International Managers and Cultural Barriers: An Empirical Study in the Garment and Textile Industry in Bangladesh

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Abstract

This research investigates the cultural barriers which face international managers and the significance of international managers on Industrial Relations (IR)/Human Resource Management (HRM) practices within the Garment and Textile (G & T) industry in Bangladesh. After the Rana Plaza building collapse, the Bangladesh state undertook measures to address a variety of IR/HRM related issues which included those of health & safety, working conditions and trade unions. It is noted that international managers have played a substantial role but there remain some limitations which are discussed. Based on a review of the literature, the research develops a model to identify how effective international managers are in overcoming cultural barriers. The research methodology is based on a theoretical model which brings together a number of factors which include cultural characteristics. This is tested through triangulation; analysis of primary data interviews which are based within selected companies interviews, open-ended and structured interviews, and the analysis of a survey questionnaire.

For this research, Hofstedes, Trompenaars and Ingleharts model have been drawn upon because their work provides both a theoretical and practical contribution to culture and management in major developing countries such as Bangladesh. This exploration of the cultural context within Bangladeshi identifies various differences between Western and non-Western culture. The Bangladeshi culture and non-Western culture particularly in South Asia has substantial similarities. Bangladesh retains what is probably the most traditional and collective culture in South Asia. These collectivist traits are reflected in both the research and conceptual model. Therefore, these contextual factors offer fertile ground for the future development of a model for understanding how international managers adapt to the environment within Bangladesh. A modified theoritical model from selected theories allowing a framework for the research.

In line with the empirical findings, the cultural characteristics of language, culture, trade unions, health & safety and political understanding are all significant for international managers in the G & T industry in Bangladesh. With regards to language barriers, the research has identified that language problems create a communication gap between international managers and IR actors, this is notable between trade union and government officials; hence the cultural barriers. Findings suggest that the non-Western international managers such as those from India and Sri Lanka do not encounter language problems. Within the linguistic sphere, Indian and Sri Lankan international managers have a basic grounding in Bangla (Bangladeshi language). This familiarity extends beyond language and includes culture. With regard to health & safety issues, the findings suggest that Western international managers show a higher level of awareness than non-Western international managers. This heightened

awareness is especially contrasted with those managers from India, Sri Lanka and China. This may be because of the similarities of cultural characteristics.

In line with HRM practices, the Multinational Companies (MNCs) provide an exemplar of the introduction of corporate HRM policies in the G & T industry in Bangladesh. The empirical study of this research found that Western international managers follow different HR policies but they have limited presence compared to the non-Western international managers. The non-Western international managers particularly those from India and Sri Lanka tend not to follow corporate HRM practices. These countries and Bangladesh have a similar cultural framework and therefore a similar paradigm of values and understanding. This research also contributes to the understanding of the relationship between selected actors in the G& T industry. The empirical evidence in the broad fields of IR/HRM for Bangladesh is scant and the findings make a significant contribution to knowledge. Therefore, this research makes a contribution to understanding selected actors within the Bangladeshi system.

Acknowledgements

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List of Abbreviations

ADB	Asian Development Bank
AGM	Assistant General Manager
BBS	Bangladesh Bureau of Statistics
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
BTMC	Bangladesh Textile Mills Corporation
BEPZA	Bangladesh Export Processing Zones Association
BILS	Bangladesh Institute of Labour Studies
BKMEA	Bangladesh Knitwear Manufacturers and Exporters Association
BoI	Board of Investment
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIA	Central Intelligence Agency
CPO	Chief Purchasing officers
CPD	Centre for Policy Dialogue
CQ	Cultural Intelligence
CSR	Corporate Social Responsibility
EPZ	Export Processing Zone
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GSP	Generalised System of Performance
G & T	Garment & Textile
HRM	Human Resources Management
ILO	International Labour Organization
IMF	International Monetary Fund
IR	Industrial Relations
MoU	Memorandum of Understanding
MFA	Multi-Fibre Agreement
MNC	Multi-National Corporation
NIEs	Newly Industrialising Economies
NTPA	National Tripartite Plan of Action
PPP	Purchasing Power Parity
SEZ	Special Economic Zone
SPSS	Statistical Product and Service Solutions
UNCTD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
USA	United States of America
WPC	Workers Participations Committee
WVS	World Value Survey
WWA	Workers Welfare Association

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Chapter 1   : Introduction and Research Context

1.1   Introduction

One of the most striking features of the global economy in recent years has been the increasingly large role played by developing economies such as Bangladesh. These countries have shown significant progress in economic development and are increasingly linked to the global economy (Bhaskaran, 2011). As part of their economic development, these countries have largely focused on establishing export-oriented industries such as garments, textiles, electronics, leather, pharmaceutical, toys for example. Consequently, these countries prioritised foreign direct investments (FDI), as it is a crucial factor, which promotes economic development within a developing country. It is one of the major sources of employment generation, technology transfer and facilitates the introduction of corporate IR/HRM practices in a country (Abedin, 2015). Nevertheless, as these countries moved up the ladder of economic development, the challenges to companies are enormous. This is especially in the area of corporate IR/HRM practice. This includes health & safety, working condition, minimum wage and trade unions negotiations. The reason for the particular challenge in these areas is rooted in the different political, economic and cultural system prevailing in developing countries.

There has been limited research within the G & T industry in Bangladesh. The studies include women's employment (Rahman, 2009), stakeholder's capitalism and workers rights (Tighe, 2015), buyer-seller relations, prices and development (Grossi, 2015), labour process regimes and patriarchal relations (Mawa, 2016) as well as firm's responses to system, societal and dominance effects (Zaman, 2015). The study of women's employment has found that the G & T industry in Bangladesh is playing a significant role in the process of social and economic transformation of the country. Their noticeable presence in the labour market is gradually creating an accepted presence within the conventional public sphere. Also, the study of stakeholders'

capitalism and workers rights has shown that interaction between different stakeholders and factory managers in the G & T industry in Bangladesh are not cohesive either within or between Garment and Textile factories. The study of buyer-seller relations, prices and development has revealed that buyer-seller relations are highly persistent. These are almost exclusively within the product category and growing over time. It would be appear that these relationships are considered key to survival in the sector. Furthermore, the study of firms' responses to systemic and societal influence has identified that a mixture of international and local factors have impacted on supplier firms. It is found that the interaction between the industry and dominance of social and cultural issues are complex and variable in outcomes for management development in the Bangladeshi G & T industry. Nonetheless, these studies have a greater link with the cultural barriers for international managers particularly in relation to communication with local managers and IR actors in the G & T industry in Bangladesh. This is because that these studies have consisted a number of factors such as the practices of corporate IR/HRM within the G & T industry where international managers have played a substantial role.

However, there does not appear to have been empirical research in the field of cultural barriers for international managers particularly in relation to communication with local managers and IR actors in the G & T industry in Bangladesh. Consequently, this under researched area appears to present itself as fertile ground for empirical investigation. The rationale driving this endeavour is to offer support to international managers in the challenge of managing environments where cultural barriers within the G & T industry in Bangladesh present impediments to productivity and efficiency. Furthermore, the study of cultural barriers is significant because it can identify whether the international managers understand or do not understand the hierarchical structure of Bangladeshi society. A set of rules, regulations and cultural memory which influences the way international managers are likely to be effective or not effective by understanding the Bangladeshi culture.

In particular the G & T industry is important because: a) it makes a significant contribution to the Bangladeshi economy, b) a dramatic change within IR/HRM practices came about after the Rana Plaza building collapse, c) the impact of demographic changes within the labour force and d) how cheap labour is utilised. The

G & T industry is founded upon a labour force, which includes significant sections, which do not have to be very skilled. Consequently, given the significance of the G & T industry in Bangladesh this research has the potential to make a substantial contribution to knowledge and, given the health & safety and employment issues in this industry, an important opportunity for recommendations. In short, it would appear that the Rana Plaza disaster has been a catalyst for change in the way in which IR/HRM is undertaken and this change has taken place within one of the primary engines of a developing economy, namely Bangladesh.

The G & T industry within Bangladesh presents an exemplar of how developing countries participate with globalisation. Also, as a developing country that had a huge catastrophe in the collapse of Rana Plaza, this is similar in significance to a coalmine catastrophe in Congo. This is because the health and safety isn't looked after and that leads to questions of how international manager's deal with these. The context help develop a theoretical understanding of this topic by allowing analysis of other developing countries and the possible role international managers can play in this setting. However, the importance and relevance of this research grows from and is firmly rooted in the following issues. The research has focused on Bangladesh for a number of reasons, which include: a) it is a transitional economy, b) evaluating health & safety and employment issues in pre-Rana Plaza, c) evaluating health & safety issues in post-Rana Plaza and d) there is currently very little research available in the field of IR/HRM within the G & T industry in Bangladesh.

This chapter will provide an introduction to the currently available research. Initially, the developing economy (particular focus on Bangladesh) for the research is outlined and this is followed by offering a global framework for the G & T industry. This chapter also clarifies the concept of international managers. Subsequently, this chapter will present the aims and objectives of the research and a discussion exploring the significance of the research to the G & T industry in Bangladesh. The research questions and the analysis of the main focus will also be stated. Consequently, a structure and hypothesis for international managers in the G & T industry in Bangladesh will be presented. Finally, the structure of the thesis is outlined.

1.2 Bangladesh Economy in Global Context

Since independence in 1971, the economy of Bangladesh has changed in sectorial configuration terms (Kurpad, 2014). The G & T industry contributes to 13 per cent of the national GDP. With regard to the volume of exports, the industry accounted for a mere US$ 6.9 billion in 2005 – 06, but increased to US$ 19.21 billion in 2011 – 12 and US$ 30.61 billion in 2017 – 18 (Export Promotion Bureau, 2018). However, the G & T industry has become the backbone of the country's economy, which has played a significant role in shifting the economy upwards.

After China, Bangladesh is the second largest Garment & Textile producing country in the world, with 4,328 factories employing approximately 4 million workers who are predominantly female (Bangladesh Garment Manufacturers Exporters Association [BGMEA], 2017). According to 2017 – 18 figures, total export earnings of the industry reached around US$ 30.61 billion (approximately 83.49 per cent of total export of the country), which contributes 13 per cent of Gross Domestic Product (GDP) (BGMEA, 2018). The G & T industry in Bangladesh offers various advantages to attract major international buyers that include; cheap labour, production capacity and technological development (Alam & Natsuda, 2016). Another advantage is proficiency in the use of the English language by management and factory owners in the country (Kurpad, 2014). Nonetheless, the industry has a number of problems with regard to international managers and cultural barriers, which will be addressed in this research, namely, health and safety, working conditions, minimum wages, corruption, trade unions and IR/HRM implementation.

The majority of factory owners in the G & T industry in Bangladesh are owned by Bangladeshi investors with Korean, Chinese and Indian business partners owning about 95 per cent of factories (Karim, 2016). In contrast, the majority of factory owners in Cambodia are owned by foreign investors, owning about 95 per cent of factories (Oka, 2016). The Bangladeshi G & T industry consists of 4,328 factories where 20 per cent are large, 30 per cent are medium and 50 per cent are small sized companies. The study reveals that the large sized companies employ over 3,000 employees; medium sized companies employ between 1,000 and 3,000 employees and small sized companies employ less than 1,000 employees. Nevertheless, more

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recent analysis of company size by the Centre for Policy Dialogue (CPD [2017]) found that the large sized companies employ over 2,500 employees, medium sized companies employ between 500 and 2,500 employees and small sized companies employ less than 500 employees. The magnitude is very similar and it is to be expected that the G & T industry is a developing industry with a continuously changing composition. The majority of workers are women aged between 15 – 30 and have poor educational qualifications and job skills (Akhter, 2014). These workers largely migrated from rural areas to the capital city and other industrial cities in Bangladesh for example Dhaka, Chittagong, Gazipur and Narayangonj (Jenkins, 2013). The provision of job opportunities within the industry has given women the opportunity to be financially independent.

Historical political conflicts have caused Bangladesh to miss out on many global economic opportunities despite significant achievements made since independence (Kamal & Kaiser, 2014). The G & T industry is the most affected sector from corruption and adversarial politics. Due to the recent political conflict in 2013 & 2014, the international buyers stopped placing orders and moved away from Bangladesh to other neighbouring countries. The Garments manufacturers could not import essential raw materials or export finished products. Also, the international managers could not meet with buyers and were prevented from traveling to other countries. The non-Western international managers, especially in India and Sri Lanka were able to tackle the situation because those countries and Bangladesh have a similar cultural understanding. On the other hand, international managers with a Western cultural paradigm have the challenge of working within a non-Western culture. This challenge is substantive.

The global G & T industry, and Bangladesh in particular, remains dangerous with unhealthy working conditions despite various efforts to regulate (Oka, 2016). Following the Rana Plaza disaster in 2013, the G & T industry in Bangladesh has been facing immense challenges regarding compliance with the international standard to ensure workplace safety and better working conditions. After the disaster, trade unions have been allowed to register in individual work places and so offer legitimised formal representation more easily. However, less than 5 per cent of

workers in the G & T industry belong to unions (Ahmed et al., 2014). Therefore, the majority of workers cannot bargain collectively.

Fifty per cent of G & T factories in Bangladesh, mainly small sized, do not comply with international standards for example, ignorance of building and construction legislation, safe working environment and labour rights. The small sized companies largely focused on profits rather than health & safety and working condition issues as they have less financial capability and a poor infrastructure to regulate working conditions. The small sized companies also do not have any HR activities where company owners or higher authority control these activities. On the other hand, large and medium sized companies normally focus on working conditions and health & safety issues as they have a strong financial and organisational capability. They also follow government rules and regulations. The large and medium sized companies follow the MNCs to regulate the HR activities. Corruption is another issue in the G & T industry in Bangladesh. The majority of local companies are easily involved with corruption as the owners are very powerful and maintain good relationships with political leaders and key government officials.

1.3   Global Framework for the Garment and Textile industry

The G & T industry is one of the largest and most global industries in the world. The industry has provided opportunity for the country to step towards industrialization. It is the first industry in many developing countries to engage in the global economy. The G & T industry has been the initial economic engine for development of many countries such as China, India, Bangladesh, Sri-Lanka, Pakistan, Vietnam, Haiti and Cambodia.   These countries largely depend on this industry. Bangladesh has the highest dependence on this industry as this industry as a total share of exports is 83.49 per cent, followed by Cambodia (78 per cent), Pakistan (67.2 per cent) and Sri Lanka (47 per cent) (Merk, 2014). Several African countries such as Lesotho, Madagascar and Mauritius also have a high dependence on this industry. Those countries with a dependence of more than 50 per cent of exports tend to be low income. This industry has a significant contribution to many countries in becoming lower middle-income countries such as China, Vietnam and Mauritius. In March 2018, Bangladesh also classified as a lower middle-income country of which largely depends on this

industry. However, it is noteworthy that all the newly industrialised Asian countries have used the G & T industry as the engine to jump-start their progress toward industrialisation and economic development (Warfield et al., 2006). The hypothesised rationale for this success is attributed to the unique characteristics of this industry, namely a lot of cheap labour with minimal regulation.

The employment issue of the global G & T industry is the major concern in recent decade particularly after the Rana Plaza building collapse. For MNCs in developing economies, have created numerous opportunities but encountered significant challenges on these issues. This is because of many issues in developing countries that may prevent them from meeting required standards. These issues demand the attention of various actors such as government, employers, employer associations, trade union officials and the international managers (Donaghey et al., 2014 and Levy, 2008).

1.4   Lack of Research in IR/HRM Area

There has been empirical research in Bangladesh covering the G & T industry particularly because of the global market for the particular industry. However, many important aspects such as IR/HRM have not been fully investigated; hence, this study makes a valuable contribution to the current body of literature in this area. An empirical study of the Bangladeshi industry furthers an understanding of the culture of Bangladeshi industry and HRM. However, this research focuses on a number of selected IR/HRM related issues. Particular emphasis is placed on the issues of; health & safety, working conditions, minimum wages, corruption, political instability and labour unrest.

Being aware of the issues, MNCs show good performance where international managers have played a key role to their success when assigned in Bangladesh. In most of the cases, the Western international managers show better performance on IR/HRM related issues than their counterpart's; non-Western international managers but they have a limited presence in Bangladesh.

Nevertheless, the research has a significant gap in the literature is the lack of empirical investigation of the approaches to incorporating cultural barriers for

international managers in the G & T industry in Bangladesh. Another significant gap in the literature exists in the identification of the cultural differences (particularly in relation to communication with local managers and IR actors) between Western and non-Western international managers in a developing country such as Bangladesh. However, this research constitutes a significant piece of empirical investigation for IR/HRM practices in the context of globalisation.

1.5   Significance of the Research

It is anticipated that this research will be of interest to international managers from Western cultural paradigms because it is intended to facilitate an insight, appreciation and understanding of Bangladeshi culture, which in turn, may assist in overcoming cultural barriers within the G & T industry. This research aspires to lay a foundation upon which later research may build emerging issues germane to international managers will be identified and in conjunction with recommendations offer signposts and point the way for further research. Based on the conceptualisation of the problem, it is believed that this research has both theoretical and empirical significance. Many studies have been conducted on exploring cultural barriers for international managers. Most have primarily focused on Western developed countries as well as a number of economic emerging countries including China and India but very little has been found on Bangladesh. The findings of the research have significant consequences to understand cultural barriers for international managers particularly in relation to communication with local managers and IR actors. In addition, this research is significant for IR/HRM practices in the context of globalisation. Finally, international managers within this industry sector and country could enhance their knowledge and update their understanding of Bangladeshi culture and bring knowledge derived from this work within Bangladesh.

The G & T industry in Bangladesh is the country's primary source of manufacturing employment and earning of foreign currency. In 2017 (July 2016 – June 2017), Bangladesh witnessed the highest FDI of US$ 2454.81 million, which was 13.73 per cent higher than previous year of 2016 (Central Bank, 2017). The 14.68 per cent of the investment came to the G & T industry where most of the international managers work. Currently, there are 22,465 international managers working in Bangladesh

particularly in the G & T industry, most of them from India, Sri Lanka, China and South Korea. [1]These international managers encounter several problems including language, culture, politics and corruption. Thus, this research is significant for them overcoming cultural barriers in the G & T industry in Bangladesh. This industry is expected to grow rapidly over the next decade, as Chinese factories turn to Bangladesh due to their labour cost rise and a sharp hike in overall production costs (Anbarasan, 2012). This is a physically demanding industry in a country with low workplace health & safety standards and a lack of relevant supportive and protective policies and regulations has led to many fatal incidents in recent years (Villanueva, et al., 2016).

On 24 April 2013, Rana Plaza, a high rise building where several garment factories were accommodated collapsed and killed 1,129 workers (Knudsen, 2018); and the Rana Plaza is not only the case. Since 2005, there have been 11 major factory disasters in the industry, which have taken the lives of 1,728 workers (Anner, 2015). Rana Plaza was, however, only the tip of the iceberg in Bangladesh. Workers in Bangladesh often face harsh working conditions, limited rights of trade unions, low wages, irregular payments, harassment by employers and management, physical beating at the factories etc. (Vang, 2015). This is also the case in India where the outsourcing of Garment & Textile production to women working at home leads to difficult working conditions. Political instability and corruption are also major challenges in the industry. Therefore, this research will contribute to cultural barriers for international managers in the G & T industry in Bangladesh.

1.6   Significance of International Managers

The international managers are significant in managing MNCs subsidiaries in foreign locations because they are more skilled and capable. They also practice corporate IR/HRM and have sufficiently broad knowledge to manage subsidiaries in different cultural environments such as Bangladesh. Nonetheless, these international managers have some common characteristics. First, international managers help in the communication of explicit and tacit forms of IR/HRM knowledge within MNC

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[1] Email communication with Mr. Nabhash Chandra Mandal (Additional Secretary of Board of Investment, Bangladesh) on 27 May 2017.

subsidiaries (Gamble, 2003). Second, international managers (particularly parent-country nationals) are described as 'cultural carriers' in terms of their capacity to exercise cultural control via the promotion of common corporate values and norms (Chang & Smale, 2013). Third, international managers are able to facilitate knowledge and practice transfer through their existing connections with headquarters, which not only provides them with key knowledge resources, but also develop a stronger commitment to headquarters (Torbiorn, 1982; Banai & Reisel, 1993). And fourth, international managers are likely to have greater experience in understanding and implementing corporate IR/HRM practices as a result of their previous work experience (Brewster & Suutari, 2005).

The term 'international manager' within the context of the G & T industry in Bangladesh and this research has a specific meaning. These are managers, which are based in countries other than Bangladesh. Managers who have been assigned to work in 'overseas' within Bangladesh on a temporary basis. This period of time usually ranges between six months and five years. They are tasked with specific responsibilities and considered significant in terms of their impact upon corporate industrial relations and the way in which human resource management is conducted.

1.7   Research Aims and Objectives

The primary aim of this research is to evaluate the significance of cultural barriers for international managers particularly in relation to communication with local managers and industrial relations actors in the G & T industry in Bangladesh.

In 2016-17, Bangladesh has experienced a sustained economic growth of 7.24% GDP growth (Bangladesh Bureau of Statistics, 2017). These developments, however, have been paralleled by a developing criticism of IR/HRM within the country. Previously these issues were of little significance on the international agenda. The dimensions of culture, language in conjunction with historical IR/HRM issues contribute to a complex and dynamic environment.

Upon arrival in a developing country like Bangladesh the substantive challenges international managers face is the nuanced IR/HRM environment, the culture and the

obvious issue of language. Previous research (e.g. Marschan et al., 1997) has suggested that language differences result in communication problems between international managers and local managers or IR actors. With regard to language differences, Neal (1998) identified that language problems as the major source of dissatisfaction, frustration and resistance between international managers and local managers (based on interviews with international managers working in UK subsidiaries). Furthermore, the language issues could affect an understanding of IR/HRM related issues such as health & safety.

Most recently research (Zhang and Harzing, 2016) revealed that an understanding of local language and culture could prove to be critical in creating harmonious relationship between international managers and local managers. Park (1996) suggested that Korean staff who possesed limited English proficiency encountered more problems in working with their American counterparts. His study was based on Americal MNCs in South Korea. He suggested that "foreign language training could become a key aspect of international managers training in order to faciliate more effective communication within foreign subsidiaries."

In the context of G & T industry in Bangladesh, English and Bangla are both official languages but workers of trade union officials largely speak 'Bangla' as this is their local language, however they do have understanding in English. In recent years, the Bangladeshi education system has taught English becauses a subtantial number of MNCs operate their business in Bangladesh particularly in the G & T industry. These MNCs have recruited a large number of international managers and most of these come from non-Western countries such as India and Sri Lanka. These countries and Bangladesh have similar cultural understanding on language and religion aspects.

The specific objective of the research is to focus on the cultural barriers for international managers and the impact of international managers on the efficiency, productivity and employment relations of the G & T industry in Bangladesh.

The objective of exploring nature and implication of culttural barriers within the G & T industry in Bangladesh is crucial to the central theme of this research which is to explore the role of, challenges to and contribution from internatiaonal managers.

