Male 21, female 3), and 12 top level personnel (Male 12, female 0) of the specified 45 garments factory on the individual random basis. Besides the primary data sources from the independent survey method, the secondary data have collected from the internet and other senior fellows (Rahman et al., 2017; Dahlia & Sunaryo, 2017; Uddin, 2018; Sihombing & Berlianto, 2018).

Different component patterns of the population included simple variables loaded on a single component (Guadagnoli & Velicer, 1988). In this case, Sampling Variance reduction methods are designed to make the structure within the *Monte Carlo sampling methods* model (Doucet et al., 2000). The population area of this study is the total number of ready-made garments factory is almost 4560. This information was taken from the updated information of BGMEA datasheet. We have drawn 45 garment factories situated in different locations of Gazipur and Dhaka city corporation area using a random sampling technique according to accessibility (Hasan & Mahmud, 2017). However, one limitation is that a purely random sample from all the Gazipur and Dhaka regions was not possible due to management and resource margins. In most cases, garments authority refused to give the information about their actual situation due to their security issue (Wadud et al., 2014).

Before the beginning of the respondent selection and data collection, we have visited around the study area, becoming familiar with the situation and building a rapport with the target participants as described in this study (Patwary et al., 2009).

Generally, there are four types of research methods; descriptive, explanatory (internal validity), generalization (external validity), and theoretical (Anderson & Arsenault, 2005). This study based on both quantitative and explanatory data and mainly the quantitative descriptive approach has been used (Islam & Liang, 2012). This research

has conducted through a structured questionnaire interviewed different opinions and respondents from various sections (Huda et al., 2011). The informative questionnaire was consisting of both qualitative and quantitative data and these have made to collect primary data. Some fundamental or essential questions have formatted with yes/no question formula or 2:1 selective method. Some fundamental questions have asked about the knowledge of the respondents regarding different types of obstacle, different types of techniques to resolve the obstacle and training regarding the problem-solving issues. The impact and trend section has formed with quantitative response according to pre-specified number scale.

In measuring the future trend of the problems, all the probable problems have shown to responds its future trend whether *increasing trend or decreasing trend*. The impacts have classified into five categories; *strongly negative influence, moderately influence, positive influence, negatively influence and no influence*. Finally, nine problems have selected from almost thirteen probable problems (Hasan & Mahmud, 2017) to explore the impacts.

The calculation methods of impact on profitability have briefly described consequently.

$$I = \frac{\sum RV}{N} * 100$$

I=Impact Factor

RV= Respective Value

N= Number of Respondent

Each factors has given ten where 10 for the most and 1 for the undermost one.

Each factor has given ten where 10 for the most and 1 for the undermost one.

Factors have selected from the survey from the personnel of the ready-made garments industry.

The trends of different factors have calculated by the two variables; one is increasing trend another one is decreasing trend. Respondent answered by marking right for increasing trend and wrong for reducing the trend.

$$Tr = \frac{\sum In < 45}{N} * 100 \quad \& \quad Tr = \frac{\sum Dc < 45}{N} * 100$$

Tr=Trend

In=Response (Increasing), Value not exceeding the total respondent.

Dc=Response (Decreasing), Value not exceeding the total respondent.

N=Total Number of Respondent

Descriptive statistics have used for calculating mean, maximum, minimum, variance and standard deviation. We have used *IBM SPSS Statistics 20* software for descriptive statistics calculation (Uddin, 2018; Suryani & Sitorus, 2017; Harsono, 2018).

Different graphical methods have played an important role in presenting the research results (Fienberg, 1979). For this reason, all the data have presented different tables, bar charts and graph to help readers to get a clear understanding by using graphic display.

The gap of this research is that a group of researchers tried to highlight Bangladeshi RMG sector by different analysis, but there are a few people did their research based on sustainable growth and development of ready-made garments sector of Bangladesh. The research questions are; what is the value of the factor of different barrier? How will they act in a future trend? How will these factors influence sustainable growth and development?

Influential Factors In Ready-Made Garments Industry

We have found nine several factors these have considered very influential in the apparel industry

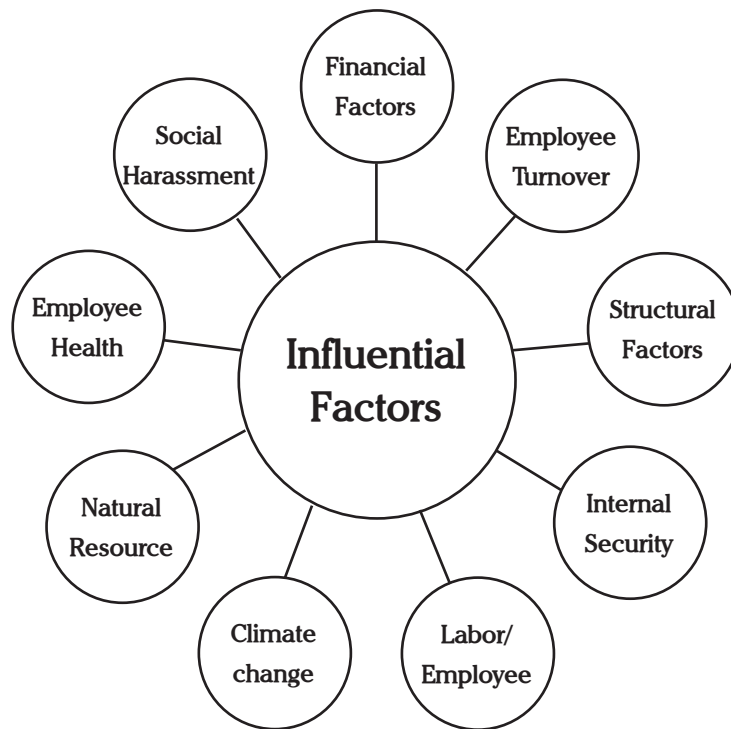


Figure 1. Influential Factors of Ready-Made Garments Industry
Source: Authors Explanation

in Bangladesh. These factors have shown in Figure 1. Every factor has an external and internal influence on the growth and development of the readymade garments industry. These factors are; financial factors, employee turnover factors, structural factors, internal security factors, climate changing factors, natural resource factors, labour factors, health safety factors, and social harassment factors.

Moreover, each factor has different categories, and each category has specific influence over the company’s future growth and profitability. However, not all the factors are the same in their future trend. Even, different factors have different movement.

The Trends of the Influential Factors

Different factors have different flows over a company’s growth and development. How these factors influence and effect the sustainability of

development is one of the most vital issues of this study. The trend of these factors has illustrated simply in Figure 2 .

The trends of these various threats are also unusual in their flow. The highest increasing trend is in the natural resources factors. Here, Electricity and GAS are the two major sources of power and most use of natural resources in Bangladesh (Wadud et al., 2011; Hossain & Badr, 2007; Alam et al., 2004). The garments industries are entirely dependent on these two natural resources. However, the demand for electricity and GAS is growing day by day (USAID, 2003; Wadud et al., 2011). SHAKIR-UL Haque Khan et al. (2012) stated the demand of electricity as “The country has a total demand of 7000 MW per day in response to which only 4500~4600 MW can be produced, despite having the capability of producing 6700MW per day”. According to International Atomic Energy Agency (IAEA), in present times almost 62% of the total