These managers are key to the evelopment of the G & T industry which in turn is a meta driver in the development of Bangladesh.However, the aims and objectives of this research are to look at international managers, who play a significant role in the G & T industry. The G & T industry has a major financial role in Bangladesh as well.

1.8 Research Focus

To undertake a systematic review of germane existing theories in the area of culture and international managers; this review contributed to the genesis of the main research focus. Nevertheless, the main research focus is illustrated below:

- How effective are international managers in overcoming cultural barriers particularly in relation to communication when working with Bangladeshi local managers and Industrial Relations actors in the G & T industry in Bangladesh?

1.9 Analysis of the Main Focus

This research has a number of themes. Each theme examines an issue that is relevant to culture for international managers in the G & T industry in Bangladesh. These themes include: health and safety, trade union, local politics, language problems and the cultural differences.

Health & Safety: Given the significance of the G & T industry in Bangladesh, the international managers could play a substantial role in improving health & safety issue. The health & safety in the global G & T industry remain dangerous and unhealthy despite various efforts to regulate (Human Rights Watch, 2014). Following the Rana Plaza building collapse, health & safety become a major concern for international buyers, local government and trade unions. Although, the trade union officials were concerned about increasing wages and other benefits, none of them were concerned about improving health & safety issue.

Trade Unions: The most significant local actors in globalizing employment management contexts are the IR organizations, as for example the trade unions (Frege & Kelly, 2003; Hyman, 2004; Royle, 2004). Trade unions could contribute to

overcoming information irregularities by helping information sharing between workers and management (Benson & Debroux, 2000). They provide a forum for technique for individual workers complaints and dissatisfactions and a channel for communication. Trade unions could collect workers opinions and communicate these to management, which may lead to better IR/HRM policies. Workers in many of the countries such as Bangladesh producing garment products face numerous challenges as they seek to organise and voice their concerns and articulate their interests.

For the G & T industry, approximately 50 per cent of companies do not have effective collective bargaining as they have their own IR/HRM policy. For the MNCs, the scope for collective bargaining is limited, as individual companies have adopted their own employment terms and conditions, wages and benefits (Hayami et al., 2011). The benefit packages including house rent, transport, medical costs and childcare, which is determined by company's headquarters and implemented by international managers, especially HR managers. In some cases, the MNCs allowed employees to form trade unions, but curtailed their bargaining power by isolating the plant-level trade unions from mainstream political parties (Colakoglu, 2015).

Local Politics: An understanding of local politics is crucial for international managers. This is because in the last two decades, many Asian developing countries such as Bangladesh have not only experienced their own internal political turbulence but have in addition, been exposed to the impact of globalisation (Basnyat et al., 2017). This may also impact on employment conditions of a large number of workers particularly in the G & T industry where a substantial number of international managers work. Often international managers are reluctant to transfer to such countries because of political instability as political strikes may affect their work. This work has highlighted a number of key issues, which could potentially be of meaningful assistance to international managers, which have similar political characteristics.

Cultural Differences: International managers and IR actors are embedded in different cultural context, as revealed in differences in social structure and cultural foundations. These differences affect their interaction with each other regarding practices of corporate IR/HRM. This includes health & safety, working conditions

and trade unions. Cultural differences are deeply embedded into the labour process, and it is easy to misinterpret everyday life inside a factory in the absence of cultural understanding. This is obvious in the manner in which international managers and local IR actors interact. The difference in perception is notable in the way local workforces are structured in the G & T industry in Bangladesh (Soundararajan et al., 2017). These boundaries must be reduced to enable constructive interaction between international managers and IR actors and practices corporate IR/HRM.

Language Problems: With regards to cultural barriers clearly the language issue creates a communication gap between international managers and local IR actors. The IR actors provide essential information on local markets and customer requirements, whereas international managers contribute managerial and technical support to implementation of corporate IR/HRM strategy (Vance et al., 2009). This is because the local IR actors and the international manager have a different cultural understanding. They hold different beliefs, norms and values (Hofstede, 1980). These cultural differences influence the way that individuals manage IR/HRM related activities in MNCs, not just in Bangladesh but in factories across all developing and transitional economics, as well as how they communicate with each other (Adler & Graham, 1989; Brockhoff & Schmaul, 1996; Jackson et al., 2013).

1.10 Structure of Hypotheses – International Managers

The research hypothesis allows a refinement of the research focus/theme and therefore, the hypotheses are deductive for the research.. This involves testing theoretical propositions by employing an appropriate strategy that is to be supported or verified (Sunders et al., 2016). Nevertheless, the main research focus generates a set of hypothesis and the study re-generate a number of themes in five categories, which include; language problems, local politics, health & safety, trade unions and cultural differences and these are illustrated below:

A. Language Problems

Hypothesis A.1: Language is a central focus of cultural barriers in Bangladesh.

Statement of Hypothesis: With regards to cultural barriers, language problem creates a communication gap between international managers and IR actors. To minimise the communication gap, international managers of the G & T industry in Bangladesh could learn the Bangladeshi local language 'Bangla'. In India, both 'English' and 'Hindi' are the official languages but 'Bangla' is the third most spoken language as 8.1 per cent of the population speak this language. Also, 'Hindi' and 'Bangla' have the similar root of 'Sanskrit' language. In linguistic aspects, India and Bangladesh have a similar understanding and therefore learning then language could potentially contribute to a narrowing of the cultural gap.

On the other hand, the international managers from China are different from Indian managers. In China, 'Standard Mandarin' is the official language and 'English' is not widely spoken in major cities, although an understanding of English is predominantly found in some of the major cities. Furthermore, the international managers from Western countries are very different from those from India and China. In spite of this reality, Western international managers may use the common language of English to communicate with Bangladeshi local managers and IR actors. The cultural starting point of China, India and Western countries are very different. A linguistic gap can be counter balanced by cultural awareness. Therefore, the research would empirically test by investigating the question of whether the Language is a central focus of cultural barriers in Bangladesh.

Hypothesis A.2: The proficiency of international managers in the use of Bangla has a positive impact upon communication and cultural adjustment.

Statement of Hypothesis: Proficiency in the host language may contribute to a wide range of positive outcomes for international managers. It may facilitate communication with local managers and IR actors as well as narrow the cultural gaps. Within the G & T industry in Bangladesh, the non-Western international managers such as those from India and Sri Lanka may not encounter language problems communicating with Bangladeshi local managers and IR actors as they have a similar cultural framework. Within the language sphere, they all speak languages similar to 'Bangla' (Bangladeshi national language); 'Hindi' (Indian national language) and 'Sinhala' (Sri Lankan national language). These have a common antecedent of

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'Sanskrit' language. This is fundamentally different from other non-Western and Western countries. Therefore, non-Western, specifically Indian and Sri Lankan international managers may have this advantage in terms of adjusting to the working environment within Bangladesh with local managers and IR actors.

Hypothesis A.3: International managers are likely to face greater difficulty with cultural barriers in the context of the major actors within the G&T industry.

Statement of Hypothesis: The cultural barriers can result in IR actors experiencing frustration when interacting with international managers. Within the G & T industry in Bangladesh, language may be the significant barrier of cultural understanding in terms of relations to the major actors. This is because a particular number of IR actors such as trade union officials and government officials may not have a proficiency in English hence the cultural barriers. However, they may not encounter problems communicating with non-Western such as Indian and Sri Lankan international managers as they have similar cultural frameworks regarding: language, religion and other characteristics which contribute to cultural coherence. These countries probably have the most traditional and collective cultures, which is predominantly opposite to the Western culture.

B. Local Politics
Hypothesis B.1: It is important for international managers to understand local politics.

Statement of Hypothesis: International managers may face additional challenges in politically unstable countries. In many non-Western developing countries such as Bangladesh, on-going political conflict is a feature of life. As such, it is very important for international managers to understand local politics prior to moving to a particular country. From a political standpoint, developed countries tend to be relatively more stable than developing countries. One of the characteristics of Bangladesh is that it is a politically unstable country. This may disrupt international managers work with Bangladeshi local managers and IR actors. It is within this sphere that the non-Western, such as Indian and Sri Lankan international managers may be able to better manage conflict because these countries and Bangladesh have

similar cultural understanding. Nonetheless, the research would empirically test how significant it is for international managers to understand the local politics in Bangladesh.

C. Health & Safety and Trade Unions

Hypothesis C.1: Representative actors representation at company level has an effective impact on health & safety issues.

Statement of Hypothesis: Trade union representation at a company level might be expected to have a significant impact on major IR/HRM related issues such as health & safety and working conditions. One possible reason for this is that unions can provide workers with a collective voice, which is independent of management, when discussing safety improvements. The failure within Bangladesh to comply with workplace safety standards has contributed to a variety of occupational disasters. The Rana Plaza building collapse is one of the most notorious of these. A possible reason of this is that the lack of trade union representation at company level. Therefore, this research will employ empirical instruments to test this by investigating how worker representation at company level has an effective impact on health & safety issues.

D. Cultural Differences

Hypothesis D.1: Different international managers from different ethnic groups experience different degree of difficulties with cultural barriers.

Statement of Hypothesis: There are a significant number of international managers working in the G & T industry in Bangladesh and they come from different ethnic groups. Viewed globally different ethnic groups have different cultural characteristics. The non-Western (East Asian) countries such as China, Japan and South Korea are associated with collectivist culture and corresponding collectivist societies that place emphasis on Confusion philosophy. This cultural paradigm differs from other non-Western collectivist societies such as India and Sri Lanka. It is evident that the international managers from these countries encounter different cultural barriers when they are assigned to a foreign location such as Bangladesh. Therefore, this research will deploy instruments to empirically test this hypothesis by investigating the

experience of different international managers from different ethnic groups and the differences in the difficulties they experience in the context of cultural barriers.

Hypothesis D.2: The cultural barriers encountered by both international managers when working with local Bangladeshi managers are differently perceived. These differences are rooted in the cultural barriers of the international manager: Western and non-Western.

Statement of Hypothesis: In the G & T industry in Bangladesh, the Western international managers come from an individualistic culture, the antecedents of which are rooted in the Judeo Christian religion. In contrast, the non-Western international managers come from collectivist culture, which are predominantly been influenced by the Islamic religion. These two groups of international managers encounter different cultural problems when working with Bangladeshi local managers and IR actors. Therefore, the research would empirically test this by investigating the cultural barriers encountered by both international managers when working with Bangladeshi local managers are differently perceived. These differences are rooted in the cultural barriers of the international manager: Western and non-Western.

1.11 Structure of the Research

This research is presented in 9 chapters as illustrated in Figure: 1-1. A brief summary of each chapter is outlined below:

Figure 1-1: Structure of the Research

CHAPTER 1: Introduction and Research Context

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CHAPTER 2: Literature Review of Theory & Development of a Conceptual Model for the Study

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CHAPTER 3: Review of Empirical Literature

↓

CHAPTER 4: Research Methodology and Design

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CHAPTER 5: Globalisation and Economy in Bangladesh

↓

CHAPTER 6: Context of the Garment and Textile Industry in Bangladesh

↓

CHAPTER 7: The Analysis and Discussion of the Primary Data

↓

CHAPTER 8: Critical Discussion of Findings

↓

CHAPTER 9: Conclusions, Limitations and Recommendations

Sources: Author's Compilation, (2017)

Chapter 2 presents a review of relevant literature and introduces a theoretical model, which frames culture and international management. The approach defines culture, cultural theories, and conceptual model. In addition, recent developments regarding concepts of culture and notable of Bangladeshi culture will be discussed and contrasted. Defining culture and constructing a model is a central plank of this research. It is anticipated that the model deployed in this work will enable the research to generate a series of hypotheses; which can then be empirically tested. This chapter will also draw a central debate concerning cultural barriers for international managers in the G & T industry in Bangladesh.

Chapter 3 surveys the empirical literature in the G & T industry in Bangladesh. This chapter offers an overview of industry and issues. The trade unions and IR scenario of Bangladesh have been analysed. The main IR actors also been identified and discussed: trade unions, employers association, the government and international managers.

This chapter will also contain a review of literature pertaining to international managers in the G & T industry in Bangladesh. This review will focus on role, function, typology and importance of international managers. The role and functions of international managers has broadened considerably with increasing globalisation. Other relevant impacting factors, which will be considered here include: people, religion, cultural, management, ethics and corruption within Bangladesh. However, the empirical literature will on focus cultural barriers encountered by international managers in the G & T industry in Bangladesh.

Chapter 4-the selected research method will be identified and explained within this chapter. A detailed description of study design is presented to delineate the whole research process. Methods, data collection techniques and interpretation are presented. This chapter also incorporates the computer software used for data analysis including coding strategy. Finally, this chapter ends with the discussion of research limitations as this research has certain limitations.

Chapter 5 focuses on the Bangladesh economy within the context of globalisation. In addition relevant influencing factors are considered, which includes population, politics, labour force and Corporate Social Responsibility (CSR). All of these issues constitute developing challenges within Bangladesh.

Chapter 6 examines the historical context of the G & T industry in Bangladesh with reference to the labour force and recent changes within the G & T industry. The recent changes include amendment of labour laws, the introduction of trade unions in the EPZ area, achieving workplace safety compliance under a number of action plans, factory building inspections by Accord (an international organisation on Fire and Building Safety in Bangladesh) and Alliance (an international organisation for

Bangladesh Workers Safety) are at the final stage and minimum wages implementation for Garment & Textile workers. The issues include health & safety, working conditions, trade unions, corruption, labour unrest, minimum wages and so forth. These issues can impact on international managers working within the G & T industry in Bangladesh. Current IR/HRM practices will also be considered here. It is worth noting that IR/HHR practice within this sector in Bangladesh is not commensurate with common Western practice. The MNCs offer an opportunity to introduce a more contemporary approach to IR/HRM into the G & T industry in Bangladesh.

Chapter 7 presents the analysis and discussion of the primary data, which has been generated via the methods and techniques. There is an explanation of how the data has been analysed and how the findings are rooted in this analysis. In the interest of clarity, the analysis and discussion has been structured within broad categories: the questionnaire analysis, case study interviews and the open-ended interviews (recorded interviews). Importantly, the aim is to be able to compare the data between these three sources. The questionnaire analysis is presented in a number of broad categories: means, standard deviation, co-relations, frequency and cross-tabulation to identify the cultural barriers for international managers in the G & T industry in Bangladesh. Also, the recorded interviews and case studies interviews are presented to enable comparison of selected cultural factors for Western and non-Western international managers. The major factors for the comparison are first identified and includes language, health & safety, trade unions, local politics, CSR and differences between Western and non-Western international managers in Bangladesh.

Chapter 8 sets out the critical discussion of findings in relation to the conceptual framework and supporting hypothesis. The research hypothesis is a refinement and a development, which has grown out of the research questions. Consequently, the hypotheses are a logical derivative of the research.

Chapter 9 constitutes the conclusions and recommendations. A summary of the principal findings is presented and the contribution, which this work makes to new knowledge, is specified. Finally, the limitations of the research are articulated and some suggestions for future research are made.

Chapter 2 : Review of Theoretical Literature and Development of Conceptual Model for the Study

2.1 Concept of Culture within International Managers

The concept of culture has been drawn from the field of anthropology, where it has been defined in a number of ways (Kroeber & Kluckhohn, 1952). The study of anthropology focuses mainly on language, religion and tradition. Culture is often represented as an 'onion' with three layers that include the outer layer, middle layer and inner layer. The outer layer represents the clear artefacts and products of the society, the middle layer represents the norms and values that guide the society and the inner layer represents all the implicit understanding and traditions that guide people's behaviour (Hofstede, 1980 & Trompenaars, 1993).

In the age of globalisation, cultural understanding has become important because it directly impact upon international managers adjustment in foreign countries (Patel, 2014). Culture has no common definitions as it is defined in various ways by numerous authors. Indeed "we have known for some time now that culture is an extremely difficult concept to define" (Archer et al., 2008: 1). However, a set of common working definitions is available. Kroeber & Kluckhohn (1952) found more than 160 definitions. Among the most popular definitions of these are by Hall (1976): a sum of a people's learned behaviour, patterns and attitudes; Hofstede (1984): the collective programming of the mind that differentiates numbers of one social group from another; and Trompenaars (1993): a shared system of meanings, the way a societal group tends to solve the problems related to relationships with others, time and environment.

According to Harrison & Michailova (2012), Western and non-Western cultures differ in a range of ways. Cultural values if not understood can pose significant barriers for

international managers adjustment in the host country. This view was supported by Saheem (2016). His empirical finding confirms that understanding employees' values is significant for international managers in the global business environment. His study was based on migrant workers in the United Arab Emirates.

There appears to be a variance between prevalent cultural values within business, which emphasise organisational management values and national cultural values in many developing countries such as Bangladesh (Amba-Rao, 1993; Narayana & Kantner, 1992; Singh, 1990; and Sahay & Walsham, 1997). The investigations of Singh (1990) and Sahay & Walsham (1997) are of particular significance. Singh demonstrated, based on his empirical work, how organisational managerial values could differ from national cultural values in non-Western South Asian developing countries such as Bangladesh. In line with this empirical finding, the traditional organisational cultural value in South Asian developing countries is now tending to follow Western managerial cultural values.

Bangladesh is probably the most traditional and collective culture in South Asia. Trompenaar's and Hofstede's cultural study did not include Bangladesh; however, two significant neighbours such as India and Pakistan were included (Abdullah et al., 2011). Despite some differences, Bangladeshi culture is quite similar to Indian and Pakistani culture because of the language and religious coherence. The religious characteristics of India and Pakistan are strongly influenced by Islam. Pakistan is a predominantly Muslim country where 96.4 per cent of the population follows Islam. In India, 14.23 per cent of the population follows Islam, which is a very significant percentage considering the large population of the country. In India, both English and Hindi are the official languages but Bangla is the third most spoken language and 8.1 per cent of the population speaks this language. Bangla is widely spoken in some prominent cities including Kolkata, Assam and Tripura. In contrast, in Pakistan, English and Urdu are the official languages. A substantial number of Bangladeshi people can speak in 'Urdu' (Pakistani national language) as Urdu and Bangla (Bangladeshi national language) have the similar root of Sanskrit. Pakistan can be seen to be culturally similar to Bangladesh. Therefore, it is useful for this study to use as a framework the findings of Trompenaar's and Hofstede's in regard to India and Pakistan. In both Trompenaar's and Hofstede's work there is a suggestion that among

the fundamental characteristics of Indian and Pakistani cultures there is a high value is placed on collectivism.

Nevertheless, the majority of on research has been conducted mainly between developed countries in Western Europe and North America. Relatively little contemporary research has been conducted with international managers with a focus on cultural barriers within the context of developing countries such as Bangladesh; an exception here is the recent rise of interest on studies relating to China and India.

SECTION A: REVIEW OF THEORETICAL LITERATURE

2.2   Systematically Describing of Cultural Differences

To understand the various perspectives of culture, several theories have been developed. This research has carefully examined a number of dominant cultural theories that includes Hofstede's, Hall's, Trompenaar's, Inglehart and d'Iribarne. Although, these theories are not comprehensive, they may provide a better understanding of cultural differences. These theories are systematically described below:

2.2.1   Greet Hofstede's Contribution to the Cultural Dimension

Hofstede's (1980, 2001) theory of cultural dimensions is the most influential work to date in the study of cross-cultural management. Hofstede (1980) in his original model proposed that cultures differ on four major dimensions including power distance, uncertainty avoidance, masculinity-femininity and individualism-collectivism. These dimensions derived from his unique and extensive empirical investigations at IBM subsidiaries in 53 countries.

Power Distance: This represents the social distance between people of different rank or position in the society.

Uncertainty Avoidance: This essentially reflects people's attitudes to ambiguity in a society or country.

Masculinity-Femininity: This reflects values that are widely considered to be more 'masculine', such as assertiveness, competitiveness and results orientation, whereas 'feminine' values can be seen to be co-operative and to show greater awareness of feelings and equal opportunities.

Individualism-Collectivism: This reflects the extent to which an individual relies on a group (a collectivist approach) or takes individual initiative on making decisions, solving problems and engaging in productive activity.

In 1991, Hofstede's extended his work to Asia and some developing countries and introduced an additional dimension styles – log-term orientation or Confucian dynamism. The long-term orientation pole comprised values of persistence or perseverance, ordering of relationships by status and observing order, thrift and having a sense of shame. The opposite – short-term orientation pole includes values of personal steadiness and stability, protecting your 'face', respect for tradition and exchange of greetings, favours and gifts.

It can be concluded that Hofstede's framework is most useful to management problems as it makes comparisons between national cultures possible and relevant. Also, all the cultural dimensions of Hofstede's are relevant and applicable in many developing countries such as Bangladesh. Bangladesh with its predominantly traditional socio-economic context would be characterised as a high power distance country in comparison to most Western countries. The implication is that in the Bangladeshi cultures, the power distance between individuals in terms of wealth, family, status, prestige, and so on, is much greater than that in most of Western countries. Nonetheless, Hofstede's power distance dimension is directly related to the Bangladeshi culture and therefore it could be useful for this research.

Critically Examining and Assessing: Despite its popularity, Hofstede's work has been subject to extensive criticism. One of the main controversies surrounding is about what exactly his dimensions describe (Ashkanasy et al., 2004; Sully de Luque & Javidan, 2004). Another concern is that since the dimension indices were calculated decades ago, they may no longer be valid (Kirkman et al., 2006). The methodological error is also pointed out in other scholars' critiques of his first four dimensions

(Tayeb, 2000), which Hofstede's himself admits (Hofstede, 1991). His empirical study focused on managers while Trompenaars study primarily focused on upper level managers and professional employees (McSweeney, 2002). Hofstede's cultural dimensions ignore important characteristics of culture such as language, religion and context. An analysis of social science journal articles showed that Hofstede's model received very little attention from other disciplines such as anthropology and sociology, which naturally tend to be interested in cultural research (Baskerville, 2003). His work appears to be about the analysis of the variables of national culture, whereas Trompenaars are more involved in the process of cultural conception.

2.2.2 Edward Hall's Cultural Focus

The works of the anthropologist Edward T. Hall can be considered a major influence in the field of inter cultural research. The first piece of Hall's work 'The Silent Language' (1959), received considerable attention. The focus of his work is a description of cultural differences in relation to certain selected dimensions and their impacts on inter-personal behaviour. He provides three dimensions that include time, space and context.

Time: This approach refers to how people from different cultures adjust towards time and the way they perceive it (monochromic vs. polychromic). The monochromic time culture indicates that doing one thing at a time. On the other hand, polychromic time culture indicates that things get done in a non-linear way with frequent branch interrupting or simultaneous activities.

Space: This approach refers to differing cultural frameworks for organising space. In most of the cases individuals are concerned about their space from different perspectives such as office space, room space and parking space etc.

Context: This is classified into high and low context. In a high context culture, people are interdependent on each other. In contrast, in low context culture, people are tend to individualise activities and are less interdependent on each other.

The concept of high and low context communication culture was originally initiated in 1959 but elaborated in 1976. In a high context culture, relationships are long lasting

and communications are fast and efficient. High context culture extensively use informal information network. Furthermore, in a high context culture, more holistic thinking tends to be employed. In contrast, in low context cultures, relationships are shorter and communications are written, rather than spoken. Low context cultures tend to prefer formal information networks. Also, in low context cultures a more linear approach to thinking is employed.

Critically Examining and Assessing: Hall's work is considered a dominant cultural framework but it has experienced numerous criticisms. He provides very little explanation about his rankings of cultures from high context to low context and he did not describe how he conceptualized or measured these rankings. He used qualitative data collection methods rather than quantitative methods. He did not provide detailed indications about how he collected data. He provided numerous studies in various cultures but unlike Hofstede (1980) did not discuss his method for developing his framework. However, this framework has a lack of solid empirical foundation (Chuang, 2003 & Holden, 2002). Criticism could also be applied to the 'oldness' of the concept (Craig & Douglas, 2006; Fang, 2005; Gerhart, 2008). In addition the framework offers one single variable, which does not cover many aspects in the field of cross-cultural research. From the perspective of the significance of his work to Bangladesh, he hardly presents any common ideas. This may be because certain characteristics of both the high and low context cultures feature in most developing countries.

2.2.3   Fon Trompenaar's and Charles Hampden-Turner's Theories

Trompenaar's (1993) subsequently together with Humpden-Turner (1997) formulated a cultural framework, which derived from Hofstede (1984) and also Kluckhohn and Strodtbeck (1961). Whilst Hofstede focuses on cultural differences, Trompenaar's was more focused on problem solving for international managers in global business environment. The cultural framework included seven dimensions, namely:

Universalism vs. Particularism: Universalistic cultures rules and regulations are applied in all situations, regardless of particular conditions or circumstances, whereas particularistic cultures rules and regulations are applied in a number of situations that are only exceptional circumstances.

Individualism vs. Collectivism: This dimension is similar to Hofstede's dimensions. Within the individualism paradigm individuals are expected to look after themselves and their immediate family, whereas collectivism as their opposites relates to societies in which people are interrelated within particular groups or society.

Neutral vs. Affective: With a neutral culture thoughts and feelings are not directly or preciously expressed and certain emotions are considered improper to express in work environment whereas the affective cultures individuals react immediately with an overt emotional expression.

Specific vs. Diffusive: In specific cultures, there is a separation between private and work lives, whereas in diffusive cultures, these aspects of life are interwoven hence a line manager authority and influence would not be limited to the workplace or professional environments.

Achievement vs. Ascription: This dimension is about how status and power are determined in a society. In aspiration society, status is based on who a person is, whereas in an achievement society, status is based on what a person does and his or her contribution to society.

Time: This dimension is about past versus future directions and about the extent to which time is viewed as liner versus holistic and integrative with past and present together with future possibilities.

Environment: This dimension is the extent to which people feel that they are the main influence on their lives. On the other hand, the environment is seen as more powerful than they are and people should make every effort to achieve coordination with it.

It can be summarised that Trompenar's framework is more comprehensive as he has incorporated more dimensions. However, the information he provided is considered to lack consistency. Bangladesh is considered the most traditional and collectivist society in South Asia with respect to their family members. Apart from the dimension of individualism vs. collectivism, the religious factor significantly affects people's

beliefs, attitudes and values as more than 80 per cent of people in Bangladesh follow Islam. However, Trompenaar's individualism vs. collectivism dimension is directly related to the Bangladeshi culture and therefore this dimension could be useful for this research.

Critically Examining and Assessing: The value of Trompenaars cultural dimensions is acknowledged and often applied by researchers in the area. However, Trompenaars work has been subject to extensive criticism. His dimensions take account of various problems and are not linear in form, as in the case of Hofstede's cultural dimensions (Yeganeh & Su, 2006). His survey primarily focused on upper level managers and professional employees while Hofstede survey focused on employees and failed to include a substantial number of countries due to insufficient responses (McSweeney, 2002). Country mean scores for each dimension are available but no further statistical treatment and validity checks are provided (Ardichvili & Kuchinke, 2002). Furthermore, it is not clear how all these dimensions can obviously determine national culture within the context of corporate culture.

2.2.4 Ronald Inglehart's Context

Inglehart, Baker and Norris (Inglehart & Baker, 2000; Inglehart & Norris, 2003) identify two value dimensions of cross-cultural variation through four waves of World Value Survey (WVS) to address issues sociology and modernisation. The WVS incorporates two dimensions that are summarises below:

Traditional vs. Secular-Rational Dimension: Traditional society emphasizes the importance of religion, parent-child ties and family value. These societies also reject divorce, abortion, and suicide. Furthermore, these societies have high levels of national pride. On the other hand, secular-rational societies have the opposite preferences to the traditional societies.

Survival vs. Self-Expression Dimension: Survival societies people emphasize the importance of economic and physical security. These societies people feel unhappy and insecure when facing unfamiliar things and changes. On the other hand, self-expression society, people give importance to environmental protection, homosexuals

and lesbians and gender equality, and rising demands for participation in decision-making in economic and political life.

It can be summarised that Inglehart's framework has not been employed as an analytical tool, as widely as Hofstede's and Tromenaar's work. This may be because the framework analyses relatively few variables. This limits its utility regarding a wide range of different cultures. Nevertheless, Ingleharts traditional vs. secular-rational dimension is directly related to the Bangladeshi culture because Bangladesh viewed as a traditional society. The majority of Bangladeshi people emphasise the importance of religion, nation and family. They also have strong ties between parents and children. Consequently within the Bangladeshi context, Inglehart's traditional vs. secular rational cultural dimension is useful for this research.

Critically Examining and Assessing: Inglehart's cultural framework for WVS receives less attention than other dominant framework such as Hofstede's, Trompenaar's, and Hall's. His survey primarily focused on various professions while Hofstede's survey focused on employees in a single organisation. His survey included a substantial number of countries while Hofstede failed to include substantial number countries due to insufficient responses (McSweeney, 2002). Nevertheless, his framework has been subject to rigorous criticism. Arguably a valid criticism of the methodology is the single method of data collection, which may be too limited to arrive at valid results. Furthermore, his data simply combining from his previous survey and apply in more recent countries (Hayward, 2007). Nevertheless, the framework provides a significant contribution to the literature by offering a middle-ground alternative to the two established positions in the cultural globalisation debate. It can be said that this framework deserves to receive intellectual attention as it encompasses a wide-ranging methodology and incorporates an extensive data set.

2.2.5   Philippe d'Iribarne's Contribution

Since the mid-1980s, Phillippe d'Iribarne has developed a very different approach that indicates cultural logics at work (Chanlat, et al., 2013). In his most well-known study, The Logic of Honour (*La Logiqui de I'honneur*) (1989), he analyses three subsidiaries of MNCs in three different countries that practices an American style

HRM. The American style HRM are common in major developing countries such as Bangladesh. The approach adopted includes:

Ethnographic Approach: This approach is based on ethno historic perspective of a country. This approach enables him to bring to light, in the countries where the enterprises he studies are located, an extensive cultural logic that is replaced by a major fear in his later works (d'Iribarne, 2008 & 2009). This approach identifies the significances of cultural logic on the management of companies and the behaviours of the actors (management, employers' association and the government) who work with them. This approach also identifies the significance of language for international managers in global environment.

It may be concluded that d'Iribarne provides a significant contribution to international management by taking a more embedded approach to the study of culture. He provides depth and breadth in theorizing culture, which unfortunately cannot be said for many management scholars today (Schneider, 2016). He focused on American style HRM practices on his study, which can be seen in many developing countries. Furthermore, he provides focus on language on his study, which identifies the significant issue for international managers in global business environment. It is not appropriate to evaluate and employ all aspects of d'Iribarne's framework here because it is not directly related to the Bangladeshi culture.

Critically Examining and Assessing: d'Iribarne's cultural framework is gradually becoming better known in cross-cultural research. This may be because he has presented an alternative approach to culture and management. However, this approach is not immune from criticism. Only one major cultural logic per country is proposed (Dupias, 2014). His empirical work primarily covered only three countries while Trompenaars empirical work covered twenty-eight countries. He used qualitative methodology for data collections while others used both the qualitative and quantitative. His survey company practices an American style HRM (Yousfi, 2014). The American style HRM practices can be found in many developing countries such as Bangladesh. Bangladesh also practices the Japanese style HRM where seniority is a key priority but this can only be found in government organisations. Furthermore, the study is less systematic and does not always deal with culture and organisations.

Nevertheless, this framework is interesting as it is both a fundamental alternative solution to the dominant perspective and an articulate critique on Hofstede's work (Chanlat et al., 2013).

2.3 Recent Development in Cultural Concepts

2.3.1 Introduction

Recently, many scholars have been discussing a kind of emerging intelligence that describes one's ability to effectively adapt to new cultural context − cultural intelligence (CQ) (Earley, 2002; Earley & Ang, 2003). This helps international managers understand unfamiliar cultures and adjust their behaviours accordingly, so that they can perform effectively in diverse situations (Earley & Ang, 2003).

2.3.2 Cultural Intelligence (CQ)

The concept of CQ was initially introduced in the book Cultural Intelligence: Individual Interaction Across Cultures by Earley & Ang (2003). They defined the concept of CQ as an individual's ability to receive and process messages effectively in culturally diverse settings and then make reasonable judgements in reaction to a new cultural context. CQ is regarded as a unique variable that predicts one's intercultural effectiveness. CQ helps international managers to understand other cultures. Scholars also consider of CQ as four components: metacognitive, cognitive, motivational and behavioural (Ang et. al., 2006; Earley & Ang, 2003).

Metacognitive CQ makes people more alert looking for explanation of unexpected responses or behaviours of the persons they are interacting with. Ang et al., (2006) describe it as the process people use to acquire and understand cultural knowledge.

Cognitive CQ is a competence based on the knowledge of norms, practices and conventions used in different cultural settings, acquired through education and personal experience (Ang et al., 2007, Ang & Van Dyne, 2008). It includes knowledge of the economic, legal and social systems of different cultures as well as the value systems of these cultures (Ang et al., 2007).

Motivational CQ helps people to develop self-efficiency; it gives them to energy to put effort in a cross-cultural situation and develop the trust needed to enable control of the unfamiliar situation. People with high motivational CQ have a fundamental interest in cross-cultural situations and are confident of their personal cross-cultural effectiveness (Ang et al., 2007). A high score on the motivational CQ dimension reflects a high level of self-efficiency (Ng & Early, 2006).

Finally, behavioural CQ refers to the capability to show appropriate verbal and non-verbal behaviour when interacting with people from different cultures (Ang et al., 2006). People with high behavioural CQ behave appropriately in cross-cultural settings because of their good verbal and nonverbal communication capabilities. They also know how to use culturally appropriate words, tones, gestures and facial expressions (Ang et al., 2007).

These four dimensions together prepare individuals to take the initiative to start to express themselves to other individuals in an interaction but also the courage to listen and react during the interaction. These skills enable individuals to communicate in a more appropriate and effective way with other individuals in cross-cultural interactions.

In summary, CQ focuses on four factors, which are useful on cross-cultural research and it is based on quantitative dimensions. Hofstede's quantitative judgements of his factors are also useful. CQ has it uses but this particular research decided not to use it because this research is based on a developing country, which has a very specific historical background and industry. The larger actors are more important and therefore this research cannot really apply CQ to this kind of in environment.

The values can be that the cultures, which are very close to Bangladeshi culture for example in India may bring embedded cultural intelligence from those managers. The theory incorporates this and it is useful to consider. However, for this study the researcher is aware of this proposition but does not think it would be necessarily appropriate to use directly.

Critically Examining and Assessing: Although a growing number of studies on CQ has been concluded since the publication of the Cultural Intelligence Scale (CIS) in 2007 (Ang et al., 2007), not all of these studies were successful. Ward, et al., (2009) fail to prove the incremental validity of CQ beyond personality and cognitive ability in the prediction of adaptation outcomes. Ward & Fischer (2008) do not find considerable support of the mediating role of motivational CQ between personality and general adjustments. Ward et al., (2011) find inconsistent evidence of the relationship between motivational CQ and adaptation measures, such as the presence of psychological and socio-cultural adaptation problems. Lee & Sukoco (2007) conclude that there is no direct effect of CQ on performance; they find only an indirect effect of CQ through adjustment.

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2.4 Selected Aspects for a Theoretical Approach

When analysing the culture of collectivism and HRM in developing countries, collectivism is found to be a rather dominant dimension of cultural differences and has been identified as central to understanding several value-related concepts (Ji et al., 2012). Collectivism could be found in many Asian developing countries such as Bangladesh, whilst practising HRM in their organisations. Collectivist HRM helps improve employee's team-level identification and their performance (Li, et al., 2015). It could also help on major HRM related activities including employee's recruitment, selection, training, compensation and promotion (Brickson, 2007). Based on the

empirical findings of this research, a large number of HRM activities in MNCs in the G & T industry in Bangladesh will be conducted in societies with collectivistic cultural values.

Collectivism can be identified as one of the foundations of trade unionism in Bangladesh. Protecting group interest rather than doing it alone provided strength in unity and was an effective tool in the membership drive for the early trade union movements in many developing countries (Bray & Macneil, 2011). Collective action could provide a better outcome for the employee and the organisations in which they worked. Empirical studies of this research have shown that the wage bargaining system in the G & T industry in Bangladesh is a clear evidence of employee's collective action. Empirical study have also shown that the recent development of major IR/HRM related issues such as health & safety and working conditions in the G & T industry in Bangladesh is further evidence of employee's collective action. On the other hand, collectivism is a strong cultural trait that emphasises the significance of the interrelationship between IR actors.

In addition to industrial relations systems (Dunlop, 1958), provides a critical insight. For Dunlop, it is the locus and distribution of power in the wider society, which structures the IR system itself and defines the status of the actors, that is likely to be the most important of his contexts in influencing the characteristics of individual national rules and generating cross-national differences (Black, 2005). The systems model has been further extended by Meltz (1993) to provide a broader framework for analysis of IR. This extended model is more than Dunlop's schema but it is still a valuable tool to understand the IR system in most collectivist societies such as Bangladesh. In line with the empirical findings, certain actors such as local political parties influence the Bangladeshi IR system.

The recent development of cultural intelligence is intended to help international managers understand the societal differences of other cultures. Interactions between individuals are highlighted (which largely are related to the work of Hofstede, Trompenaar & Inglehart) and it focuses on communications. These skills enable international managers to communicate in a more appropriate and effective way with other international managers in cross-cultural interactions (Ward et al., 2011).

However, cultural intelligence focuses on four factors and it is based on quantitative dimensions. Hofstede's quantitative judgements of his factors are also useful.

However, given the complexity of culture, the majority of studies (e.g. Hall, 1976; Hofstede, 1991; Trompenaars, 1993; Harzing & Feely, 2008) based on the conceptual models appear to have clear limitations, as they tend to have well defined and selected variables, excluding a holistic approach. Therefore, a new model is required to understand culture in a broad sense, such as language, religious and other factors.

2.5   Conceptual Model for Research

Defining culture and constructing models which are useful for this research is a central focus. A model will allow this research to generate a series of hypotheses; which can then be applied for empirical testing. The model would try to find a tool to understand the cultural barriers for international managers in the G & T industry in Bangladesh. A cultural barrier faced by international managers may be explained by a number of theories. Hofstede provided an initial approach.

The approach is individualism vs. collectivism, masculinity vs. femininity, long vs. short-term orientation, power distance and uncertainty avoidance. The manifestation of culture has developed from Hofstede who says things like collectivism is a manifestation of culture. Trompenaar's and Inglehart's extended his model and included certain things such as language, religion etc. Culture has a link to language, religion and many other things. Although the concept of cultural distance is a major issue for transfer of corporate IR/HRM practices from headquarter to subsidiaries in a developing countries such as Bangladesh. The recent development of cultural intelligence focuses on four factors, which are useful on cross-cultural research and it is based on quantitative dimensions. Cultural intelligence has it uses but it has not been utilised here because the task at hand is a focus on a developing country. In addition, this developing country has a very specific history and cultural context. The more substantive factors are more important and therefore this research cannot effectively apply cultural intelligence to the kind of environment being analysed. For this research, a synthesis of the various models including Hofstede's power distance, Trompenaar's individualism vs. collectivism and Inglehart's traditional vs. secular-rational approach is useful as their work provides both theoretical and practical

contribution to culture and international managers in major developing countries such as Bangladesh.

Figure 2-1: Conceptual Model for Culture and International Managers
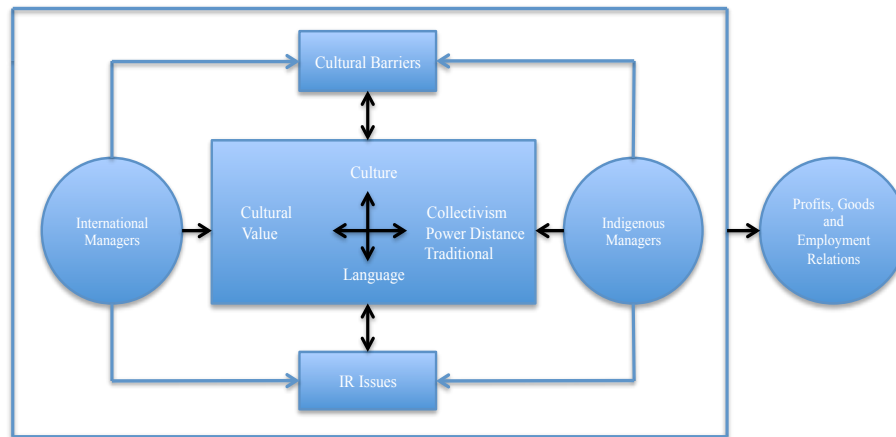
Sources: Author's Own Elaboration, (2017)

The model (Figure: 2-1) developed is based on, and attempts to synthesise, Hofstede's power distance, Trompenaaar's individualism vs. collectivism and Inglehart's traditional vs. secular-rational cultural approach. The model places the intricate and intimate inter-relationship between the international managers and actors at the centre because there is a significant corpus of research, from a range of disciplines, for example, linguistics and anthropology, which have used these two elements as the basis for understanding the role and place of culture. The model also places the inter-relationship between the variables that are embedded in all major isolated issues. It is therefore a model, which cradles issues of culture and international managers and enables the identification of germane issues, which impact on the flow through dynamic interactions. This hybrid conceptual model therefore offers a remodelled and arguably more effective tool in the task of analysing issues of culture and international managers. Blending the models of Hofstede, Trompenaar and Inglehart has enhanced, synergised and refocused the individual approaches to create a more potent and meaningful analytical tool. This carriers the potential to facilitate the work, effectiveness and productivity of managers working in similar environments.

After the Rana Plaza building collapse, the industrial relations system in the G & T industry in Bangladesh has changed significantly and taken some steps to address

their issues including health & safety and working conditions but still there are some limitations. The government has changed the employment regulations and provided opportunities to the workers to be unionised or form a new trade union. The employers introduced Workers Participations Committee (WPC) to build up relationships between workers and management or employers rather than local political parties as local political parties influenced the IR system. In most of the cases, the local small sized companies do not have any trade union or WPC as the employers and government have strong ties and in some cases the employers directly involved with major political parties. These employers also control the IR system in their company.

Until recently, the MNCs have a good image as employers. This may be because they follow government regulations on IR issues. This is an area where international managers have played a substantial role. The international managers are not unique as their origins are diverse. The study found that the Western international managers are more concerned about major IR/HRM related issues such as health & safety and working conditions than their counterpart non-Western international managers. The non-Western international managers particularly of Indian and Sri Lankan origin are highly aware of Bangladeshi culture as these countries and Bangladesh have similar cultural understanding. These managers tend to focus on the company's output rather than focus on health & safety and working conditions. They also do not want to allow any trade union activity in their company.

The model offered here is a synthesis of selected conceptual ideas. The aspiration is that this model is an effective tool facilitating an understanding of cultural barriers for international managers particularly in relation to communication with local managers and IR actors in the G & T industry in Bangladesh. The majority of international managers come from non-Western countries such as India and Sri Lanka. The study found that the Indian and Sri Lankan international managers do not encounter any problems as these countries and Bangladesh have similar sociocultural pattern on language and religious aspects. In religious aspects, India and Sri Lanka have a strong influence on Islam. These countries and Bangladesh have a similar Islamic cultural framework. The study also found that the Indian and Sri Lankan international managers do not encounter language barriers communicating with Bangladeshi local

managers, employers and employers' association as they have good proficiency in English. In contrast, the trade union officials and government officials might have language barriers as they do not have a good proficiency in English but they are likely to possess a basic knowledge of English because English is one of the most important academic subjects in the Bangladeshi public education system and is widely taught in schools. In short, Bangladeshi people understand basic English and Asian nationalities have a basic grounding in Bangla, therefore language does not appear to affect communications. In addition to India, Bangladesh and Sri Lanka possess the most traditional and collective culture in South Asia. In contrast, the Western international managers may encounter cultural and language barriers as they come from a very different sociocultural background, mostly from an individualistic culture. With regard to religion, the Western countries have a Christian tradition. The Western international managers may encounter language barriers communicating with trade union and government officials but they have little interaction with them as the local managers deal with daily operational issues. The proposition here is that this model can be used as a vehicle to deliver a significant contribution to knowledge by narrowing the gap between international managers and local actors.

A key characteristic of this model is 'output'. If utilised appropriately the model has the capacity to integrate a range of relevant factors. The interplay between these different factors can be incorporated and impact upon outcomes. Improved outcomes can positively impact on how international managers overcome cultural barriers in the G & T industry in Bangladesh. The model for the thesis is based on the system approach because this is very effective way for this research in terms of conducting empirical analysis.

At this juncture it is helpful to clarify an understanding of culture in the context of the model and perhaps the definition from Khan M.A. incorporates part of this approach. The definition allows the construction of conceptual models that can be employed, by isolating appropriate variables, for empirical investigations.

The model produced here is designed to be used as an analytical tool for international managers working within the context of the Bangladeshi culture. It may be concluded that the model takes a holistic approach, which focuses on cultural barriers, issues and

so forth. The model is a core component of this research. It is noteworthy that there is no recognised and established cultural model rooted within the Bangladesh context.

SECTION B: DEVELOPMENT OF CONCEPTUAL MODEL FOR THE STUDY

2.6   Theory and Construction to the Conceptual Model

In the development of the literature review, some of the theoretical perspectives of some authors were examined. Specifically, the perspectives and dimensions of Hofstede, G., Hall, E., Trompenaars, F and Hampden-Turner, C., Inglehart, R. and d'Iribarne, P. were examined and analysed. Nonetheless, for this research, a synthesis of the works of Hofstede, Trompenaars and Inglehart will be used. Their work provides both theoretical and practical contribution to culture and international managers. Hall's high context and low context dimensions has provided additional inspiration to the study and broader framework for culture and international management.

In considering the Hofstede, Trompenaars and Inglehart work as an appropriate theoretical framework for this research, it is acknowledged that their works have continued to receive criticism. Many scholars have revealed that Hofstede framework is too old and now require development if they are to be relevant to contemporary culture, culture and international management (Craig & Douglas, 2006; Fang, 2005; Gerhart, 2008). The methodological error is also pointed out in other scholars' critiques of his first four dimensions (e.g. Tayeb, 2000), which as previously mentioned Hofstede's himself recognises (Hofstede, 1991). His empirical study focused on managers while Trompenaars study primarily focused on upper level managers and professional employees (McSweeney, 2002). His study also focused on other disciplines rather than culture.