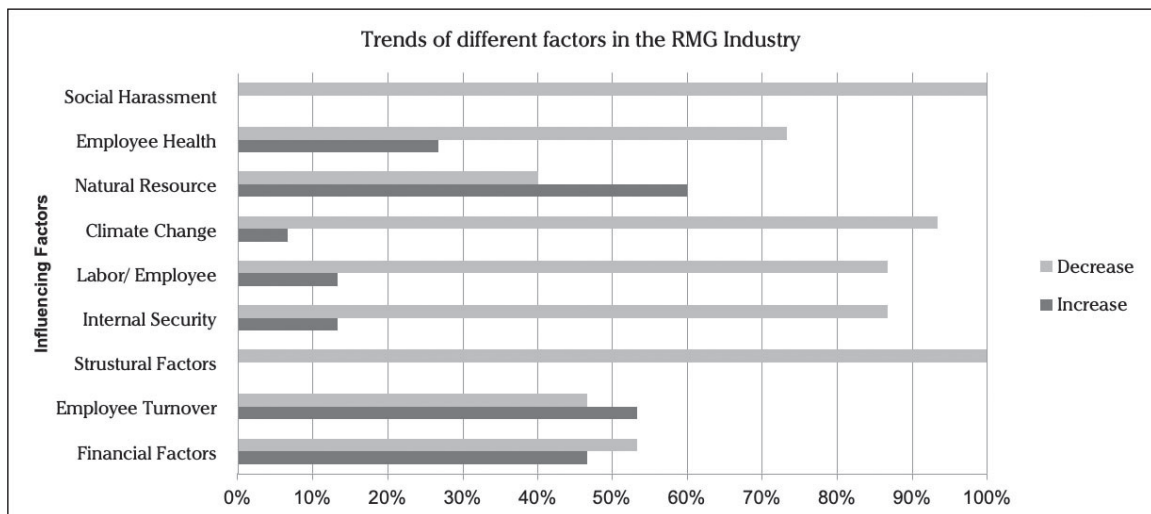


Figure 2. Trend of different factors in the RMG Industry
Source: Authors Explanation

population has access to the electricity, which has considered very low compared to others developing country (Taheruzzaman & Janik, 2016; Chowdhury et al., 2014a). According to the above figure, there is almost 60% probability to be increased the scarcity of the natural resources, and this is a rising trend. The second highest increasing flow of factors is employee turnover factors. There is a negative relationship between the job satisfaction and employee turnover (Mobley et al., 1979; Shah & Jumani, 2015; Randhawa, 2007; Amah, 2009; Reukauf, 2018; Sukriket, 2018). Another relationship is that the higher the salary, the more extended period employees stay at that job (Federico et al., 1976; Khan & Aleem, 2014). However, job dissatisfaction forces an employee to consider leaving the organization (Reukauf, 2018). There is almost 53.33% probability of a growing trend of employee turnover factors.

The financial crisis in the apparel industry is now underway has expected to have significant impacts on profitability and development (Afwblogcoordinator, 2009; Hossain, 2015; Rahman, 2015). According to the above figure 2, it has considered as the third increasing trend with 46.67% probability. However, it is not a matter of

rigidity because of the decreasing flow of financial factors is almost 53.33%, which is larger than the increasing flow. The worthy matter of decreasing flow is that nearly six out of nine threats are in falling trend. This decreasing flow is a good sign for the future growth of the Bangladeshi RMG industry. Another perceptible matter is that structural factors and social harassment factors trend is 100% declining and almost four out of nine are in reducing tendency, and their decreasing value fluctuates among 80% to 100%.

Impact of the Factors on Growth and Development of RMG Industry

From all of the identified problems, the financial crisis has considered as one of the major problems of the RMG sector (Rahman, 2015; Kibria, 1998). This sector depends on international financial flow or changes in a different situation (Murshid et al., 2009). Different factors influence this sector's financial situation; such as exchange rate, inflation rate, the current global economic crisis and so on (Hossain, 2015). The financial factors mainly refer to the shortage of liquid money for operating the business and different operations, money inflow, and such. The impacts of different factors have shown in Table 1.

Tabel 1. Impact of Different factors on Profitability

Influential Factors	Strongly Negative Influence (%)	Moderately Influence (%)	Positively Influence (%)	Negatively Influence (%)	No Influence (%)
Financial Factors	28.57	57.14	0	14.28	0
Employee Turnover Factors	35.71	64.29	0	0	0
Building Structural Factors	64.29	28.57	0	7.14	0
Internal Security Factors	57.14	28.57	0	14.28	0
Labor/ Employee Factors	0	78.56	0	21.44	0
Climate Factors	14.28	57.14	0	28.57	0
Health Factors	14.28	71.44	0	14.28	0
Natural Resources Factors	0	42.86	0	57.14	0
Social Harassment Factors	0	50	0	35.72	14.28

Source: Author's Explanation from Survey

Here, the impact of economic factors on overall profitability in the garments sector is moderate. In the meantime, of the impact on profitability, financial factors affect almost 57.14% moderately.