The main critique of Trompenaars framework is of the methodological issues as in the case of Hofstede's cultural framework (Ardichvili & Kuchinke, 2002). His survey was primarily based on managerial and professional employees whilst Hofstede's survey was based on employees (McSweeney, 2002). His work was more focused on

problems solving for international managers in global business environment, while Hofstede work focused on cultural differences. More recently, many researchers focused on Inglehart's work as he has incorporated two dimensions but this work is also receiving criticism. His empirical work incorporated a single method of data collection, which may be too limited to generate valid results. Criticism could also be applied to the limitation of his two variables that do not cover wide range of area in the field of culture and international management. Nonetheless, the framework provides a significant contribution to the literature by offering a middle-ground alternative to the two established positions in the cultural globalisation debate. It should also be noted that this framework brings a wide range of data to the analytical process and is applicable to many societies and nations around the world. Academic research continuously draws upon the work of Hofstede and Trompenaar.

It is significant that whilst acknowledging the relevance of the contribution of Hofstede, Trompenaars and Inglehart, the issue of extent of application is important. Considering the homogeneous nature of Bangladesh, it is significant to identify which of the framework cut across the socioeconomic and political structures of the developing nation in Bangladesh. Reviewing the works of many scholars in the field of IR/HRM in developing countries, it would appear that individualism/collectivism seems to provide a meaningful comparison within other related issues on cultural barriers for international managers in the G & T industry in Bangladesh. In order to understand cultural barriers facing international managers, the research will construct a theoretical approach based on Hofstede's power distance, Trompenaaar's individualism vs. collectivism and Inglehart's traditional vs. secular-rational cultural approach. The research will also incorporate a synthesis of tents of these different approaches. This is illustrated in the conceptual model, which frames this research (see Figure: 2-2).

Figure 2-2: Conceptual Model for Culture and International Managers
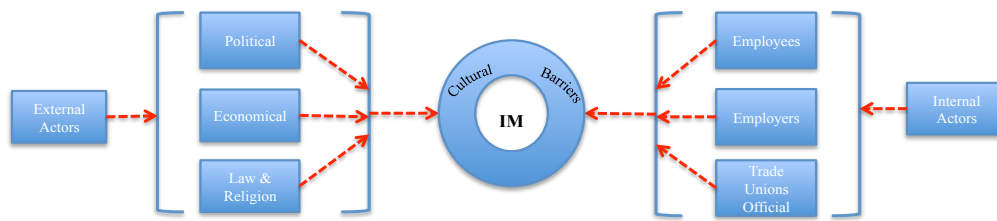
Sources: Author's Own Elaboration, (2018)

Note: 'IM' denotes International Manager

This operable systemic regulated by political, economical, law and religion of a country. The model encompasses the complex and close inter-relationship between the international managers and other actors. The model embodies the inter-relationship between the variables inherent within commercial environments where managers play a substantial role. This model is applicable to of cultural barriers for international managers in the G & T industry in Bangladesh.

2.7   Conclusion and Development of Theory for this Study

In the development of the literature review, this research has examined a number of cultural theories. Specifically, the perspectives and dimensions of Hofstede, Hall, Trompenaars and Hampden-Turner, Inglehart and d'Iribarne were examined and analysed. For this research, a synthesis of the works of Hofstede, Trompenaars and Inglehart will be used as their work provides both theoretical and practical contributions to culture and international managers.

It is acknowledged that their work has continued to receive criticism. Many scholars have opined that Hofstede framework is too old and in need of development if it is to be relevant to contemporary thinking (Craig & Douglas, 2006; Fang, 2005; Gerhart, 2008). The methodological error is also pointed out in other scholars' criticism of his first four dimensions (e.g. Tayeb, 2000), which Hofstede's himself acknowledges (Hofstede, 1991). His empirical study focused on managers while Trompenaars study primarily focused on upper level managers and professional employees (McSweeney,

2002). The main criticism of Trompenaars framework lay in the methodological issues as in the case of Hofstede's cultural framework (Ardichvili & Kuchinke, 2002). His survey was primarily based on managerial and professional employees whilst Hofstede's survey was based on employees (McSweeney, 2002). His work was more focused on problem solving for international managers in global business environment, while Hofstede work focused on cultural differences. More recently, many researchers focused on Inglehart's work as he has incorporated two dimensions but this is also receiving criticism. His empirical work incorporated a single method of data collection that may be too limited to arrive at valid results. Criticism could also be applied for his two variables that do not cover wide range of area in the field of culture and international management. Nonetheless, the framework provides a significant contribution to the literature by offering a middle-ground alternative to the two established positions in the cultural globalisation debate. It should also be noted that this framework brings a wide range of data and covered most of the society and nations around the world including Bangladesh. Researchers continuously focus on Hofstede and Trompenaar's work.

From this research a model has been formulated which addresses the complex interrelationship between culture and international managers (see Figure: 2.1). This is based on the systems approach because this is a very effective way to conduct empirical analysis. The model developed blends the models of Hofstede, Tromoenaar and Inglehart. These individual models have been refocused to create a more potent meaningful and synergistic analytical tool. The model produced here is designed to be used as an analytical tool for international managers working within the context of the Bangladeshi culture. The model takes a holistic approach, which encompasses cultural barriers, actors and a variety of other germane issues. This research has modified the model (see Figure: 2.1 & 2.2), which is applicable to cultural barriers for international managers in the G & T industry in Bangladesh. However, the modification of these models is a contribution to knowledge for this research.

After the Rana Plaza building collapse, IR system in the G & T industry in Bangladesh has dramatically changed and improved. The government took initiative to address their CSR issues such as health & safety and working conditions. The government also addressed new labour legislation and provided opportunities to the

workers to be unionised or forma a new trade union. Recently, the government changed the labour legislation for EPZ workers by providing trade unions rights where the majority of MNCs operate. Until recently, the MNCs have had a good image as employers because they normally follow the local IR system and address major CSR issues such as health & safety and working conditions. This is an area where international managers have played a substantial role. The majority of international managers in Bangladesh come from non-Western countries such as India and Sri Lanka. The study found that the Indian and Sri Lankan international managers do not encounter any problems as these countries and Bangladesh have a similar socio-cultural pattern in language and religious aspects. In addition to India, Bangladesh and Sri Lanka possess the most traditional and collective culture in South Asia. In contrast, the Western international managers may encounter cultural and language barriers as they come from a very different sociocultural background, mostly from an individualistic culture. The Western international managers may encounter language barriers communicating with trade unions and government officials but they do not have any interaction with them as the local managers deal with daily operational issues.

Chapter 3 : Review of Empirical Literature

3.1 Introduction

The empirical research in Bangladesh has been limited; many important aspects such as IR/HRM have not been fully investigated. This research, which explores the cultural barriers encountered by international managers in the G & T industry in Bangladesh, will also contribute to the wider aspects of IR/HRM in Bangladesh.

This chapter focuses on corporate IR/HRM practices in Bangladesh, alongside its 'economic miracle', millions of workers continue to struggle of poor working conditions and health & safety at the factory level particularly in the G & T industry (e.g. Ghosh 2009; Hammer 2010; Hill 2009; Kuruvilla et al., 2008) where international managers have played a key role. Despite hardship, such workers should acknowledge Bangladesh's established workers participation committee at the factory level as part of the remedy for their illness (Hammer 2010; Noronha and D'Cruz 2009; Taylor et al., 2009). This chapter also focuses on research findings of stakeholder groups and their link with the significant influence on IR/HRM practices. These groups include trade unions, employer's association, government and international managers in the G & T industry in Bangladesh. The international managers in Bangladesh are an influential group in terms of their positive impact upon IR/HRM practices, but they tend to have negative views on trade union issues. It is argued that this is because the workers or trade union officials in many Asian developing countries (e.g. Bangladesh, India and Indonesia) have limited educational qualifications and they cannot bargain effectively with employers or employers' association (Suryomenggolo, 2012).

SECTION A: EMPIRICAL LITERATURE FOCUSING ON IR/HRM IN BANGLADESH

3.2   Bangladeshi IR/HRM

Bangladesh is one of 7 Emerging countries (China, India, Pakistan, Nigeria, Bangladesh, Vietnam and Indonesia) with 7.86% economic growth (BBC, 2018). For Bangladesh, this growth is entirely depends on the G & T industry as this industry contributes more than 13 per cent of the country's total GDP. Despite the positive role played by the G & T industry in the economic development of the country, the IR/HRM related issues are the major concern of the industry (Hossain & Mahmood, 2018).

Within the public sector companies in Bangladesh, there is no corporate IR/HRM practice but they do employ workers on a formal basis and provides letter of appointment. They also provide fair wages and other benefits to their workers. The benefits included holiday, maternity, sick pay, annual leave, festival leave etc. The public sectors companies provide National Pay Scale, which is better than their counterparts within the private sector. However, the majority of public sector companies still consider seniority as the main criteria for pay and promotion. The public sector companies do not have any HRM department but they do have administrative departments. The administrative department controls all HR activities. They also do not employ any HRM professional who has relevant education, knowledge and experience. In contrast, the large and medium sized private sector companies particularly in the G & T industry have separate HRM departments and employed HRM professional (Absar, et al., 2014). They hire workers formally and provide appointment letters but do not provide any termination letter. The large and medium sized companies also provide maternity, annual leave, festival leave etc whereas small sized companies do not provide those benefits. The MNCs are an exemplar of corporate IR/HRM practices within the G & T industry in Bangladesh where international managers have played an influential role.

Several studies have revealed that MNCs practices different IR/HRM in developing countries such as Bangladesh (Miah & Islam, 2013). This is because their origins are

diverse such as Western and non-Western countries. In contrast, there are some similarities such as recruitment, selection, promotion and training. For recruitment, the both Western and non-Western MNCs in Bangladesh advertise on front of the factory gate or by word-of-mouth. In the same cases they put an advertisement in the press but this is mainly for managerial staff. They recruit formally and they also provide an appointment letter but nothing upon termination. They also do not allow any trade union activities in their company but their pay and other benefits are better than their local counterparts. However, they also generally employ experience and educated workers than their Bangladeshi local counterparts, so the higher wages and better conditions can be expected in terms of productivity differences (Mahmood & Absar, 2015). The industrial relations system in Bangladesh has been characterised by their extensive state controls ensuring a high level of managerial privilege within the workplace, minimal workplace conflict and very little bargaining power for labour (Todd & Peetz, 2001). These arrangements could attract FDI when Bangladesh aspires to become an upper middle-income country by 2021 and focuses on a low-cost, export-oriented G & T industry. Through the rapid progress of FDI, Bangladesh has been able to create an industrial base for the participation of MNCs, which demands efficient HRM practices but no systematic study has investigated the HRM practices of such companies (Miah & Hossain, 2014). As a result, the Bangladeshi local companies tend to focus on MNCs rather than practice corporate IR/HRM.

The majority of public sector companies in Bangladesh have trade unions but their functions are very limited on major IR/HRM related issues (Gosh, et al., 2010 & Mahmood, 2008). This is because that the trade union officials are known to be corrupt and involved with major political parties. Trade unions deal only with limited IR/HRM related issues such as industrial conflicts, improving working conditions and organising welfare programs. This limited scope of collective bargaining effectively channels the energies of provides trade unions towards the development of links with influential players such as the government (Mahmood & Absar, 2015). As a result, IR/HRM involves the interaction between political parties and trade unions rather than management (Hossain, et al., 2012; Mahmood, 2008). In contrast, trade unions could play a substantial role in meaningful IR/HRM related issues in private sector companies in the G & T industry in Bangladesh but their impact is limited. In the G & T industry, collective bargaining negotiation takes place at the company level

between management and the union. Trade unions often negotiate with employers and government on major IR/HRM related issues particularly pay and other benefits. They also put pressure to employers and the government to increase their minimum wages and other benefits for the industry. Therefore, on 13 September 2018, the government of Bangladesh has announced new minimum wages to improve overall IR/HRM. The minimum wages has increased from 5,300.00 BDT (US$ 68) to 8,000.00 BDT (US$ 96) per month but it will effective from December 2018 (Ministry of Labour and Employment, 2018).

3.3   Industrial Relations (IR) Actors

The actors play a central role of each interaction process of IR/HRM (Kahancova & Meer, 2006). This research focuses on actors with the most important influence on IR/HRM practices in the G & T industry in Bangladesh. The actors include: trade unions, employer's association and the government.

3.3.1   Trade Unions

The most significant local actors in globalizing employment management contexts are the IR organizations, as for example the trade unions (Frege & Kelly, 2003; Hyman, 2004; Royle, 2004). Trade unions could contribute to overcoming information irregularities by helping information sharing between workers and management (Benson & Debroux, 2000). They provide a forum for technique for individual workers complaints and dissatisfactions and a channel for communication. Trade unions could collect workers opinions and communicate these to management, which may lead to better IR/HRM policies. Workers in many of the countries producing garment products face numerous challenges as they seek to organise and voice their concerns and articulate their interests.

The recent empirical evidence from the Cambodia's garment industry 'Work Faster or Get Out,' outlines common labour rights abuses in Cambodia's garment factories and the failure of government labour inspectors to protect worker's rights (Human Rights Watch, 2015). Trade unions play a significant role in protecting worker's rights and improving working conditions through the collective bargaining process. The IR system in Cambodia is less develops than many other developing countries due to the

high government involvement in this industry. Unions are less powerful and they can only bring complaints to the Arbitration councils. Unions normally fail to negotiate with management and government to establish the workers' rights for example, recruitment and selection, wages and other benefits, working time, holiday etc. Another key player is the Garment Manufacturers Association of Cambodia, which is the most powerful employers association influencing labour conditions and plays a critical role in influencing IR. The evidence from Cambodia is a useful addition to understanding IR/HRM in developing countries such as Bangladesh.

Bangladesh has a troubled history with trade unions. The nature and role of trade unions vary from sector to sector and region to region. In public sector companies, the scope for collective bargaining is very limited and plant level bargaining is prohibited as the government individually determines employment terms and conditions and pay and other benefit packages (Chowdhury & Mahmood, 2012). The public sector companies are maintained by a number of employer's associations such as Bangladesh Textile Mills Corporation (BTMC), Bangladesh Jute Mills Corporation (BJMC), Bangladesh Sugar Mills Corporations (BSMC) and Bangladesh Chemical Industries Corporation (BCIC). The trade unions in the public sector companies are well organised but they have limited power, which allows only industrial conflicts and some others issues including improvement of working conditions, application of labour laws and adaptation of welfare programmes. The limited scope of collective bargaining issues enables the trade unions to develop links with the influential actors such as Government. Therefore, IR involves interaction between trade unions and political parties rather than interaction between employers and employers' associations.

One of the main features of the present IR system in Bangladesh is that it is highly politicised and conflicts are often rooted in political issues, e.g. inter-union conflicts, strikes etc. (Mahmood, 2008). Almost all trade union federations are directly linked with the major political parties in order to seek benefits from the government. The Jatia Sramik League, Jatia Sramik Dal and Jatia Sramik Party are the labour front organisations of the three major political parties, representing around 65 per cent of total unionised employees in Bangladesh (Rahman, 2014). Political connections play a significant role in growing the leadership capability and this relationship makes a

turning point to increase the scope of political influence (Sodhi, 2013). Under such circumstances, IR involves the interaction between political parties (especially the ruling party) and trade unions rather than the interaction between management and employers' association. Therefore, the employers in the G & T industry in Bangladesh started to form a 'workers participation committee (WPC)' to avoid political involvement and to undermine the existing unions.

The trade union leaders in the G & T industry in Bangladesh tend to maintain close relationships with the local political party to get personal financial benefits. They only focus on specific issues, which include rising of the minimum wage, reducing working hours, holiday etc. A similar statement found by Oka's (2016) empirical study, of the interviewed factory managers talking about increasing benefits and holidays as a way to keep workers happy, but none of them mentioned the importance of improving health & safety. In fact, workers themselves pay little attention to certain health & safety issues. The trade union leaders in the G & T industry in Bangladesh have limited capability to negotiate with employers or employers association to establish their rights as they have limited educational qualifications. They also do not have sufficient knowledge of health & safety and working conditions issues and were unable to provide a clear explanation of their role and purpose.

For the G & T industry, approximately 50 per cent of companies do not have effective collective bargaining as they have their own IR/HRM policy. In the absence of any legal obligations and weak state regulations, the company owner normally determines the pay structure of managerial employees. The company's senior manager through the consultation with employers determines the pay structure for non-managerial employees. This is possible because a few hundred people come from just a few hundred families who are substantively controlling the entire G & T industry and the national economy (Chowdhury & Mahmood, 2012). These people have a strong relationship with all major political parties.

For the MNCs, the scope for collective bargaining is limited, as individual companies have adopted their own employment terms and conditions, wages and benefits (Hayami et al., 2011). The benefit packages including house rent, transport, medical

costs and childcare, which is determined by company's headquarters and implemented by international managers, especially HR managers. In some cases, the MNCs allowed employees to form trade unions, but curtailed their bargaining power by isolating the plant-level trade unions from mainstream political parties (Colakoglu, 2015). The political parties have less access to engage with trade unions and management at plant level as MNCs have a good employer image in Bangladesh and therefore the workers do not want to involve themselves with trade unions. They also try to maintain good relationship with their factory management to get promotions and other benefits. It is very common that the workers in the G & T industry in Bangladesh are highly interested in joining MNCs rather than local companies as they provide better wages and others facilities although they have limited presence.

3.3.2   Employer's Association

The present IR system in Bangladesh does not assist the process of labour-management relations due to the political and social characteristics of the trade unions and the employers. Employers are normally concerned about unions and are not intent on negotiation with them. In turn this impacts on the IR system. The 'superior' attitude of employers prohibits them to sitting down and negotiating with the workers. The employers try to resolve all industrial conflicts through their autocratic and individual decisions (Mahmood, 2008). One reason could be found for this tendency that was coming from the first generation employers in the agricultural sector. The first-generation employers controlled by a number of *Jamindars* (large landowners) and created their own rules and regulations for their employees. Their decisions determined the process of employee recruitment and selection, pay and other benefits, working time, holiday etc. They unilaterally took their own decisions regarding all work related conflicts. The second generation or present employers in the industrial sector such as G & T industry took the idea from first generation or *Jamindars* (large landowners) to control their workers and resolved all industrial conflicts through their autocratic or individual decisions. Therefore, the trade union leaders blame the first generation employers who had introduced corrupt regulations for their employees, which benefited employers to the detriment of employees/workers (Mahmood, 2008).

Employers established employer's association to meet IR challenges, mainly from unions and state involvement (Sheldon et al., 2016). Associations are on an industry-

wide basis, which usually corresponded with others IR actors. One of the major reasons for the formation of employers' associations is for them to have a common platform for managing and containing trade unions, maintaining good IR by educating members on the benefits of good employees-employers relations. There are some key characteristics of employers association that include, multi-employer collective bargaining with recognized trade unions that generally led to industry-wide collective agreements for terms and conditions of work (Lewis et al., 2003). In addition, it provides other services to their members including advice and representation in relation to employment tribunal cases. In shaping IR/HRM strategies, the Bangladeshi employers' associations such as BGMEA and BKMEA have traditionally assisted their members in political lobbying, public relations and business services (Ahmad, 2013). The BGMEA has emerged as a 'central political player,' which hold around 10 per cent of the seats in parliament with the ability to influence both legislative and executive branches of the state. Its objectives being; to improve productivity for large companies, to ensure health and safety in workplace, to generate maximum of employment, to win workers through corporate relationships, to train workers with skills to keep pace with changes and to maintain smooth relationship with other IR actors (BGMEA, 2017). The main policy-making body on IR/HRM issues are senior management's forums, consisting of employer's association in the BGMEA and BKMEA. The chairman is the highest executive authority of the association. There is a lack of co-operation between unions and employers associations, which results in an adversarial relationship. Co-operation between trade unions and employers associations could produce 'mutual gains' of higher productivity and better terms and conditions of employment.

3.3.3 Government

The government is a corporate actor in IR systems, which focuses on critical interaction with other actors by implementing HR policies and practices (Rubel et al., 2017). The role of the government is crucial for maintaining smooth IR with other corporate actors. Therefore, the IR literature provide a few scattered pieces of information on general functions of the government, which outlines the relationships between the government and other institutional actors and how the government promotes its HRM ideas by targeting actors.

In all developing countries more or less wide-ranging systems of labour legislation have been gradually developed in the process of industrialisation (Collins et al., 2011). The general aim has been to control the conflicting relationships between management and labour at various levels for example, the plant level, in order to protect labour from suppression and to achieve a consistency by change of the legal environment. Quite often these general legal frameworks also include substantive provisions, universal minimum standards of conditions of employment for example, minimum wages, daily or weekly working hours, health & safety provisions, etc. The general alternative, or sometimes even the supplementary mechanism for setting these general terms of employment by non-political means is collective bargaining (Zagelmeyer, 2007). However, this can only be effective if trade unions have sufficient strength and power to meaningfully participate in the process, for example, in the United Kingdom and United States America.

In all developed countries, the government has always tried to avoid industrial conflict by implementing the IR/HRM practices once the general right to strike has been legally guaranteed. In some countries, the government themselves are also responsible for institutions and mechanisms of third-party conflict resolution in the private and public sector organisations. Different types of procedural rules for negotiation, conciliation and compulsory arbitration processes are provided by the government for maintain structured IR systems.

There has been little research into this process within Bangladesh. Most of the empirical industrial relations research carried out after independence in the 1971 and in the 1980s clearly focused on only two of these actors and therefore on the bipartite relationship between workers and management (including their associations) (Mahmood, 2008). The third is government, which is an equally important corporate actor and thus plays a major role. The government is a more active participant in the IR process and this includes national level tripartite negotiations. In 2013, the government representatives of Bangladesh have been sitting down with other corporate actors such as trade unions and employers association for fixing minimum wages and a range of labour issues to established smooth IR. Nevertheless, the government is an enduring and prominent partner in any labour relations systems in Bangladesh.

One of the principal characters of the present IR system in Bangladesh is the central role of government. In the private sector, the government holds the power to intervene at any time without prior consent or consultation with the adversarial parties, while the legislative framework specifies appropriate guidelines for settlement of industrial disputes and other bargaining issues at the plant level (Mahmood, 2008). The public sector differs from the private sector in terms of employee's pay, benefits and bargaining systems. In the public sector, the government determines the pay and other benefits for their employees and they enjoy comparatively better job security than their counterpart private sector employees. In the public sector, management cannot terminate any employees or trade union leader without prior government approval, whereas in the private sector, employers or management can easily terminate employee contracts including trade union leaders without any further explanation. The job security provision influences trade union activities in the public sector companies. It has been argued that the trade unions in the private sectors are very weak compared to the public sector because of the issue of job security.

From the existing empirical literature it can be concluded that the role of government in Bangladesh in IR may affect corporate HRM practices in both public and private sector. In public sector, the government directly controlled all IR/HRM activities such as recruitment and selection, training and development, and pay and other benefits. In contrast within the private sector such as G & T industry employers or management directly control these activities. In some cases, trade unions leader have the opportunity to negotiate with employers or employers association for the employee's pay and benefits. Government directly controls these trade unions leaders and they only implement the government agenda. However, it can be argued that the government controls the entire IR/HRM system in Bangladesh.