Employee turnover factors mainly refer to quit the job for better opportunities. It has a significant impact on an organization's costs, profitability, and operations (Trip, 2014; Rubel et al., 2017). This factor influence moderately and in one-third case impacts strongly on profitability. The high rate of employee turnover causes an extreme loss in productivity. Moreover, it reduces employee motivation and work performance (Hossan et al., 2012).

Structural factors mainly refer to the primary risky position and condition of factory buildings. A large number of building in Bangladesh are overcrowded, poorly ventilated, congested, and didn't follow the building norms (Ahmed & Nathan, 2014; Abdin, 2008). That is why, this factor has considered as one of the most influential factors in the garments sector (Chowdhury & Tanim, 2016). This factor strongly influences garments sector profitability. Almost 65% of respondents have given their opinion for strongly influences profitability. The most significant influence was the effect of Rana Plaza collapse (Ambrogio, 2014; Chowdhury

& Tanim, 2016; Jacobs & Singhal, 2017; Sinkovics et al., 2016; Chowdhury, 2017).

Internal Structural Factors refer to electricity connection problem, boiler burst, generator burst, fire incident, and so on (Ramesh Kurpad, 2014; Ahmed et al., 2013). These incidents have considered the most influential factors in the garment sector. There was 62 incident in garment sector caused by a fire incident in a different department within garment factories (Hasan et al., 2017). It has a strong influence on the garments sector profitability and growth. Almost 57.14% influence strongly and 28.57% moderately influence over company's profitability.

Labour or Employee Factors refer to different types of the allegation, unrest and protest of labour union and general labour. It is a typical scenario for the garment industry (Khan & Wichterich, 2015; Barua & Ansary, 2017; Hossan et al., 2012; Hossen & Miazee, 2016; Morshed, 2007). Moreover, it influences moderately on profitability and growth. Almost 78.56% labour unrest effect reasonably on this specified garments factory. The most prominent example is labour unrest in Standard Group, a ten-storied building have occurred fire incident due to labour unrest (Hasan et al., 2017).

Bangladesh has regarded as one of the most vulnerable countries for the adverse effect of climate changes (Faruky et al., 2011; Mailafia et al., 2010). Climate factors refer to changing the weather and its effects on the RMG industry. It influences moderately and almost 54.14% company influence reasonably and nearly 15% influence strongly on the profitability of the specified factory.

Health is an important issue for garment employees (Health and Safety Authority, 2006; Campaign, 2012). The present health status of garments worker is not well enough to work properly (Ahmed & Raihan, 2014). Moreover, work stress has considered significant factors of poor health (Steinisch et al., 2013). If the employees are not sound in their physical and mental health,

it will influence the firm's profitabilities. In this case, health inconsistency affects profitability moderately. In this survey, it has found that almost 71.44% influence moderately.

Shortage of electricity and GAS supplies mainly referred to as natural resource factors. The insufficient Electricity and GAS supply influence on the production at a high rate (Chowdhury, 2014; Abdin, 2008; Raihan, 2002; Hasan et al., 2016; Rahman, 2015). Electricity and GAS have a direct impact on the profitability of the ready-made garments industry (Hossain, 2012; Health and Safety Authority, 2006). Mostly Electricity and GAS influence negatively and almost 57.14% influence impact on negatively and 42.86% influence impact on moderately (Chowdhury, 2014; Rahman, 2015).