SECTION B: EMPIRICAL EVIDENCE OF INTERNATIONAL MANAGERS IN BANGLADESH

3.4   International Managers

In the context of globalisation, international managers have been viewed as an important facilitator of transfer corporate IR/HRM practices in the MNCs particularly at the factory level. The transfer of corporate IR/HRM practices may be significant because of the impact on organization's economic outcome (Bjorkman & Xiucheng, 2002). Nevertheless, the international managers in the global manufacturing industry have some common characteristics. First, international managers help in the communication of explicit and tacit forms of IR/HRM knowledge within MNC subsidiaries (Gamble, 2003). Second, international managers (particularly parent-country nationals) are described as 'cultural carriers' in terms of their capacity to exercise cultural control via the promotion of common corporate values and norms (Chang & Smale, 2013). Third, international managers are able to facilitate knowledge and practice transfer through their existing connections with headquarters, which not only provides them with key knowledge resources, but also develop a stronger commitment to headquarters (Torbiorn, 1982; Banai & Reisel, 1993). And fourth, international managers are likely to have greater experience in understanding and implementing corporate IR/HRM practices at the factory level as a result of their previous work experience (Brewster & Suutari, 2005).

Within the context of the G & T industry in Bangladesh, there are some specific identifiable characteristics of international managers. The particular characteristic includes practices of corporate IR/HRM but their presence are every limited. In contrast, there is a lack of corporate IR/HRM practice in the construction industry in Bangladesh (non-academic source). The majority of international managers of this industry come from China and they mostly learn the local (Bangla) language. On the other hand, a substantial number of Bangladeshi local managers learn the Chinese language. Therefore, the international managers of this industry do not have problems communicating with workers, engineers and IR actors.

Though, the literature on international managers is considerable and therefore for this study there has been a selection process with the criteria of how relevant it is for this research.

3.4.1 Role and Function at the Factory Level

The role and function of international managers has broadened considerably with increasing globalisation (Brain, 2006). Their responsibilities often cover entire overseas regions and they therefore need to be able to adapt quickly to different cultures. The potential roles of international managers are in controlling subsidiaries, transferring knowledge and transferring corporate IR/HRM strategies in developing countries. Harzing et al., (2016) and Selmer & De-Leon (2002) stated that the role of international managers is not only transferring knowledge and transferring corporate IR/HRM strategies but also promoting corporate culture at the manufacturing factory level. Kimmo & Vesa (2004) also argue that transferring knowledge and transferring corporate IR/HRM strategies from headquarters to the manufacturing factory level is not the only role and function of international managers but also to the transfer of knowledge gained from the subsidiary companies back to headquarters.

The role of international managers normally varies with the position level at which he or she is employed. Top-level management provides strategic direction – making, monitoring, and internal and external transmission of information as well as interacting with internal and external parties (Lauring et al., 2017). The mid-level management is responsible for look after their department and maintain strong connections with top-level management and subsidiaries headquarters. They also responsible for the daily operations and deal with goal setting and decision-making at the department level. And the lower level management accomplish their task by providing support to upper and mid-level management. Those in lower level management will maintain strong links with factory supervisors and trade union officials. These international managers also provide various training to the local employees at the factory level. The training mainly includes fire, health & safety, educational etc. These training help increase productivity, as well as the long-term employability of industry workers. Sannassee (2007) stated that training of the local workers is a key factor in the process of the transfer of technology and also in the promotion and mobility possibilities of workers. The transfer of technology is

potentially valuable contributions of MNCs to developing countries such as Bangladesh. But, although there is a strong presumption that MNCs, upon providing significant training benefits to developing countries, do create spillovers, this has proved very difficult to evaluate empirically.

In the context of the G & T industry in Bangladesh, the international managers from Western countries and from other non-Western countries particularly India, Sri Lanka, Japan, China and South Korea play a key role in managing MNCs as well as large and medium sized Bangladeshi local companies. Their role and function in Bangladesh is diverse, and depends largely on their job title. The role of HR manager is to look after all sorts of IR/HRM activities and deal with workers and trade union officials in the company. The role also includes recruitment, selection and interviews. Prepare employees for assignments by establishing and conducting orientation and training programme. Maintaining management guidelines by preparing, updating and recommending HR policies and procedures. Also, providing fire & safety training to the workers and management at the factory level. According to Antila (2006) the role of HR manager is to work closely with the CEO on strategic decisions. When the HR function is supposed to be more strategic, factory manager or production manager have more responsibility for people management on a daily basis. Various studies have reported the rationale for placing HRM responsibility at the level of factory management. It provides factory managers an opportunity to be directly involved in IR/HRM and is also likely to increase the speed of decision making on IR/HRM issues (Renwick, 2000; Lersen & Brewster, 2003). Their study also revealed that IR/HRM tasks and activities are increasingly transferred to factory managers. In addition to this, Hsu & Leat (2000) stated the role of factory managers in HRM decision-making. However, it can be concluded that the role and function of international managers are not similar and it is dependent on their job title.

3.4.2   Importance

With globalisation, MNCs seek foreign investment opportunities to expand their business globally (Kim & Tung, 2013). Fitzgerald & Rui (2016) suggest the world's largest MNCs sent approximately 60 per cent of employees to a foreign country, including Bangladesh, to manage their business or subsidiaries. The international managers are significant in managing these subsidiaries because they are more skilled

and capable. They also practice corporate IR/HRM strategies and have sufficiently broad knowledge to manage subsidiaries in different cultural environments such as Bangladesh. In most of the cases, the MNCs spend a substantial amount of money for their international managers while they are assigned in a foreign location. Black et al., (1992) show in their report that the international manager cost is two to three times that of their counterpart local managers but their presence is most significant in MNCs. This includes international managers securing head quarter's control, developing new market and developing management and organisational structure for MNCs. The literature suggests three central functions of international managers, which are illustrated below:

Secure Head Quarter's Control: MNCs may want to exercise control over foreign subsidiaries by imposing the headquarters' culture. This might be achieved by sending international managers who have been with the company for a certain period of time. Most of the MNCs send their international managers in a foreign country to control financial and administrative functions.

Develop New Market: international managers are responsible for developing a new market in foreign countries (Clegg & Gray, 2011). MNCs are opening new production facilities or branches in a foreign country will send an international manager to facilitate entry into new markets.

Develop Management and Organizational Structure: international managers have the opportunity to learn about foreign cultures while they assigned in a foreign country such as Bangladesh. This international experience and knowledge acquired can be used to develop management and organizational structure within MNCs.

It can be concluded that the international managers in the G & T industry in Bangladesh are so significant as they are highly skilled and good at handling international buyers. They are also more capable at managing multicultural teams as they have wide international experience. Furthermore, they are practicing corporate IR/HRM at the factory level.

3.4.3 Problems

The international managers have encountered diverse problems when they are appointed to a foreign country to manage MNC's subsidiaries. Many researchers have identified that language is the main barrier, especially when considering the overwhelming attention paid to culture and cultural differences (Mejia et al., 2015). Prior research (Harzing et al., 2011; Shachaf, 2008; and Charles & Marschan, 2002) has suggested that the language problem might differ according to communication methods such as written and oral communication. With regard to the impact of the language problem, a substantial number of international managers in the G & T industry in Bangladesh particularly Chinese, Japanese and South Korean may have encountered significant oral communication problems as opposed to written communication problems. This can affect understanding of health & safety and working conditions issues. In this regard, an ability to learn the local language would be a definite benefit for the international managers (Selmer & Lauring, 2011).

The local language can help international managers to communicate with a particular group of IR actors including workers or trade unions official and government officials as they have poor communication skills. It can thus be seen that the roles of language and culture in business are interlinked (Selmer, 2006). In addition, spouse or family adjustment is another problem for international managers in major developing countries such as Bangladesh (Gupta et al., 2012). International managers have the added challenge of isolation from family, friends, colleagues and living in a different cultural environment with a different legal, economical and political system. Though, language and culture may be perceived as more important than other issues for international managers in the G & T industry in Bangladesh.

3.4.4 Typology

Identifying the different types of international managers is significant in the global business environment because each type will impact the MNCs. It will help to identify how international managers overcome cultural barriers; problems when working with IR actors; roles to implement on major CSR activities; and how they may be assisted to manage their global carrier. Derr & Oddou, (1991) classified different type of international managers based on their achievement such as reproducing a structure, analysing and solving technical problems and individual

development. Black et al., (1992) also classified international managers according to their psychological response to the host culture. Also, McNulty & Vance, (2017), developed a typology of international managers in terms of their commitment to either the parent company and/or to the local company. Furthermore, Harris et al., (2003) and Peiperl & Jonsen (2007) distinguished different types of international managers based on their reasonable length, strength and range of experience.

On the other hand, Fukuda and Chu (1994) have identified four types of international managers on the basis of duration of stay abroad and position level in the company. These are as follows:

i. *Starters:* It encompasses typically young international managers who have spent less than six years abroad holding relatively low position in a given functional area of management. They tend to view the international assignment as an opportunity for career development.

ii. *Climbers:* This group of international managers work abroad for less than six years and usually work in mid-level positions. They view the international assignment as a way to develop their career by demonstrating their abilities to manage the company's operations abroad.

iii. *Survivor:* This group of international managers work abroad for more than six years and holding relatively low positions in the company. This group of international managers do not advance their career but gain many years of international experience.

iv. *Achievers:* This group of international managers work more than six years abroad and hold senior position such as general manager, CEO or managing director in the company. They have vast knowledge on culture and international management.

The valuable contribution of Fukuda and Chu's (1994) typology is in the description of types in relation to different career stages and duration of the international manager's stay abroad such as Bangladesh. However, "a weakness inextricably linked with this approach is that the types cannot be seen as being exclusive since an employee may develop and be grouped into another type during his or her career"

(Andresen & Biemann, 2013, p. 539). It remains unclear why six years are seen as a dividing rule and why career success should increase with the length of the assignment. Though, the typology in empirical data, it remains descriptive as a statistical verification is missing. Nevertheless, the simplicity of the typology with two dimensions is, at the same time, its weakness.

3.4.5 International Managers based in Bangladesh

With a continuous increase in FDI inflows, a substantial number of MNCs are likely to operate in Bangladesh, leading to a greater demand for international managers being employed in the country, particularly in the G & T industry. The international managers in Bangladesh are from both Western and non-Western countries, most commonly from India, China and Sri Lanka. The international managers in Bangladesh can be traced back to the 1980s when Bangladesh enacted the 'Foreign Investment Promotion and Protection Act, 1980' with an attempt to attract FDI. They are important endeavour for practising corporate IR/HRM, especially for those MNCs with culturally diverse employees, business patterns and other critical stakeholders.

Currently, there is little research available that attempts an empirical investigation of international managers working in Bangladesh. In January 2012 to December 2016, the Bangladesh Investment Development Authority (BIDA), Bangladesh Export Processing Zone Authority (BEPZA) and the NGO Affairs Bureau in Bangladesh had issued a substantial number of work permits for international managers of which the majority were for those working for the G & T industry (non-academic sources). A work permit for international managers is a prerequisite for employment in Bangladesh. The international managers of the private sector in industrial enterprises such as the G & T industry are required to apply for a BIDA and BEPZA work permit. The international managers are given the government guidelines prior to arrival in Bangladesh (Bangladesh Investment Development Authority, 2018). The guidelines are as follows:

i.   Employment of international managers will be considered only in industrial/commercial establishments, which are registered by the appropriate authority.

ii.   Employment of foreign nationals is considered for the job for which local employees are not available.

iii.   Persons below the age of 18 years are not eligible for employment.

iv.   A decision of the board of directors for the concerned company regarding employment/employment extension is to be furnished in each case.

v.   The number of foreign employees should not exceed 5 per cent in the industrial sector and 20 per cent in commercial sector of the total employees including top management.

vi.   Initially employment of any foreign national is considered for a term of 2 years, which may be extended on the basis of prerequisite.

vii.   Ministry of Home Affairs will issue the necessary security clearance certificate.

These guidelines are significant for international managers in the G & T industry in Bangladesh. However, it might have an impact while they have been living and working in Bangladesh. This is because a substantial number of works permit for international managers have been issued by the BEPZA (an authority to issue work permits for the international managers) where corruptions are very common. The available evidence suggests government officials take cash bribes from the international managers on various occasions. The empirical data for this research also provides evidence on that issue.

3.4.6   Evidence from Western and non-Western International Managers in Bangladesh

Bangladesh has become an attractive destination for FDI from both Western and non-Western countries. The majority of investment of which is in G & T industry in four major locations including Chittagong, Gazipur, Narayangonj and Savar district. Trade and economic relations between Bangladesh and Western and non-Western countries is strength by a number of comprehensive economic partnership agreements. The major agreements are: Asia Pacific Trade agreement (APTA), The Agreement on South Asian Free Trade Area (SAFTA), SAARC Preferential Trading Agreement (SAPTA), Preferential Trade Agreement (PTA) among D – 8 countries, and European Commission (EC) Agreement. In 2015, China offered to sign a Free Trade Agreement (FTA) with Bangladesh to try to narrow the trade gap.

In shaping the IR/HRM strategies, there are two groups of international managers working in Bangladesh that includes Western and non-Western international managers. These managers come from different cultural backgrounds and may face different types of cultural problems working with Bangladeshi local managers and IR actors. They also may have some other problems that are being driven from a political, economical and social context (Budhwar & Mellahi, 2006).

The cultural differences of international managers in MNCs can have a significant impact on the conduct of business abroad (Budhwar & Sparrow 2002). According to Hofstede's index (2010), Bangladesh scores 60 on 'uncertainty avoidances', in terms of 'individualism versus collectivism.' Bangladesh view as a 'collectivist society' whereas most of the Western countries tend to view as an 'individualistic society.' In light of these cultural differences between Bangladesh and Western countries, Western international managers are likely to face growing challenges in terms of communication with local managers and other IR actors. In contrast, no significant cultural differences between Bangladesh and non-Western countries including India, Pakistan and Sri-Lanka as these countries and Bangladesh have similar cultural understanding. Still, the international managers of non-Western countries to oblige the conduct of national IR systems: distinctive laws, regulations, and customs, which lead them to transfer their HRM and IR strategies to managing labor to national contexts (Rosenzweig & Nohria, 1994). According to Hofstede's (2010), Bangladesh is a high collectivist society with respect to their family or immediate family members whereas most of the non-Western countries are also similar to high collectivist society. In 2015, the non-Western MNCs have increased their presence in Bangladesh and recruit a large number of international managers (The Daily Star, 2015) and those managers are likely to face fewer challenges in terms of communication with local managers and other IR actors.

To summaries, the empirical literature shows a limited cultural gap between Western and non-Western international managers to work with Bangladeshi local managers and industrial relations actor. The non-Western international managers may face less challenges and easily overcome their cultural barriers in the G & T industry in Bangladesh.

3.5 Conclusion

The empirical literature allows the following conclusions:

In Bangladesh, there are no corporate IR/HRM practices particularly in the public sector companies but the public sector provides better wages and other benefits than their local counterparts. They also provide facilities workers to form a trade union at the factory level but their functions are very limited (Gosh, et al., 2010 & Mahmood, 2008). The public sector companies do not have any HRM department but they do have administration department. The administration department controls entire HR activities. In contrast, the MNCs are a great example to practices corporate IR/HRM in private sector companies particularly in the G & T industry where international managers have played a substantial role. They both (public sector and MNCs) provide better wages and benefits to their workers but curtail bargaining power. They also do not allow any trade union activities in their companies. However, they practice both formal and informal IR/HRM because of their origins are diverse. These international managers have different role and function at the factory level. The role of international managers normally varies with the position level at which he or she is employed. The overall role of international managers is to take strategic decision of a company or to look after a department as the majority of international managers work for a top or mid-level management position.

The literature demonstrate a substantial change in the IR landscape, and challenges to many traditional assumptions regarding the framework for IR/HRM in companies trade unions and industrial relations in Bangladesh relationships between IR actors and international managers; and the impact of culture.

These international managers have encountered a range of challenges when they work in a developing country such as Bangladesh. Many researchers have identified that language is the main barrier, especially when considering the overwhelming attention paid to culture and cultural differences (Mejia et al., 2015). With regard to the impact of the language barrier, a substantial number of international managers in the G & T industry in Bangladesh particularly Chinese, Japanese and South Korean may have encountered significant oral communication problems as opposed to written

communication problems. This can affect understanding of health & safety and working conditions issues. In this regard, the international managers who have been working and living more than six years abroad and hold senior position such as general manager, CEO or managing director in the company could overcome these problem in a host country such as Bangladesh (Fukuda & Chu's, 1994). Nonetheless, this research attempts to contribute to the literature in the sphere of international managers within the G & T industry of Bangladesh. In the field of IR/HRM, the international managers working abroad have a different role, function, typology and so forth, which have been discussed.

Finally, this review pointed to a key gap and assumptions in the literature: the literature focuses on the significance cultural gap between Western and non-Western international managers in their work with local managers and IR actors in the G & T industry in Bangladesh. Consequently, this research attempts to contribute to the literature in the sphere of international managers within the G & T industry of Bangladesh.

Chapter 4   :   Research Methodology and Design

4.1   Introduction

This research constructs a model for culture and international managers, which are useful for this research is a central focus. The model takes a holistic approach, which focuses on cultural barriers, issues, actors and so forth. Though a review of the literature, it was argued that a model is required to understand culture in a broad sense, such as language, religious and other factors. The model offered here is a synthesis of selected conceptual ideas. The aspiration is that this model is an effective tool facilitating an understanding of cultural barriers for international managers particularly in relation to communication with local managers and industrial relations actors in the G & T industry in Bangladesh. Concurrently, a number of cultural theories such as Trompenaar's individualism vs. collectivism, Hofstede's power distance and Inglehart's traditional vs. secular-rational approach is useful for this research as their work provides both theoretical and practical contribution to culture and international managers in major developing countries such as Bangladesh. This chapter focuses on the methodological issues involved in this research and particularly in investigating the main research focus (here repeated from chapter one for ease of reference).

a). How effective are international managers in overcoming cultural barriers particularly in relation to communication when working with Bangladeshi local managers and Industrial Relations actors in the G & T industry in Bangladesh?

The main focus of this research is to cover some of the gaps that have resulted from the lack of research in the area of cultural barriers for international managers particularly in relation to communication with local managers and IR actors in the G & T industry in Bangladesh. From the perspective of IR/HRM research, this chapter describes in detail the research methodology and design applied to the conduction of

the empirical part of the research. The understanding of research philosophies will be discussed, which will lead into the discussion of available research methodology. In line with the empirical nature of this research, this chapter will continue on to discuss different research techniques, empirical data collection and data analysis procedure, and discuss the development of the research design for this study that fulfils the research objectives. The overall aim of this chapter is to understand and to apply the research methodology to deal with the relevant research focus. The following section introduces the philosophical standpoint that has guided the overall research project.

4.2   Research Philosophy

A paradigm is simply a belief system or theory that guides the way a researcher thinks and acts. Patton (1990) described that a paradigm to be a world view, a general perspective and a way of breaking down the complexity of the real world. It can be characterised through its ontology or what is reality, axiology or ethics, epistemology or how we can things and methodology or means of acquiring the knowledge from the world (Denzin & Linkoln, 2005). The research paradigm that has guided and informed this study is pragmatism. This is because that this approach incorporates a wide range of strategies such as quantitative and qualitative methods. A pragmatism research recognise that there are many different ways of interpreting the world and undertaking research, that no single point of view can ever give the entire picture and that there may be multiple realities (Saunders et al., 2016, p. 142). This does not mean that pragmatism research always use multiple methods. Nonetheless, it could be said that pragmatism philosophy could be useful for mixed method research as this approach incorporate a wide range of strategies.

From the perspective of business and management research, ontological standpoint is significant as it provides a fundamental set of orientations shaping the ways in which certain studies should be undertaken, including research methods, strategy, data collection and the system of data analysis. In tis study, the researcher did not follow a positivist's stance. In positivism studies the role of researcher is limited to data collection and interpretation. In these types of studies research findings are usually observable and quantifiable. Nonetheless, the researcher of this study is uncertain of positivist thought on 'reality' as measurable. As a pragmatist the researcher believes

that there are some complex things or entities and even though these cannot be seen or measured. This is why the researcher supports the criticism of positivism.

An interpretivism paradigm emphasizes a need to understand the difference between social actors and objects. "This approach is highly appropriate in the case of complex, unique and ever-changing world of business organisations" (Saunders et al., 2016, p. 59). Inherent in this approach is the view that it is necessary for the researcher to understand differences between individuals in their roles as social actors. While commenting on the philosophy of interpretivism, it is recognized that all participants involved, including the researcher, bring their own unique interpretations of the world or construction of the situation to the research. There needs to be an openness to the attitudes and values of the participants and prior cultural assumptions should be set aside (Mackenzie & Knipe, 2006). Interpretivism is also criticised for its 'epistemic fallacy' (Bhaskar, 2008, p. 36), it does not follow that reality exits independently and is not just shaped by social actors.

All research philosophies make three major types of assumptions: ontological, epistemological and axiological.

Ontology concerns researchers assumption about the nature of the world and reality. Ontological assumptions make determine what research objects and phenomena researcher focus on, and how they see and approach them. It has two aspects: Objectivism and Subjectivism.

Objectivism: It believes the nature of reality or truth is based upon external individuals linked to IR actors: for example a HR manager working in a company has a clear job responsibility. His job responsibility clarified such important functions such as practising structured IR/HRM including health & safety and working conditions. These clarifications determine nature of reality. The knowledge gathered through these external individuals formulates reality (Saunders et al., 2016).

Subjectivism: It believes that nature of reality or truth is based upon both internal and external individuals linked with IR actors. For example nature of truth is linked with perceptions and actions. How an individual perceives the world around him and how

he acts, reacts and interacts in a given situation. Both these internal and external individuals determine nature of reality or truth (Saunders et al., 2016). However, the researcher of this study has used objectivism as this approach believes the nature of reality or truth is based upon external individuals linked to IR actors in the G & T industry in Bangladesh.

Epistemological concerns what constitutes acceptable knowledge in a field of study. It is a way of thinking, evaluating and choosing right approaches and philosophies to gain an acceptable knowledge with potential to satisfy envisaged research objectives. Modern epistemology generally involves a debate between rationalism (a belief that knowledge can be gained through the use of reason) and empiricism (a belief that knowledge is obtained through experience). Rationalism is primarily linked with positivism and empiricism is primarily linked with interpretivism. Nevertheless, this research has used pragmatist philosophies.

4.3   Research Approach

An appropriate research approach is to provide a clear direction and course of action to the research activities. There are two research approaches being used widely in the field of management and international HRM, namely: 'inductive' and 'deductive'. The key differences between inductive and deductive approaches are that the deductive approach is based upon testing an existing theory; whereas inductive approach is concerned with the generation of new theory emerging from the data (Bryman & Bell, 2007). An inductive approach is generally associated with qualitative research, whilst a deductive approach is more commonly associated with quantitative research; nonetheless, there are no hard and fast rules and some qualitative studies may have a deductive orientation (Gill & Johnson, 2010).