Tabel 2. Descriptive Statistics of Impacts on Growth and Development

Impact Types	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Strongly Negative Influence	9	.00	64.29	23.8078	24.48514	599.522
Moderately Influence	9	28.57	78.56	53.1744	17.53670	307.536
Negatively Influence	9	.00	57.14	21.4278	17.12894	293.401
No Influence	9	.00	14.28	1.5867	4.76000	22.658

Source: Author's Explanation from Survey

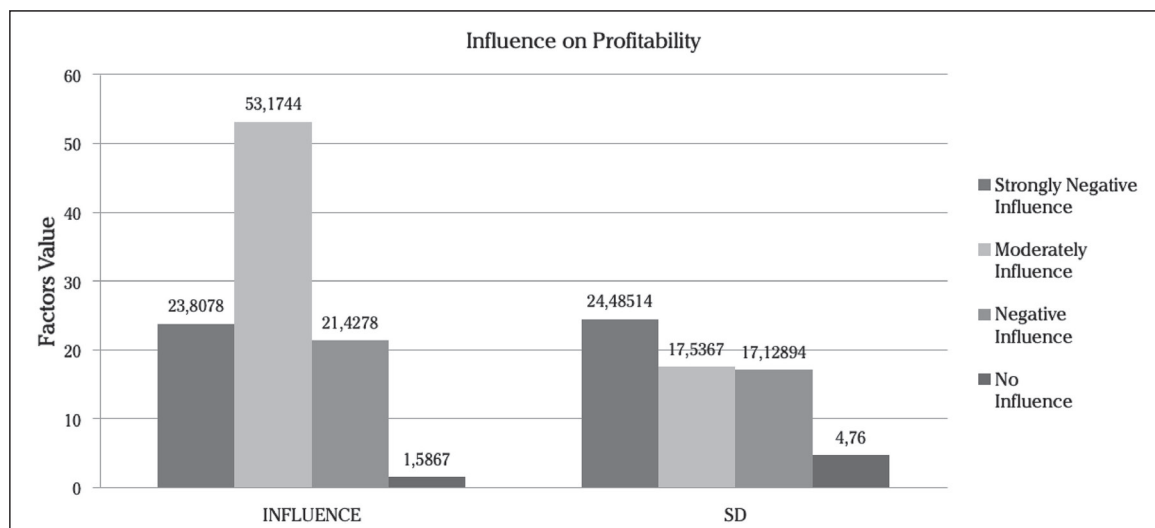


Figure 3. Influence on Profitability

Source: Authors Explanation

Social harassment factors refer to eve-teasing, sexual harassment, direct and indirect harassments to the female worker by their colleague, superior and others. Day by day, the probabilities of these incidents are decreasing, and there is a substantial defence against social harassment factors to garments worker. This factor is also influenced moderately. One noticeable matter is that almost 42.86% factory answered that this factor does not influence their growth and development.

According to Table 2, *strongly negative influence* has the highest dispersion value from its mean. That means the specified factors influence strongly negative on the company's growth and development. For another two-influence type, the deviation from their mean is almost the same (Table 2 & Figure 3). Moreover, the moderate influence has the highest mean value having the

same Standard Deviation. A decision can derive from the same Standard Deviation value that the impacts of different factors have a *moderate impact* on a company's profitability, growth, and sustainable development. On the other hand, the mean influence of '*No Influence*' is very lower than another three types. That means there are no such factors that don't have any influence over the company's profitability, growth, and sustainable development.

The Present Status of RMG Industry

BGMEA, the leading organisation formed by the garment manufacturers in 1982, plays a significant role in the interests of factory owners and exporters and serving common needs. It regularly arranges the annual convention where it presents new products and industry profiles to foreign buyers (Yunus & Yamagata, 2012; Islam,

Tabel 3. Comparative Statement of RMG industry Export

Year	Number of Garments Factories	Export Of RMG (In Million USD)	Total Export of Bangladesh (In Million USD)
2000-01	3480	4859.83	6467.30
2001-02	3616	4583.75	5986.09
2002-03	3760	4912.09	6548.44
2003-04	3957	5686.09	7602.99
2004-05	4107	6417.67	8654.52
2005-06	4220	7900.80	10526.16
2006-07	4490	9211.23	12177.86
2007-08	4743	10699.80	14110.80
2008-09	4925	12347.77	15565.19
2009-10	5063	12496.72	16204.65
2010-11	5150	17917.46	22924.38
2011-12	5400	19089.73	24301.90
2012-13	5876	21515.73	27027.36
2013-14	4222	24491.88	30186.62
2014-15	4296	25491.40	31208.94
2015-16	4328	28094.16	34257.18
2016-17	4482	28149.84	34655.92
2017-18	4560	30614.76	36668.17