"The deductive approach starts from the assumption of a hypothesis from an existing theory while expressing hypothesis in operational terms are measured and tested. If necessary the theory is modified in light of these conclusions" (Robson, 2002). To ensure proper testing and measurability of variables and reliability of results, it prefers the collection of quantitative data while using a highly structured methodology (Gill & Johnson, 2010; Collis & Hussey, 2009). On the other hand, the deductive approach

has its origin in the natural sciences; whereas the inductive approach is primarily linked to social sciences. The followers of the inductive approach are more likely to work with qualitative data and are less concerned about generalising the results and findings (Gill & Johnson, 2010).

The deductive approach is based on the general ideas/theories to reach the specific situation and is linked with the positivism paradigm, whereas, the inductive approach works over a specific idea to generalise the situation according to the research topic, which is linked with the interpretism paradigm (Robson, 2002). In summary, the deductive approach is based on theory testing whereas the inductive approach facilitates theory building.

Based on the research approach and taking into consideration the characteristics of this research, the deductive approach was used as this approach applies and tests existing theories to understand cultural barriers for international managers particularly in relation to communication with local managers and industrial relations actors in the G & T industry in Bangladesh.

4.4   Research Strategy

Research strategy defines the general plan of how the researcher will go about answering the research questions (Saunders et al., 2016). Bryman (2008) has defined "research strategy as a general orientation to the conduct of research" (pp. 698). Research strategy will generally provide the researcher a 'roadmap' or a 'plan of action' in order to translate the aims of the research into achievable results (Saunders et al., 2016; Yin, 2009). Saunders et al., (2016) indicates that research strategy is critical in enabling the researcher to answer research questions and achieve the research objectives. In selecting the most appropriate strategy of research, Yin (2009) has noted three specific conditions; the type of research question, the control of the researcher over behavioural events, and the degree of focus on contemporary as opposed to historical events. There are various research strategies with distinctive characteristics available in management and international HRM research that include survey, experiment, action research, grounded theory, ethnography, archival research (Easterby-Smith et al., 2008; Collis & Hussey, 2009). The research strategy applied

for any study may be either cross-sectional or longitudinal based on the time horizon. For this research, a cross-sectional design was chosen because this approach involved survey that enables to identify cultural barriers for international managers particularly in relation to communication with local managers and industrial relations actors in the G & T industry in Bangladesh.

Keeping in view the nature and requirements of the research, the researcher carefully and critically evaluated different strategic options of investigation (as discussed above) and decided to adopt the survey strategy (through questionnaire) to investigate cultural barriers for international managers in the G & T industry in Bangladesh.

4.5   Research Methods

This research has adopted a mixed technique of both qualitative and quantitative data, collected through interviews and questionnaire surveys. The qualitative methods included structured and open-ended interviews with a wide range of international managers and IR actors. The quantitative dimension complemented the qualitative method and enhanced the overall research process and the comparisons. The qualitative phase of the research used a number of selected companies, which examined the understanding of cultural barriers for international managers particularly in relation to communication when working with Bangladeshi local managers and IR actors in the G & T industry in Bangladesh. This approach was adopted because it provided primary data through structured and open-ended interviews. The structured and open-ended interviews conducted with a significant number of international managers and IR actors are useful in enhancing and explaining data obtained from the surveyed participants. The research also examined relevant historical evidence to understand people's cultural orientation surrounding the industry and its progress so that the unit of analysis can be meaningfully situated in and around research topic.

The mixed method approach of this research was adopted because the use of either a qualitative method or quantitative method would not be sufficient to fully answer the research questions of the study. A mixed method approach is appropriate to improve the understanding of the phenomenon under investigation (Teddlie & Tashakori,

2009, p. 163). This approach increases the validity of the findings because of complementary (Saunders et al., 2016). Subsequently, this approach combines the strengths of the quantitative and qualitative research methodologies while overcoming some of the weaknesses arising when the research depends only on a single methodological approach (Flick, 2006, p. 37). Creswell (2014) has defined this approach as a concurrent triangulation strategy, which the data from both quantitative and qualitative are collected at the same time and then the researcher compare the two sets of data to determine whether if there is any differences or some similarities between the two sets of results.

In this research, the quantitative research methodology is the primary approach to collecting and analysing data, with the qualitative research methodology intended to elaborate and enhance the understanding and context of the qualitative findings.

4.6   Research Theme/Focus

4.6.1   Main Research Theme/Focus

To undertake a systematic review of germane existing theories in the area of culture and international managers; this review contributed to the genesis of the main research focus. Nevertheless, the main research focus is illustrated below:

- How effective are international managers in overcoming cultural barriers when working with Bangladeshi local managers and Industrial Relations actors in the G & T industry in Bangladesh?

4.6.2   Analysis of the Main Research Theme/Focus

This research has a number of themes. Each theme examines an issue that is relevant to culture for international managers in the G & T industry in Bangladesh. These themes include: health and safety, trade union, IR/HRM practices, local politics and the cultural differences between Western and non-Western international managers in the G & T industry in Bangladesh. This theme has previously (chapter: one) discussed of the thesis.

4.7 The Sample for the Research

As this study seeks to examine cultural barriers for international managers particularly in relation to communication with local managers and industrial relations actors in the G & T industry in Bangladesh, it is based on both surveys and interviews (structured and open-ended). The interviews conducted with 34 key respondents at the national, sectoral and company levels. At the national level, 1 government official, 1 accord official and 2 ILO officials were interviewed. At the sectoral level, 3 trade unions official, 2 employer's association officials and 3 employers were interviewed. Finally, at the company level, 3 local employees (working for a management level) and 20 international managers from different countries were interviewed. Two-thirds of the international managers in the sample had previously worked in 2 − 3 different countries prior to being assigned in Bangladesh, which allows them to experience the difficulties of managing a multi-cultural team and understanding foreign culture. The majority of international managers had worked for middle managers and higher managers. These are assumed to be in a good position to provide the required information (Azmi & Mushtaq, 2014; Chan et al., 2004). This study considered the perception of middle managers and higher managers as these employees have broad knowledge on culture and international management in the G & T industry in Bangladesh. The outcome of these interviews, in conjunction with regard to past literature and research, allowed for the development of a questionnaire, which was to form the basis of the next stage.

The second stage of the sample consisted questionnaires of the company level respondents such as international managers and workforce. The 34 questionnaires were distributed to the international managers. In all, 27 completed questionnaires were received – a response rate of 79.41 per cent. Also, 100 survey questionnaires were distributed to the workforce. In all, 71 completed questionnaires were received – a response rate of 71 per cent. The response rate of the survey was high compared to other studies as the researcher of this study was physically present and monitored the entire course of survey. The sample consists of both male and female employees.

The research has incorporated 17 companies for sample of which 12 MNCs and 5 local companies. The size of companies involved were 7 large, 5 medium and 5 small

sized. The sample companies were selected systematically on the basis of the nationality of company owners, number of international managers, number of employees and duration of the operation in Bangladesh. The sample companies have been actively involved, for more than 5 years, in the industry and so they tend to maintain stronger IR/HRM practices compared to newly built companies.

In order to collect the data from the selected companies, a snowball sampling technique was used because it enables one to gain initial respondents communication through personal networks. This technique may be viewed for this research as an effective sampling strategy from a perspective of research design. The snowball sampling technique was considered to be more appropriate in accessing important informants whose viewpoints are significant in explaining the research phenomenon (Sekaran, 2003; Bryman & Bell, 2007).

4.8   Applicable Research Strategy for this Study

4.8.1   Survey

The questionnaire survey is a commonly accepted approach for mixed method research. Questionnaires can be distributed on a face-to-face basis or through the use of technology such as telephone, email or videoconference. This approach is particularly useful when high response rates are necessary (Kumar, 2005). Questionnaires are less time consuming than conducting interviews and a very large sample can be taken (Collis & Hussey, 2009). In contrast, this approach has certain disadvantages and this can include respondents unwilling to share more sensitive information. In general, this approach can be useful for research as it can cover a large number of information, which helps to identify the cultural barriers for international managers in the G & T industry in Bangladesh.

For this research, two different types of questionnaire were prepared for two different types of respondents such as international managers and workforce, which are demonstrated below:

International Managers: The international managers questionnaire was focused to identify culture, language, health & safety, actors, local politics, CSR, Rana Plaza

disaster consequences and the differences between Western and non-Western international managers in the G & T Industry in Bangladesh. It contained 23 questions and was divided into two parts (Appendix: 1). The first part of the questionnaire contained 5 questions that included participant's background information such as length of service in Bangladesh, length of international experience, number of different countries worked in, age and level of education. The second part contained 18 main questions relating to cultural barriers for international managers in the G & T industry in Bangladesh. In addition to the questionnaire, two additional questions were used to identify the job function and the country of origin of international managers. The response rate of survey, which was 79.41 per cent overall, varied across the 3 occupational groups: senior manager, middle manager and junior manager (see Table: 4.1). Hard copy surveys were hand-delivered by the researcher to international managers. A questionnaire can be sent and returned by post or email, or handed directly to the respondent who completes it on the spot and hands it back (Breiden et al., 2006).

Table 4.1: Summary of Survey for International Managers

Job Category	Copies Distributed	Copies Received	Response Rate (%)
Senior Manager	13	11	84.61
Middle Manager	10	8	80
Junior Manager	11	8	72.72
Total	**34**	**27**	**79.41**

Sources: The Author's Compilation Based on Empirical Data Collection, (2017)

Workforce: The workforce questionnaire was focused on IR/HRM related issues such as health & safety, working conditions, trade unions, CSR etc. A particular focus is the issue of international managers in the G & T industry with regard to cultural barriers. It contained 30 questions and was divided into two parts (Appendix: 2). The first part of the questionnaire contained 4 questions that included participant's background information such as length of service in current company, length of service in total, age and level of education. The second part contained 26 main questions relating to cultural barriers for international managers in the G & T industry in Bangladesh. In addition to the questionnaire, one additional question was used to identify the job function. The response rate of workforce survey, which was 71 per

cent overall, varied across the 8 occupational groups (see Table: 4.2). The survey used mainly closed questions. In closed format questions, respondents were presented with multiple-choice options, and were asked to select one as their answer.

Table 4.2: Summary of Survey for Workforce

Employee Level	Job Function	Copies Distributed	Copies Received	Response Rate (%)
Management Level	Factory Manager	2	2	100
	Production Manager	10	7	70
Senior Staff	Asst. Production Manager	15	10	66.67
	Quality Control Manager	11	7	63.64
	Line Chief	15	10	66.67
Junior Staff	Quality Controller	8	6	75
	Section In-Charge	14	10	71.43
	Supervisor	25	19	76
Total		**100**	**71**	**71**

Sources: The Author's Compilation Based on Empirical Data Collection, (2017)

Following prior conversation for workforce survey, the researcher of this study met with HR director/manager in their workplace (factory) with printed copies of the survey questionnaires. The HR director/manager had spoken with their factory manager and relevant team to participate and support the researcher of this study. The factory manager called the appropriate participants to his room and they completed the survey questionnaire. The participants were happy to participate in the survey, as they had a chance to express their opinions particularly on health & safety and working conditions. The researcher was present during the entire survey course and guided the participants. The questionnaire surveys for workforces were in their native Bangla language (Appendix: 3) as they have limited educational qualifications. In practice, each respondent took 15 – 30 minutes to complete the questionnaire.

4.8.2   Interviews

The interview is a significant source of data collection. The interview format may have defined structured (known as formal) and unstructured (known as informal) formats. Keats (2000, p. 39) has defined an interview as "an organised place in which one person (the interviewer) asks a series of questions to another person (the respondent)." Interviews can be done face-to-face or through the use of technology

such as telephone, email or videoconference. The interview questions could be sent and returned by post or email, or handed directly to the respondent who completes it on the spot and hands it back. This approach has certain advantages over self-completion questionnaires. The interviewer can explain questions that the respondent has not understood and can ask for further explanation of replies. This approach is uniquely suitable because of such factors as: "ability to open the black box of organisational process in relation to issues of how, who and why; theory testing ability and providing for a rich and thick description (Doz, 2011)." Furthermore, this approach has many significant benefits in the field of international business and management such as culture, the interaction between culture and context, and understanding individuals cooperating across cultures (Birkinshaw et al., 2011). In contrast, this approach is very expensive and time consuming and it may be the case that the interviewer is biased. Yet, the present study has utilised this approach by using structured and open-ended interviews, which was considered one of the most appropriate methods of data collection.

For the hypothesis testing, the interviews conducted with 34 key respondents at the national, sectoral and company levels. The national and sectoral levels respondents mostly involved with IR actors. At the national level, 1 government official, 1 accord official and 2 ILO officials were interviewed. At the sectoral level, 3 trade unions official, 2 employer's association officials and 3 employers were interviewed. Finally, at the company level, 3-management level and 20 international managers from different countries were interviewed. Two different types of questions were prepared for these three different levels of respondents.

Company Level (International Managers): The 20 international managers from 9 different countries were interviewed who are currently employed on an international assignment in the G & T industry in Bangladesh. The largest group of international managers was based in non-Western countries (see Table: 4.3). The international managers questions contained 19 questions and was divided into two parts (Appendix: 4). The first part contained 5 questions that incorporated participant's background information such as length of service in Bangladesh, length of international experience, number of different countries worked in, age and level of education. The second part contained 14 main questions relating to cultural barriers for international

managers in the G & T industry in Bangladesh. In addition, two additional questions were used to identify the job function and the country of origin. The international managers questions were addressed on cultural barriers, health & safety, trade unions, local politics, CSR, Rana Plaza and the differences between Western and non-Western international managers. The particular focus of questions was on cultural barriers for international managers (particularly in relation to communication when working with Bangladeshi local managers and Industrial Relations actors) in the G & T industry in Bangladesh.

Table 4.3: Summary of Interviews for International Managers

Geographic Region	Country of Origin	Number of Participants
Western International Managers	France	1
	Italy	1
	United Kingdom	1
	* Turkey	**1**
Non-Western International Managers	India	5
	Sri Lanka	7
	South Korea	2
	China	1
	Japan	1
Total		**20**

Sources: The Author's Compilation Based on Empirical Data Collection, (2017)

Note: The definition of a Western and non-Western country can be determined by a combination of factors such as its geographical location, cultural background, political and economical system. Turkey is difficult to classify as its cultural characteristics across Western and non-Western borders overlap to a certain extent. Nevertheless, in geographic terms Turkey might be considered as a Western country.

National and Sectoral Level (IR Actors): The 14 IR actors in 7 different groups were interviewed. The largest group of IR actors was involved in management and trade union officials (see Table: 4.4). The IR actor's question contained 12 questions and was divided into two parts (Appendix: 5). The first part contained 4 questions that included participant's background information such as length of service in current company, length of service in total, age and level of education. The second part

contained 8 main questions relating to cultural barriers for international managers in the G & T industry in Bangladesh. In addition, one additional question was used to identify the job function. The IR actor's questions covered the importance of international managers, problems when working with international managers, differences between international managers and local managers, cultural, health & safety, trade unions, and the differences between Western & non-Western international managers. The particular focus of questions was on cultural barriers for international managers in the G & T industry in Bangladesh.

Table 4.4: Summary of Interviews for IR Actors

Industrial Relations (IR) Actors	Number of Participants
Management	3
Employers	2
Employers Association	2
Trade Unions Official	3
Government Official	1
International Labour Organisation (ILO)	2
Accord	1
Total	14

Sources: The Author's Compilation Based on Empirical Data Collection, (2017)

Given the widespread locations, the interviews were conducted through face-to-face. In addition, one interview was taken through video calling using Skype, as the respondent was located in the Netherlands. The majority of interviews were conducted in the respondent's workplace. Conducting interviews in the respondent's workplaces was seen as the most appropriate; as it suited their schedules and helped them feel more comfortable (Ariss, 2014). A small number of interviews were conducted in the respondent's residence or in a restaurant. The questions were asked in a particular order and answered step by step. The interviews were audio-recorded on-site and written notes were taken with prior consent from the respondent. Each interview lasted between 30 minutes and 45 minutes. Not all interviews were conducted in English. A few respondents such as trade unions officials and government official choose to communicate in 'Bangla'. The trade union officials might have language barriers as they have limited educational qualifications. For the government officials it was considered to be their working language. After the

interviewer returned from the interview sites, all recorded conversations were immediately transcribed and translated whenever it was necessary.

4.8.3   The Selection of Companies in Bangladesh

The selected company has chosen because it provides current and primary data, which is more relevant in an evolving political, culture and socio-economic situation in Bangladesh. Furthermore, this was considered to be an important aspect in order to take into account the wide range of contextual factors inherent in international management and cross-cultural research (Thomas, 1998 and Welch, 1994).

The present study investigated a selection of companies in Bangladesh. The design of the selection companies has many advantages compared to utilising a single company. For example, the findings from the selected companies are more fascinating and therefore the overall study is considered more robust. This approach is best suited for achieving the research aims and objectives, as the study's objective is to focus on the cultural barriers for international managers particularly in relation to communication with local managers and industrial relations actors and the impact of international managers on the efficiency, productivity and employment relations of the G & T industry in Bangladesh. The present study consisted 3 interviews in total at the 3 selected companies (see Table: 4.5). In every company the senior management such as managing director, general manager and chief financial officer was interviewed. The companies' interview questions and the IR actor's interview questions (previously explained) are precisely similar. The particular focus of questions was on cultural barriers for international managers particularly in relation to communication with local managers and IR actors in the G & T industry in Bangladesh. The interviews ranged from 30 minutes to 1 hour, with an average time of 45 minutes. In addition, informal discussions were held (from 10 minutes to 1 hour). These were an additional source to verify information gathered through other means and to provide further background information about the company and its industry. After the interview, the researcher of the present study kept in contact with the HR director/manager at the three companies who later sent some formal documents on the structure of the company and management hierarchy chart.

Table 4.5: Summary of Interview for Selected Company

Name of Company	Job Function	Number of Participants
Company: A	Managing Director (MD)	1
Company: B	Chief Financial Officer (CFO)	1
Company: C	General Manager (GM)	1
Total		3

Sources: The Author's Compilation Based on Empirical Data Collection, (2017)

The selected companies consisted of 1 local company and 2 MNCs of which 1 large, 1 medium and 1 small sized. These MNCs were headquartered in non-Western countries such as South Korea and Sri Lanka. These MNCs have been operating in Bangladesh for more than 5 years. Detailed descriptions of the selected companies are provided in Chapter: 7. The companies selected are based on Gazipur district and Commilla EPZ, which are close to the capital city of Bangladesh in Dhaka. These companies have recruited a substantial number of international managers in different managerial positions who have been responsible for practising corporate IR/HRM. The general information of the selected companies was collected from the respective company website and annual report.

The selected companies did not include very small-sized companies with less than 50 employees as such companies are not members of the employers' associations in the G & T industry in Bangladesh such as BGMEA and BKMEA. These companies do not have any IR/HRM policies but they significantly contribute to the Bangladeshi economy. These companies also are a significant source of employment generation.

4.9   Discussion of the Development of the Research Design

Discussion of the research design is crucial for this study. Apart from limited articles on the area of IR/HRM, there is very little empirical evidence available on international management and cultural barriers for international managers in the G & T industry in Bangladesh. Thus, it made it difficult to focus on specific issues such as health & safety, working conditions etc. Nevertheless, the research has focused on a particular research design including pilot study and main study (phase one and phase two) to investigate cultural barriers for international managers in the G & T industry in Bangladesh.

4.9.1 Pilot Study

Pilot study is "a small scale version or trial run, done in preparation for the major study" (Polit & Hungler, 2001, p. 467). It is a crucial element of a research design that helps the researcher to develop the questions. Pilot data is mainly used to modify the research approach before proceeding to the main study (Zheng, 2013). Although it does not provide guaranteed success for the main study, it does increase the probability (Teijlingen and Hundley, 2001).

The pilot study in this research has been conducted between 6 March and 16 March 2016, and contained 10 structured and open-ended interviews. The interviews comprised 6 international managers (mostly from non-Western countries) and 4 IR actors. From the pilot study, the researcher of this study has realised that some changes needed to be made before proceeding to the main study. The major change was rescheduling the interview date and time and provided less availability to the respondents. However, the researcher of this study has received a positive conclusion from the pilot study. Having successfully concluded the pilot study, the main study was administrated that contained Western and non-Western international managers and IR actors in a number of selected MNCs and local companies in the G & T industry in Bangladesh.

4.9.2 Main Study

Phase One: At the beginning of the data collection stage, the researcher of this study has made initial contact with respondent's prior 2/3 months of the fieldwork. The contact was made by email and invited respondents to take part in an interview. A substantial number of respondents replied immediately and had shown interest to take part in an interview during the researchers visit to Bangladesh. A detailed description about the interview process was on the participant information sheet (Appendix: 6). The Participant information sheet has provided a clear understanding of why the research was being done and what was involved. This has also provided the purpose of the research, the confidentiality of the data, the potential use of the data, and highlighted how the outcome of the research benefits the international managers in overcoming cultural barriers particularly in relation to communication when working

with Bangladeshi local managers and Industrial Relations actors in the G & T industry in Bangladesh.

At the initial contact stage, there was a considerable barrier to initiate this with a number of IR actors such as government officials and employer's association; however, the researcher of this study has countered such situation by building strong relationships with them. In addition, the researcher of this study has made contact with key political leaders in current government and with the vice-president of the employer's association in the G & T industry in Bangladesh.

Phase Two: The researcher contacted by phone those who had shown an interest in taking part in an interview. In the phone call the researcher introduced himself and gave a brief explanation of the research. The length of time and outcome of the interviews were also explained. Thereafter, the researcher asked the respondents to choose the interview date, time and venue for conducting the interview. To make an appointment, the researcher requested them to look at the participant information sheet where detailed information was available. Furthermore, the researcher gave full flexibility to those who had shown a lot of interest, as they were the potential respondents.

At the start of communication, an initial personalised email was sent to all 108 potential respondents. A participant information sheet was also attached with the email. After the initial email, 45 participants responded and showed interest in taking part in the interview. The researcher of this study was able to accommodate all 45 interviews but 6 interviews were cancelled due to respondents changing their mind. From this list, 39 respondents finally participated in the research study. This produced a 36.11 per cent response rate.

Before the interview, the researcher of this study has revisited interview questions and survey questionnaire. After checking these, the researcher printed out all research questions, survey questionnaire, access letter and participant information sheet. The researcher prepared an interview package, which contained interview questions, survey questionnaire and access letter. These interview materials were put in an envelope with respondents name, address and phone number, and provided them

details as to when interviews took place. The interview materials were also located in an USB drive as well as personal laptop. For interview recording, the researcher has brought one digital recorder. The recorder was tested before each interview was taken to ensure it worked properly. The other materials such as notebook, pen, pencil and eraser were also ready for fieldwork.

4.10 Data Analysis and Interpretation

4.10.1 Recorded Interviews

Data coding is a key process of analysis of qualitative data mainly recorded interviews. Rossman & Rallis (2012) has defined "coding is the process of organising the data by bracketing chunks and writing a word representing a category in the margins". For this research, the entire process of data coding was done manually and was using highlighter markers. If there was any slightest confusion, the researcher went back to listening to some of those audio interviews records and checked the written notes. Various concepts from the interviews were coded and classified, allowing a number of themes to emerge from the data. After going through the coding, the research has developed a number of summary tables to show the comparison of selected cultural factors for international managers in the G & T industry in Bangladesh. The major factors for the comparison are first identified and these included: language, culture, health & safety, local politics, trade unions, CSR and the significance of Western and non-Western international managers.

4.10.2 Survey Questionnaire

In order to test the hypothesis, the statistical analyses for this research were carried out using the IBM SPSS (Statistical Product and Service Solutions) statistic package: 22.0. This is particularly popular with social science researchers. This type of software is used for this research as it supports a variety of charts and graphs, has the ability to manage a complex data set, and is able to provide many types of analysis, which are not available in other software package. Besides, the SPSS is generally considered as appropriate for academic research. However, the SPSS analyses for this particular research incorporated frequencies, cross-tabulations and correlations to identify the cultural barriers for international managers particularly in relation to

communication with local managers and IR actors in the G & T industry in Bangladesh.

4.11 Measurement

The research instrument for both international managers and workforce survey deployed a five-point Likert scale. Five-point Likert scale has been commonly used in IR/HRM research (Budhwar, 2000a; Ahmed & Schroeder, 2003 and Valverde et al., 2006). It facilitated the quantification of responses so that statistical analysis could be taken and differences between participants could be observed and generalised (Wong et al., 2007). The five-point Likert scale for international managers anchored with marked as "Strongly Agree" to "Strongly Disagree" and for workforce survey marked as "Very Important" to "Not Important," while for certain items market as "Very Satisfied" to "Not Satisfied," "Excellent" to "Poor" etc. Considering that respondents with different backgrounds are involved in the questionnaire, it is believed the approach appropriate.

Other than the descriptive statistics (range, means and standard deviation), the additional level of statistical measurement is important as the letter assists with deciding the statistical analysis appropriate on the values that are assigned. For the questionnaire, nominal and ordinal measurements are used. In nominal measurements, the attributes are only named (e.g. age, gender, country of origin etc). In ordinal measurements, the attributes can be rank-ordered (e.g. the Likert scale – indicating level of agreement in an opinion survey) but distances between attributes do not have any meaning, except that higher numbers could mean more.

The type and purpose of analysis are significant in determining the procedure to use. The questionnaire is based on the Likert scale, which is ordinal and variables are independent. The suggested procedure for assessing the relationship between two variables is correlation coefficient and regression. The regression analyses require both dependent and independent variables. Therefore, this study used correlation coefficient approach as this was identified a most appropriate test for understanding cultural barriers for international managers particularly communications with local managers and IR actors in the G & T industry in Bangladesh. Also, the spearman

correlation coefficient is more suitable because it is non parametric. Parametric indicates ratio and interval levels of measurement instead of a rank order. Non-Parametric use rank order such as a Likert scale.

4.12 Addressing Ethical Issues

An ethical issue was addressed at each stage in the research. Ethical refers to the appropriateness of researcher's behaviour in relation to the rights of those who become the subject of his work or are affected by it (Blumberg et al., 2005). During the fieldwork of this research, a number of key ethical issues have arisen by the respondents and these included confidentiality of data, confidentiality of participants and anonymity of participants. While recognising and considering these issues the researcher has provided such commitments to the participants and handled all these issues in a confidential manner. For confidentiality of data, the information was stored in a locked filing cabinet and on a password-protected computer. Only the researcher and supervisor had direct access to the information. Any reference was coded. For anonymity of participants, the research has assigned invented name such as international managers referred as to IM: 1, 2, 3 etc and the IR actors assigned as to IR: 1, 2, 3 etc. However, the research has been reviewed and approved by the university research ethics committee.

4.13 Limitations of Fieldwork

As part of assessing the degree to which these findings may be relied upon it is appropriate to offer some specificity in the articulation of the limitations of this work. A notable limitation was the language ability of respondents. In addition several employers and trade union officials cancelled their interviews without any formal communication or explanation. An overview of limitations are outlined below:

Language Ability of Respondents
- The study used a questionnaire in the 'Bangla' language for factory workers. This was because the workforces are generally not educated. Unfortunately the majority of respondents even in their native language; were not literate. Consequently the questionnaire was read to the respondents.

- The trade union officials and government officials also had a limited capacity in the use of language other than 'Bangla' and preferred to communicate in their native language.

- Furthermore, the non-Western international managers such as Chinese, Japanese and South Korean also encountered language barriers because the language proficiency at the level required for business communication was not sufficient. Despite the researcher's native fluency in 'Bangla' the kind of international research conducted (e.g. the variety of nationalities of international managers) caused communications issues, which at times was in danger of misinterpretation. However, the theoretical model used for the research was a helpful tool as it clearly reveals the significance of cultural interpretations.

Limitation of Sample Sizes

- A low number of Western international managers interviewed compared to non-Western international managers. This is because that the majority of MNCs in the G & T industry in Bangladesh are based on non-Western countries. Thus, increasing the generalizability of the findings would require a similar ratio of Western international managers.

Limitation of Secondary Data

- There is a limited canon of pre-existing research in the area of this study. Consequently, it was not possible to 'build upon' existing work. .

The language challenge was addressed by assisting employees by reading the questions and then writing their responses on their behalf verbatim by the researcher. The author's ability to speak Bangla proved invaluable in this process and during the process of communicating with local government officials and trade union activists. However, the researchers of this study were able to overcome this impediment and collected the data, which was helpful for finding a tool to development in the Garment & Textile industry in Bangladesh: a changing global environment.

4.14 Conclusion

This chapter described the research philosophy, approach, strategy, design and methods that underline the conduct of this study. The chapter further elucidated the applicable research strategy that helped to find a tool to understand cultural barriers for international managers in the G & T industry in Bangladesh. The chapter also provided comprehensive discussion of the development of the research design that addressed a key concept on empirical data collection for this study. Finally, the chapter has provided detailed description on a relevant statistical application to be used and the opportunity to address the validity of the findings.

As part of the empirical study, this research has comprised a mixed technique of both qualitative and quantitative data, collected through interviews and questionnaire surveys. The approach was used because it draws on the strengths and minimizes the weaknesses of the research (Creswell, 2014). Yin (2009) has defined that the approach is chosen due to its advantages in satisfying the need to collect both types of qualitative and quantitative data concurrently due to the researcher's limitations in time frame, as well as placing equal value for both types of data in understanding the research problem (Yin, 2009). In contrast, this approach need for wide-ranging data collection, the time-intensive nature of analysing and the requirement for the researcher to be familiar with both quantitative and qualitative forms of research (Creswell, 2014). Nevertheless, the approach has provided the two sets of results for the study, which merged together to form an overall understanding for the research findings.

This research also comprised 3 interviews conducted at 3 companies of different sizes in the G & T industry of Bangladesh. The selected companies were chosen, as the method requires multiple sources and techniques in the data gathering process. There may be criticism of the approach from different scholars. However, the selection of company approach provides much more consistent and in-depth data including insights into the informal process within organisations.

It is believed that the selection of company approach will provide appropriate data to analyse the hypothesis. The following chapter will provide the globalisation and

economy of Bangladesh, which would focus on the cultural barriers for international managers particularly in relation to communication with local managers and industrial relations actors and the impact of international managers on the efficiency, productivity and employment relations of the G &T industry in Bangladesh.

Chapter 5 : Globalisation and Economy in Bangladesh

5.1 Globalisation

Globalisation may be seen as one end of a dimension of economic integrations with the nation-state as the other (Warner, 2002). The globalisation of the G & T industry now has a well-researched history. It started relocation in the 1960s when production moved from North America and Western Europe to Japan (Mezzadri, 2010). The second relocation was from Japan to the Newly Industrialising Economies (NIEs) of South Korea, Hong Kong and Taiwan. With the relocation from Japan to the NIEs, these countries dominated global G & T exports in the 1970s and 1980s. With the obligation of quota restriction and increases in real wages in these countries, a third relocation took place in China, Bangladesh, India, Pakistan, Sri Lanka and more recently, Vietnam, Nepal and Laos. For set out quotas on Garment exports, the Multi Fibre Agreement (MFA) was signed between developed and least developed countries in 1974. Bangladesh has more advantages of bi-lateral trade agreements under MFA and additionally enjoys special tax treatment from the USA and other developed countries. In recent years, the Chinese workers continue moving from G & T industry to more attractive industries such as automobile, truism and other manufacturing industries. Therefore, Chinese investors and Western buyers started to relocate in neighbouring countries. Bangladesh being their preferred location (McKinsey & Company, 2011). As Western buyers search for the "next China," they are evaluating all capabilities to reinforce their proximity sourcing moving away from China and other Far East supplier countries. Bangladesh is clearly the preferred next stop as a sourcing country.

A leading global management-consulting firm McKinsey & Company (2011) survey shows a large number of Western buyers unanimously moving away from China. In the survey, 54 per cent of chief purchasing officers in global garment retail companies shared their plans to decrease their sourcing activities in Chain over the next 5 years.

Therefore, a substantial number of Chinese investors moved their production facilities from China to Bangladesh. Bangladesh is able to offer cheap labour, available labour supply, flexible regulations for working conditions and health & safety issues. Apart from these advantages, the industry also has other favourable options such as complimentary yarn, fabric production and quality labs, which are available to the suppliers at low prices (McKinsey & Company, 2011). The G & T industry in Bangladesh also has the advantage of high quality of products, available skilled labour, an efficient and quick learning workforce, favourable tax policies and incentives from the government and more recently technological development (Kurpad, 2014). Some existing studies, such as Staritz & Frederick (2012) and Saheed (2008), revealed that most of the G & T companies in Bangladesh are set up in new computerised cutting and spreading machinery, auto machines for sewing (one machine operator can operate 3 - 4 machines at a time) and barcode-enabled inventory management system, which will facilitate relocating in Bangladesh. Another advantage is proficiency in the use of the English language by management and factory owners in the country (unlike in China). The proficiency of English could help local managers communicate effectively with international managers as English is an international language. Several studies have revealed that English proficiency could minimise the cultural gap between international managers and their Bangladeshi colleagues.

5.2   Economy

5.2.1   Introduction

Paradoxically, Bangladesh is viewed as a strange country. Once entitled a 'bottomless' basket by former US Secretary of State, Henry Kissinger, it is now a basket of hope with a population of around 161 million (World Bank, 2016). According to GDP at Purchasing Power Parity (PPP) Ranking, Bangladesh is the 31st largest economic country in the world and its name appeared in the global economic power list (International Monetary Fund [IMF], 2014). The IMF identified that the global economic power will continue to shift and Bangladesh is projected to rank 29th and 23rd respectively by 2030 and 2050, in terms of GDP of PPPs. In 2005, Goldman Sachs, the world's largest investment bank included Bangladesh in the N-11 countries list (O'Neill et al., 2005). In recent years the government of Bangladesh is focusing

on infrastructure development (e.g. road, transport and electricity) and being able to resolve political conflicts, which should result in supporting further growth of the economy. On the other hand, it is one of the most corrupt countries in the world, which might also hinder growth of the economy. According to the Transparency International Corruption Perceptions Index (2016), Bangladesh's ranked 145 out of 176 countries.

5.2.2   Gross Domestic Products (GDP)

Bangladesh has maintained an impressive track record on growth and development. In the past decade, the GDP has grown more than 6 per cent. The IMF forecasts Bangladesh GDP growth to speed up to 7.0 per cent in 2018 (IMF, 2018). The sustained economic growth during the last decades has helped the country graduate from a low-income country to a lower-middle-income country (Rishabh, 2017). In 2016 - 17, Bangladesh's GDP reached to 221.415 billion (nominal) with 7.3 per cent growth rate (World Bank, 2018). The real GDP per capita was increasing over 8.5 per cent annually between 2012 and 2017. In 2018, IMF per capita estimated the GDP at US$ 4560.7 (PPP) and US$ 1,733.5 (nominal) (IMF, 2018).

The industry sector has increased their share of Bangladesh's GDP from 31.54 to 32.48 per cent in 2015 - 16 and 2016 - 17 respectively (Bangladesh Bureau of Statistics [BBS], 2017). In addition, the industry and service sectors are the highest contributor in the country's actual GDP (Table: 5.1). On the other hand, the agriculture sector share decreased from 15.35 per cent to 14.79 per cent in 2015 - 16 and 2016 - 17 respectively (Central Bank, 2017). In particular, the growth of employment has gradually shifted from the agricultural to the manufacturing sector and service sector in the last few years. The G & T industry and worker remittances have largely contributed to growth of GDP.

Table 5.1: Real GDP Growth by Sectors

Sector	Financial Year (FY)				
	2012-13	**2013-14**	**2014-15**	**2015-16**	**2016-17**
Agriculture	16.78	16.50	16.00	15.35	14.79
Industries	29.00	29.55	30.42	31.54	32.48
Services	54.22	53.95	53.58	53.12	52.73
GDP Growth	**6.01**	**6.06**	**6.55**	**7.11**	**7.24**

Source: Bangladesh Bureau of Statistics (BBS) Data, (2017)

Note: 'P' denotes provisional estimates

According to 2017-18 figures, total export earning of the G & T industry reached around US$ 30.61 billion, which contributes more than 13 per cent of GDP (Export Promotion Bureau, 2018). Export earnings grew by 8.7 per cent in 2017 - 18 compared to the previous financial year in 2016 - 17. In 2017 - 18, the G & T industry accounted 83.49 per cent of the total export value (Export Promotion Bureau, 2018). The Bangladeshi G & T industry had also increased its global market share to 6.4 per cent in 2016 (Sinha, 2017). During the same period Bangladesh's competitors such as India, Turkey and Vietnam also increased their market share. However, with its large contribution to the GDP, the G & T industry attracted a large number of foreign investors to invest in Bangladesh. On the other hand, Bangladesh is the 9th largest remittance (transfer of money by a foreign worker to his or her home country), recipient country in the world (Central Bank of Bangladesh, 2017). According to 2017 - 18 figures, Bangladesh received US$ 15 billion workers remittances, which 17.30 per cent higher than the previous financial year (Central Bank of Bangladesh, 2018). Despite significant outflow of migrant workers in both 2013 - 14 & 2014 – 15 remittance inflows to Bangladesh declined by 2.5 per cent. Most of the remittance received from a number of Middle East Arabic countries that include Saudi Arabia, the United Arab Emirates, Kuwait and Qatar. Bangladesh aspires to be an upper middle-income country 2021. This will require increasing GDP growth to 7.5 per cent to 8 per cent per year (World Bank, 2016). In 2016 - 17, the GDP growth of the country was 7.28 per cent based on increasing export of G & T products. However, the GDP growth rate was better than most developing countries but not high enough to meet Bangladesh's 7.5 per cent to 8 per cent growth aspiration.

5.2.3 Inflation

In the process of globalisation, inflation is a major challenge for the new emerging developing economies, particularly in Bangladesh. The rising cost of production as well as higher energy prices combined with a demand, pull inflation from expansionary economic policies and causes persistent inflation (Hossain, 2015). The situation of Bangladesh has been aggravated due to political instability and corruption and a lack of confidence in business and manufacturing. The IMF, World Bank and Asian Development Bank (ADB) found that both demand and supply factors such as the price hike of food and non-food items have had significant influence on the rising trend of inflation in Bangladesh (Uddin et al., 2014).

In a developing country, Bangladesh's economic stability has been uncertain. When the economy is less stable, inflation tends to be high. When the economy is more stable, inflation tends to be low. Nevertheless, inflation in Bangladesh has been moderately high and unstable since the country's independence from Pakistan in 1971. In between 1995 and 2014, the average inflation of Bangladesh was 6.45 per cent along with plus-minus deviation of 2.44 per cent (Central Bank of Bangladesh, 2016). Overall, the rate of inflation decreased to 5.9 per cent in 2016 from 6.4 per cent in 2015, which was the lowest rate in the last 12 years (World Bank, 2016). Food inflation slowed from 6.7 per cent in 2015 to 4.9 per cent in 2016 due to the fall of international commodity prices and good rice harvests. Non-food inflation accelerated by 1.5 per cent, from 6 per cent in 2015 to 7.5 per cent in 2016 due to an increase in pay for government employees, hikes in electricity and gas tariffs and the rise in the flow of credit to the private sector (World Bank, 2016). In addition, based on economic developments, Bangladesh projected average inflation to be the within 5.6 per cent for 2018 - 19.

Committed to economic discipline, the government of Bangladesh has continued to control inflation. This economic policy has resulted in stable prices. A notable performance in the current global context, the inflation rate in Bangladesh was recorded at 5.48 per cent in August 2018 (Figure: 5-1) and it was lowest in the last 12 years. The fall in global food and commodity prices, a stable nominal taka (local currency of Bangladesh) - dollar rate and controlled economic growth contributed to the lowering of the inflation rate.

Figure 5-1: Inflation Rate (%) between March and August 2018
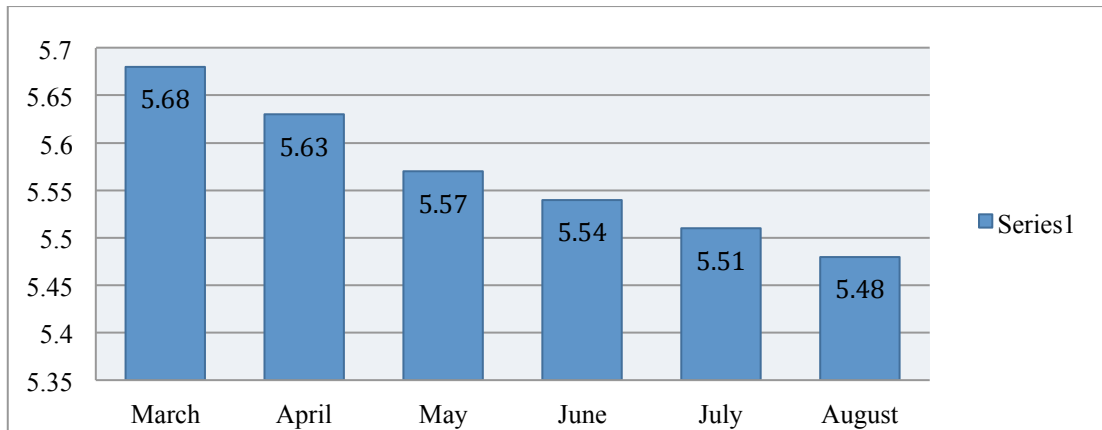
Source: Central Bank of Bangladesh, (2018)

Furthermore, the central bank of Bangladesh recruited a highly professional management team to control inflation as the country aspires to be a upper middle-income country by 2021.

5.2.4   Foreign Direct Investments (FDI) Inflow

Foreign Direct Investment (FDI) is considered one of the most crucial elements for promoting economic development in a developing country. It is one of the major sources of employment generation, technology transfer and introducing corporate IR/HRM practices in a country (Abedin, 2015). In recent years, MNCs have considerably increased their operations in Asian countries particularly in Bangladesh. At the end of June 2017, there are a of total 2,104 number of MNCs operating their business in Bangladesh of which 1,823 MNCs are located in non-EPZ area and 281 are in EPZ area (Central Bank of Bangladesh, 2017). These MNCs employ a substantial number of international managers. The majority of international managers are employed in the G & T industry in various positions such as production managers, merchandisers, senior sewing operators, cutting masters, designer and washing experts. They mainly come from non-Western countries such as India and Sri-Lanka followed by China, Taiwan, South Korea, Philippines and Pakistan.

Bangladesh is emerging as a dynamic and significant economic player in South Asia. In the early 2000, many large Bangladeshi companies had gone in for foreign tie-ups and many MNCs have increased their stake in Bangladeshi operations. Bangladesh

achieved a significant growth of FDI inflow in 2015 - 16, despite a major decline in global FDI inflow (United Nations Conference on Trade and Development [UNCTAD], 2017). FDI inflow into Bangladesh increased from US$ 2235.39 million in 2015 - 16 to US$ 2454.81 million in 2016 - 17 where the garment and textile sector contributed 360.35 million (Central Bank of Bangladesh, 2017). In 2017, garments and textile; power, gas and petroleum; banking and telecommunications sector accounted for 70 per cent of FDI (World Bank, 2017). In addition, during 2017 (Jan-June) FDI inflows (net) reached to US$ 987.09 million where garment & textile sector contributed 183.57 million, which was increased by US$ 6.79 million or 3.84 per cent compared to July - December 2016 (US$ 176.78 million) (Central Bank of Bangladesh, 2016). FDI inflows in Bangladesh are mainly directed to manufacturing sector (see details on Table 5.2). Given the labour-intensive nature of most manufacturing activities, this trend would create job opportunities for local and international managers. After sluggish growth in earlier years (Jane-June), a significant jump in FDI inflows in the telecommunication, power, gas and petroleum sectors in July-December 2016. The majority of recent FDI are actually reinvested by existing companies, which may be taken as a positive sign since it is perhaps indicative of the growing confidence of MNCs to continue doing business in Bangladesh.

Table 5.2: FDI Inflows between 2012 - 13 and 2016 – 17

Sector	Year (In Million – US$)				
	2012-13	2013-14	2014-15	2015-16	2016-17
Manufacturing	712.88	757.47	539.28	825.85	869.43
Trade and commerce	295.05	276.86	436.88	320.93	309.73
Transport, storage and communication	527.09	274.54	183.20	273.61	601.28
Power, gas and petroleum	93.67	50.43	279.98	430.16	467.93
Services	65.18	77.39	57.00	92.83	104.44
Agriculture and fishing	29.72	28.99	29.22	36.57	43.26
Construction	6.85	4.08	6.14	4.21	24.32
Mining and quarrying	0.13	0.0	0.0	0.27	-0.01
Other sectors	0.06	12.58	30.88	19.10	34.43
Total	1730.63	1480.34	1833.87	2003.53	2454.81

Source: Foreign Investment & External Debt Division, Central Bank of Bangladesh, (2017)

Developed countries continue to be a major source of FDI to developing countries, although the trend is changing as more FDIs move between the developing countries themselves. During the past decades, The United States of America (USA) and European Union (EU) have been the prominent sources of FDI in Bangladesh. In recent years Singapore, South Korea, Hong Kong, India and China also emerged as important sources of FDI (see details on Figure: 5-2). While Middle Eastern countries have been the prominent sources of FDI in Pakistan (Central Bank of Bangladesh, 2016). With a continuous increase in FDI inflows, more MNCs are likely to operate in Bangladesh, leading to a greater demand for international managers being employed to this country. Bangladesh, in particular represents a challenging posting for many international managers. Wide differences between the cultural perspectives and mannerisms may pose difficult and puzzling situations for those who are relocating to this country. Western international managers in Bangladesh could only encounter this scenario as they come from a vastly different cultural background. With a continuous increase in FDI inflows, more MNCs are likely to operate in Bangladesh, leading to a greater demand for international managers. The non-Western such as Indian and Sri Lankan international managers do not encounter problems working in Bangladesh as these countries and Bangladesh have a similar cultural framework.