Source: Export Promotion Bureau Compiled by BGMEA

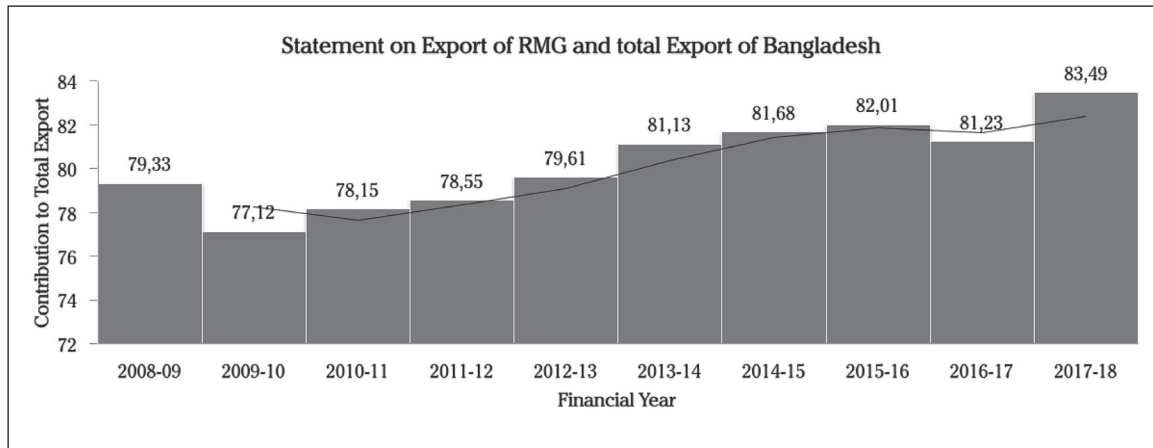


Figure 4. Contribution of RMG Export in total Export of Bangladesh
Source: Export Promotion Bureau Compiled by BGMEA

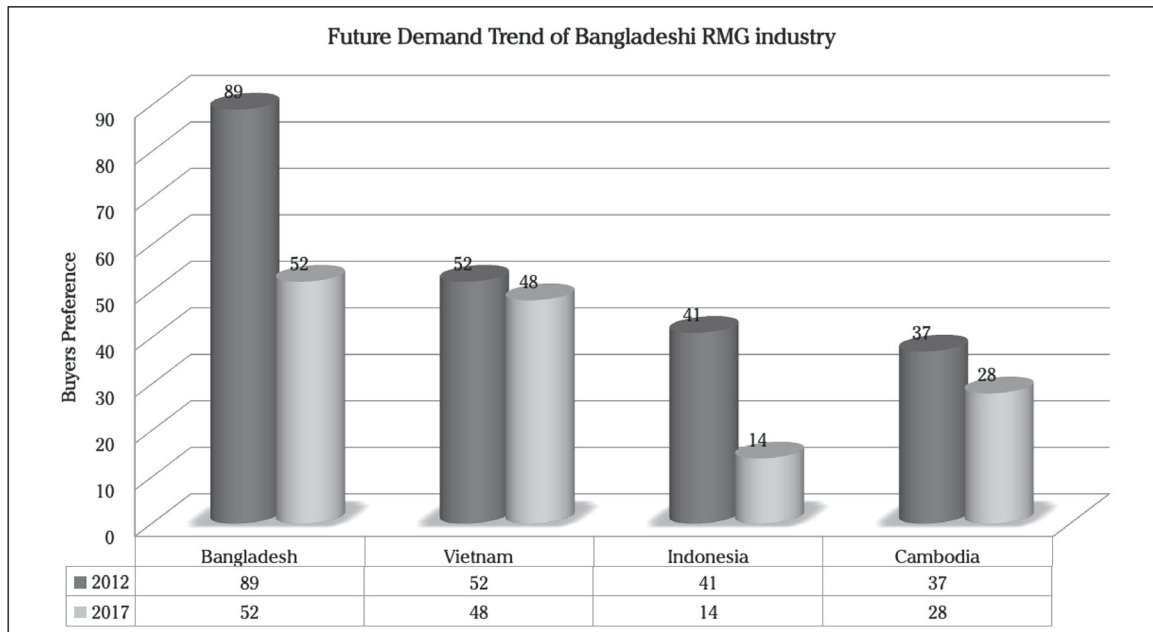


Figure 5. Trend of Losing Demand
Source: Authors Explanation

2013a; Islam, 2013b). According to BGMEA, the number of garments factory is decreasing year by year. Some small factories have closed their business due to the different crisis such as financial crisis, unfavorable environment, and lack of support by financial institution and government also. The present comparative statement of RMG industry export of Bangladesh has given in Table 3 considering the number of garments factories and export earnings from the RMG sector.

This sector has significant influence in maintaining a smooth economy of Bangladesh. The contribution of RMG sector in Bangladesh's economy has shown in Figure 4.

McKinsey&Company did a survey in 2011, and reported that Bangladesh was the hot spot for the next five years after 2012 (Figure 5). In that time, Berg et al. (2011) reported after McKinsey&Company had undertaken a survey of 28 US and European

chief purchasing officers from leading apparel companies that almost 89% respondent had shown their intention for purchasing from Bangladesh. They considered Vietnam would be the first competitor of Bangladesh with 52% purchase intention. Another survey had undertaken by the same company following the same process in 2017 and reported that Bangladesh would remain at the top in the apparel producing country list. However, in the second survey, the respondent showed their difference in choosing the apparel manufacturing market. In that time, Bangladesh got down to 52%, which was much lower than the previous survey in 2011. Though Bangladesh is in number one, purchasers' intention is in decreasing trend. In 2012, India was not in any competitive position, but in 2017 India stood in the third position. They are taking a competitive advantage. In these cases, Bangladesh is facing some problem and losing the position for some barriers day by day.

MANAGERIAL IMPLICATIONS

We have found several implications to maintain sustainable development of Ready-Made Garments sector. As all the factors have directly related to the company's profitability, growth, and sustainable development, it would affect the investor or foreign buyer's decisions. If different techniques and regulation can control all these factors, then it will create a favorable view of the ready-made garment sector of Bangladesh. Moreover, some critical matters these should consider by the authorities. These are; taking proper controlling action so that worker will work enthusiastically, providing proper labour/employee service facilities, increasing the looking after intending to reduce these factors, making rules regarding controlling the worker and employees should

be flexible, ensuring employees regular benefits and prioritising the solution to the financial crisis, and smoothing business transaction with the management and employees. These factors should be controlled immediately to increase the positive view and to increase the profitability of the garments industry in Bangladesh. Furthermore, the minimum wages amount of the worker should increase, and every type of infrastructure and the communication channel between worker and owners should develop. Besides, the labour unions of the company should be independent. Moreover, the government should take some policies to meet up financial crisis and should monitor whether labour laws are obeyed or not by the company owners. Besides, the companies should arrange different types of training or workshop to train the workers for risks management as well as their insurance coverage should be expanded for the risks associating factors which are not within the insurance policy. Furthermore, existing risks controlling tools should be available everywhere within the company premises, and these should use in proper ways.

CONCLUSION

We have analysed the relationship among all the barriers, all the responsible parties, and development of this sector. Everything is related to each other. All the parties are directly related to the growth and development of the RMG sector. That is why all of them should be more conscious to mitigate the existent barriers or risks factors. Moreover, they should maintain a good relationship with each other to ensure the sustainable development of this sector. So, the most important matter to increase the growth and development is good co-operation of all responsible parties. ■

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