Figure 5-2: FDI Inflows (Net) in Major Countries During July 2016 - June 2017

Total FDI (In Millions US$)

	UK	USA	Norway	South Korea	Hong Kong	India	Netherlands	China	Thailand	Other Countries	Singapore
Total FDI (US$)	313.87	208.71	187.41	178.5	111.7	95.41	90.04	68.5	58.69	440.5	701.4
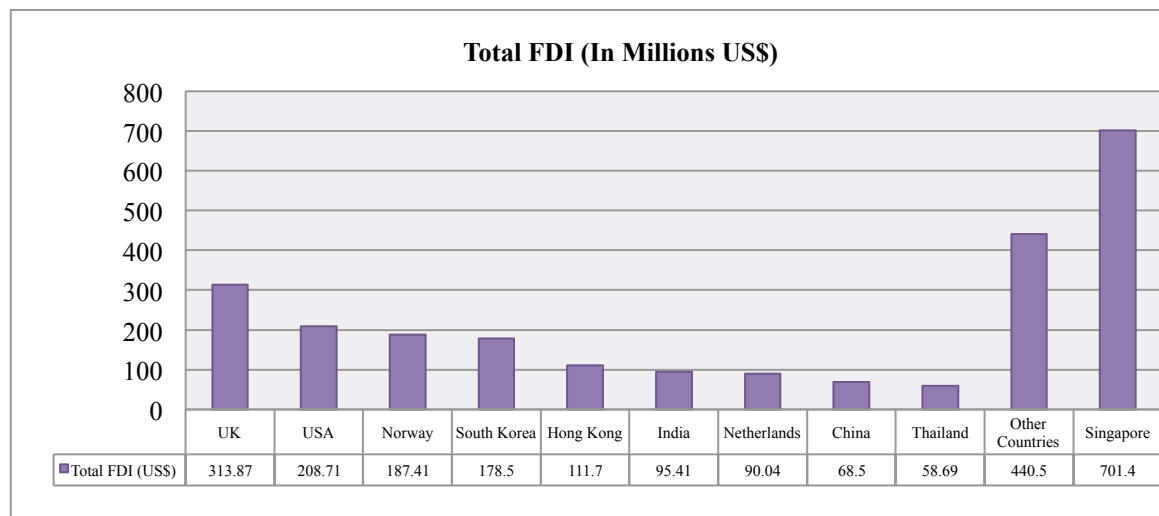
Sources: Statistics Department, Central Bank of Bangladesh, (2017)

In terms of FDI inflow, Bangladesh has not been satisfactory. Lack of good governance, corruption, and political instability and, of late, concerns about social security has been identified as major reasons for a less attractive FDI in the country (Khatun & Ahamad, 2015). The most recent evidence from 'ease of doing business' index – Bangladesh ranked 176 out of 190 countries (World Bank, 2017). Bangladesh remains far behind most of the Asian countries such as India, Pakistan, Sri Lanka and South Korea on acquiring electricity, dealing with construction permits, registering property and enforcing contracts (see Table: 5.3). On corruption, Bangladesh ranks 143 from the top among 180 countries (Transparency International Corruption Perception, 2017). The political turmoil of 2013 and 2014 in the country adversely affected the investor' confidence and the recent terrorist attacks of 2016 have delayed the return of investor confidence back to normal levels. Bangladesh also ranks as one of the most challenging countries for international managers (Brookfield Global Relocation Services, 2012). Furthermore, lack of English language proficiency in government officials and an appropriate education policy could create barrier to FDI in Bangladesh.

Table 5.3: Indicators of Selected Doing Business Factors

Name of Country	Time for Start Business (Days)	Time for Construction Permits (Days)	Time for Electricity Connection (Days)	Time for Property Registration (Days)	Tax Rate (%)	Time for Enforcing Contracts (Days)
Bangladesh	19.5	278	404	244	34	1,442
India	26	147	47	46.5	61	1,420
Pakistan	18	276	215	208	33	1,096
Nepal	17	86	70	5	30	910
Sri Lanka	9	115	100	51	55	1,318
South Korea	4	28	18	5.5	33	290
Thailand	25	103	37	6	30	440

Source: Doing Business Report, (2017)

In recent years, the government of Bangladesh has adopted the best policies to attract FDI that includes continuous gas and electricity supply, reduction in the time for new electrical connections and established new economic zones. The government is planning to establish a total of 100 special economic zones in different parts of the country by the year 2030 in order to attract more FDI and generate large-scale employment in the country. In addition, the government also planned to provide a separate economic zone for a number of countries including Japan, China, Korea and India. In 2016, the Center for Policy Dialogue (CPD) conducted an entrepreneurs' survey on perceptions relating to the Bangladeshi economy. A majority of the business executives (67.7 per cent) felt that the planned establishment of Special Economic Zones (SEZ) or Export Processing Zones (EPZ) would provide necessary infrastructure support to new investment.

5.3   Population

Bangladesh has experienced immense demographic changes over the recent decades, resulting in its population growing to over 162 million at the present time, having risen from just over 66 million in 1971 (World Bank, 2017). It is one of the most densely populated countries in the world and ranks 8th from the top among 196 countries. In 2015, the average annual population growth rate was 1.19 per cent, which was lower than other neighbouring countries such as India and Pakistan. These countries average population growth rate was 1.20 per cent and 2.07 per cent respectively (World Bank, 2016). In Bangladesh, there are 29.44 million and 65.57

million populations between the ages 0 to 14 and 15 to 65 respectively (World Bank, 2017). Of the total population, 50.49 per cent is male and 49.51 per cent is female.

Nevertheless, the population in Bangladesh is now largely a homogeneous ethnic group, 98 per cent are Bengali and only 2 per cent are others including tribal groups and non-Bengali Muslims (Central Intelligence Agency [CIA], 2015). In terms of religion, 89.5 per cent is identified as Muslims, 9.6 per cent is Hindu and the remaining 0.9 per cent comprises Christian, Buddhist and non-religious group (Islam, et al., 2016). 34 per cent of the population lives in the major metropolitan cities including Dhaka, Chittagong, Rajshahi, Khulna and Barisal (World Bank, 2017). Dhaka, the capital city Bangladesh, is one of the world's most populated cities with over 14.5 million people. Its population has grown more than a hundred times since the country independence in 1971. On the other hand, the majority of Bangladeshi people still live in rural areas and a considerable number of the rural people are poor, as they have limited access to education and jobs. The country viewed steady and continuous decline in the number of poor people over the decade-from nearly 63 million in 2000 to 47 million in 2010 (World Bank, 2017). Despite a growing population the number of poor people declined by 26 per cent in last 10 years. Poverty declined by 1.7 per cent per year between 2000 and 2010 (World Bank, 2017). While there is overall improvement in wellbeing across the country, 47 million people still live under the poverty line and 26 million people live in extreme poverty.

Literacy has been extended to almost all the population and educational enrolment at primary school level increased from 80 per cent in 2000 to 98 per cent in 2015, and secondary school enrolment is now around 54 per cent, up from 45 per cent in 2000 (World Bank, 2016). In recent years, higher education is another trend in Bangladesh, particularly given strong government support for formalizing HRM standards. The majority of public and private universities in Bangladesh are offering IR/HRM degree programs at different levels. The country's economy mainly depends on manufacturing sectors particularly in the G & T industry and this industry largely depends on HR professionals. Therefore, the international managers normally train the local employees to become HR professionals.

5.4 Labour Force

Bangladesh is one of the biggest labour force countries in the world accounting for well over half of its total population. Domestically, HRM policies and practices function within local and regional labour markets that combined into a country's total labour force of 66.64 million as in 2017 (World Bank, 2018). The labour force has only grown by 2 per cent between 2005 and 2014. In line with economic developments, Bangladesh is undergoing a gradual structural transformation from agriculture moving into the services and manufacturing sector. Employment in the agricultural sector declined from 62 per cent in 2000 to 48 per cent in 2010, while employment in the services and industry sector increased from 24 and 10 per cent to 35 and 18 per cent during the same period, with a vast majority of industry workers being employed in the G & T industry (World Bank, 2017).

The labour force participation rate in Bangladesh has remained fairly stable over the last 10 years, although its highest rate of 59.3 per cent has not been achieved since 2010. This is largely driven by a decrease in the female labour work force participation rate, from 36 per cent in 2010 to 33.9 per cent in 2015 (CPD, 2016). The female participation rate has been decreased because of increasing globalisation and the changes of government's structural policies, combined with cultural and traditional factors. Recently the female participation rate has risen substantially in the agriculture sector because of growing demand of domestic and international migration of male participants as well as improved non-farm opportunities in rural area. Until recently, service sectors experienced the maximum rate of job growth as a sizeable number of FDI comes in this sector. Evidence also suggests that the labour force has slowly been moving out of the manufacturing sector to service sector (CPD, 2016). Between 2013 and 2015, the industry sector employment has experienced a strong decline because of 170 garment factories being closed by Accord (an international organisation of Fire and Building Safety in Bangladesh) & Alliance (an international organisation for Workers Safety in Bangladesh). The failure to implement the required workplace safety regulations was the major cause of factory closures.

Until 2010, Bangladesh had encountered certain difficulties in providing employment in the formal sector. Although, employment in the formal sectors have largely

increased over the last two years because of increased higher educated workers and HR professionals. In contrast, the informal employment in urban area has been rising particularly amongst females. This is a potential cause of concern, as increased informal employment means a large number of female workers are employed on lower wages and in poorer working conditions.

In the light of the above discussion, it is important for the government to emphasise on improved labour force participation and provide better working condition. The MNCs and large local companies have a good employer image to employ a substantial number of workforces and provide better working conditions. Until recently, the majority of MNCs in Bangladesh invested in the manufacturing sector particularly in the G & T industry where international managers could play a significant role to generate employment with following corporate IR/HRM policies and provide better working conditions.

5.5   Conclusion

In the process of globalization, Bangladesh is an attractive place to relocate global G & T industry. Bangladesh is able to offer cheap labour, available labour supply and more recently technological development but health & safety and working conditions are a major concern and are lagging behind many Asian and South Asian countries. In line with empirical findings, another advantage is proficiency in the use of the English language by management and the factory owners in the country. Proficiency in the English language could help minimize the cultural gap between international managers and local IR actors (trade union, employers and employer's association).

Bangladesh has maintained smooth GDP growth in the last 10 years and now it is one of the world's fastest economic growth countries along with China and India (IMF, 2016). It is also a matter of concern that the higher level of GDP growth achieved did not create adequate employment opportunities in the country. Indeed, the speed of job creation has slowed considerably during 2013 - 15 period (CPD, 2016). "This is rather surprising considering they managed a double-digit value addition growth rate in the industry sector in the last two years (CPD, 2016)." Between 2013 and 2015, employment in the industry sector has experienced a strong decline because of 170

garment factories being closed by Accord and Alliance in many parts of the country. The failure to implement the required workplace safety regulations was the major cause of factory closures. There are 1.6 million workers newly entering the job market every year but this rate is far behind that of many other Asian countries such as India and China. It is also observed that Bangladesh is not able to obtain the potential benefits from the GDP growth. Despite steady progress in rising GDP per capita, poverty rates are still high. Employment is mainly services and industry sector is growing, though there has also been a substantial increase in the share of informal employment. Meanwhile, although the female unemployment rate was still higher than men's, the gap between male and female unemployment rates has narrowed in recent years.

In the aspect of global economy, inflation is a major challenge for the new emerging economies, particularly in Bangladesh. The inflation in Bangladesh has been moderately high and unstable since the country's independence from Pakistan in 1971. Overall, the rate of inflation decreased to 5.9 per cent in 2016 from the 6.4 per cent in 2015, which was the lowest rate in the last 12 years (World Bank, 2016). The fall in global food and commodity prices, a stable normal taka (local currency of Bangladesh) – dollar rate and controlled economic growth was the major reason behind controlling inflation. Furthermore, the Central Bank of Bangladesh recruited a highly professional management team to control inflation as the country aspires to be an upper-middle income country by 2021.

Bangladesh achieved a significant growth of FDI inflow in 2015, despite a major decline in global FDI inflow (UNCTD, 2017). The G & T industry contributed a substantial amount of FDI in 2015. With a continuous FDI inflow, more MNCs are likely to operate in Bangladesh, leading to a greater demand for international managers being employed to this country. Bangladesh in particular represents a challenging posting for many international managers as the country's stance high political instability and corruptions. The international managers have originated from countries with different cultural backgrounds and IR systems may also affect postings in Bangladesh.

Chapter 6 : Context of the Garment and Textile Industry in Bangladesh

6.1 Introduction

The global G & T industry is one of the most significant industries for developing countries particularly in Bangladesh, in terms of contribution to economy and generating employment. The G & T industry in Bangladesh provides more than 4 million in employment where 85 per cent (estimated) are women. These female workers are largely migrated from rural areas to the industrial areas such as Gazipur, Narayangonj, Savar and Chittagong. These workers do not have sufficient knowledge on IR/HRM related issues such as health & safety, working conditions, trade unions, as they have limited educational qualifications. After the Rana Plaza collapse, they have started to put attention on organising themselves and opening their veil to take consideration on all IR/HRM related issues. Several international organisations such as Accord, Alliance and the ILO provide support and continuously put pressure on government to improve these issues particularly health & safety. With regards to health & safety issues, the government of Bangladesh has provided various commitments to international organisations and buyers. As part of these commitments, the industry has taken several initiatives to improve workplace health & safety issues, ensuring more than 4 million workers will work in a safer working environment. Among these initiatives, the government, ILO, Accord, Alliance and international managers have played a significant role.

Nevertheless, this chapter will provide discussion on historical context, growth & structure, employment, female employment, CSR, HRM practices and the recent development of the G & T industry in Bangladesh. Subsequently, this chapter focuses on a number of selected IR/HRM related issues. Particular emphasis is placed on the issues of health & safety, minimum wages, labour unrest, political instability and corruption. To consider these aspects, international managers could have taken a substantial role to overcome the challenges along with the recent developments.

6.2   Historical Context

The G & T industry in Bangladesh has emerged in the late 1970s due to global demand with the establishment of small number of garment factories. In the early stage, the industry concern for manufacturing of garment products was to gain support from other countries particularly those who were well experienced in this industry. As part of its global strategies, the Daewoo Corporation of South Korea showed interest to invest in Bangladesh and proposed to set up a new joint venture company. Bangladesh had a quota free territory to export garment products in developed countries and as a plentiful source of cheap labour has been the major cause of interest to investment. In 1978, a former senior government official in Bangladesh, Mr Noorul Quader Khan, expressed interest to set up a new garment factory with Daewoo, and subsequently, in 1979 Desh Garment Company was established. Immediately, the Daewoo and Desh Garments made an agreement for the duration of 5 years. The agreement included introducing IR/HRM policies, employee training, marketing and factory set up. Following the agreement, the Desh Garment sent 130 employees to South Korea to get training (see Figure: 6-1). The main aim to sent employees to get training is that those employees could train future employees of Desh garments in Bangladesh. This training was very effective and produced a large number of managers and supervisors. They also contributed a significant role to develop in the G & T industry in Bangladesh.

Figure 6-1: Desh Garment Employees in Bangladesh Taking Training from Daewoo in South Korea

Source: BGMEA, (2017)

In the early 1980, Desh garments begun production in its modern factory located in the port city of Bangladesh in Chittagong. Initially, the company set up 450 machines and recruited 500 employees; this factory was the largest in Asia outside Korea at the time (Rock, 2011). However, Daewoo continued invest in Bangladesh mainly as a supplier of fabrics. Overall, it is argued, the Desh-Daewoo collaboration was a significant outcome to the expansion and success of Bangladeshi G & T industry. Initially, it would have been difficult to attempt to export garment products in the international marketplace without Daewoo's brand names. By being associated with Daewoo's adequate reputation, international buyers continued to purchase garments products from Bangladesh. By 1982, Bangladesh was able to attract a substantial number of MNCs mainly from South Korea, Singapore, Hong Kong, Japan, United States of America and United Kingdom. It can be concluded that the early stage in the G & T industry in Bangladesh was dominated by MNCs like now in Cambodia where a large number of international managers worked. These international managers played a significant role to the development of the industry. They also introduced corporate IR/HRM practices in the country.

6.3   Growths and Structure

The G & T industry in Bangladesh has recorded impressive growth becoming the fastest growing industrial sector in the country. With only 384 registered factories in 1984 – 85, the number had increased to 4,328 by 2015 – 16 (Export Promotion Bureau of Bangladesh, 2017) (see details on Figure: 6-2).

Figure 6-2: Total Number of Factories in the G & T Industry in Bangladesh
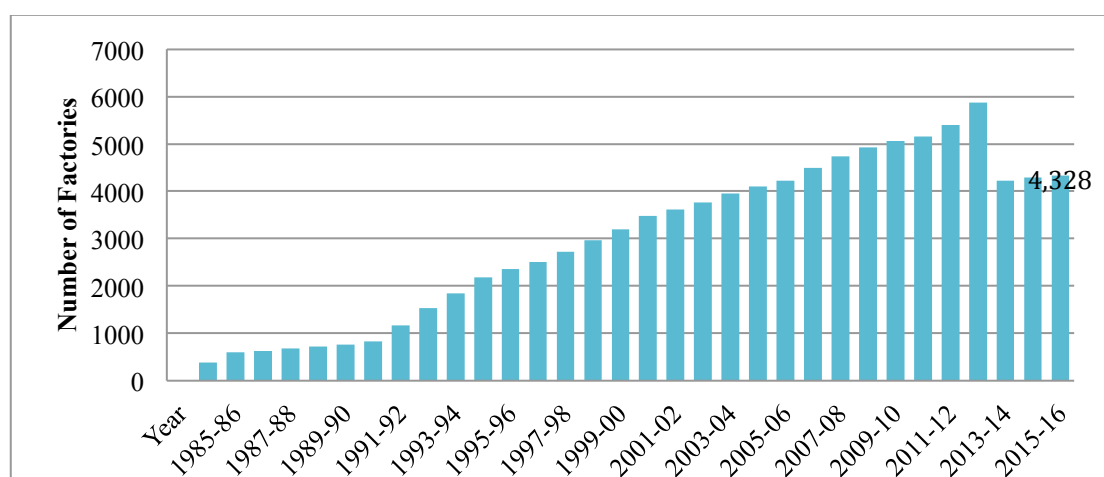
Source: Export Promotion Bureau, (2017)

After the Rana Plaza building collapse, factory numbers had experienced a strong decline due to a substantial number of garment factories being closed by the government, Accord and Alliance. Until September 2018, the Accord and Alliance closed 235 factories (Accord closed 60 and Alliance closed 175). The failure to implement the required workplace safety regulations was the major cause of factory closures.

In the context of globalisation, the G & T industry in Bangladesh has continuously increased her exports and accounts for 83.49 per cent of the country's total exports in 2017 - 18 (Export Promotion Bureau of Bangladesh, 2018) (see details on Figure: 6-3).

Figure 6-3: Total Export Contribution of the G & T Industry in Bangladesh
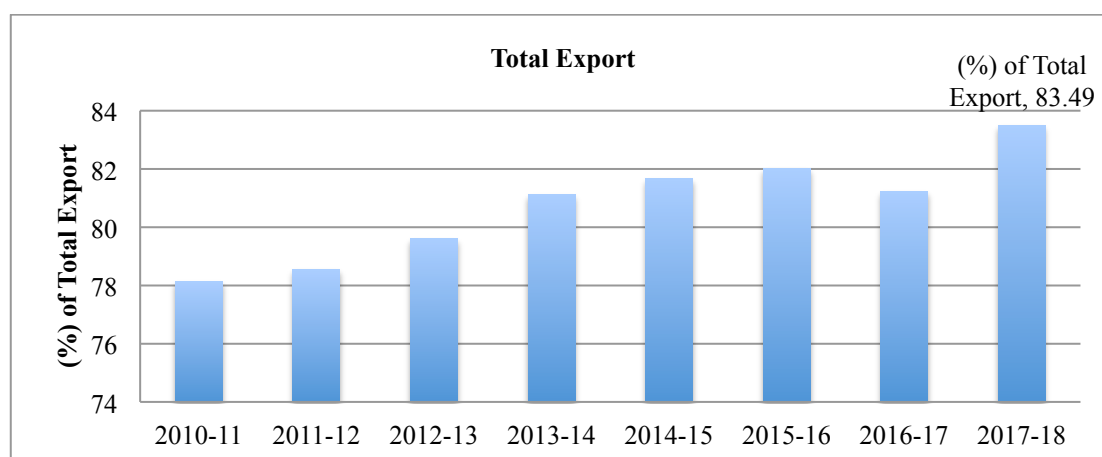
Source: Export Promotion Bureau, (2018)

In export growth, the industry has become the world's second largest garment exporting country with 6.40 per cent annual growth (World Bank, 2016). The growth rate significantly increased from 4.06 per cent to 10.21 per cent between 2014 – 15 and 2015 – 16 respectively (BGMEA, 2017). During the same period Bangladesh's competitors, such as China saw garment exports fall and drop 5 per cent during the previous year, but still dominate the global G & T industry with more than 40 per cent market share (China Textile and Apparel industry report 2016 – 19, 2017). European Union countries and the United States of America are the major destinations for exports of the Bangladeshi G & T products, accounting for 64.12 per cent and 17.48 per cent respectively in 2017 – 18 (Export Promotion Bureau of Bangladesh, 2018). Export to the European Union countries increased 10.58 per cent, United States of America 2.85 per cent and other countries 9.92 per cent respectively between 2017 – 18 (Export Promotion Bureau of Bangladesh, 2018). The other countries including Japan, Australia, Canada and China are also important destinations for exports. Nevertheless, the country does not have any alternative industry, which could largely contribute on export and economy in Bangladesh if the G & T industry has collapsed (unlikely).

The industry has divided into two sectors: garments and yarns. The Bangladesh Garments and Manufacturers and Exporters Employers Association (BGMEA), and the Bangladesh Knitwear Manufacturers and Exporters Association (BKMEA), is responsible for monitoring the garment sectors, primarily the cutting and sewing

section; and the Bangladesh Textile Mills Corporation (BTMC), is responsible for monitoring the yarn sectors. These three associations sometimes work in collaboration and sometimes independently from each other. Furthermore, the garment sector is divided into for sections including knit, woven, sweaters and home textile products.

Until August 2018, the industry has 4,328 companies, which consists 20 per cent large, 30 per cent medium and 50 per cent small sized. [2]All three sized companies mainly produce woven garments products for famous international brands. The study reveals that the large sized companies employ over 3,000 employees; medium sized companies employ between 1,000 and 3,000 employees and small sized companies employ less than 1,000 employees. However, more recent analysis of company size by the Centre for Policy Dialogue ([CPD], 2017) found that the large sized companies employ over 2,500 employees, medium sized companies employ between 500 and 2,500 employees and small sized companies employ less than 500 employees. The magnitude is very similar and it is to be expected that the G & T industry is a developing industry with a continuously changing composition. The large and medium sized company directly worked with a substantial number of international brands because these companies have strong financial and organisational structure. These companies are also certified by Accord and Alliance for implementing the required workplace safety regulations. They are also actively involved in all IR/HRM related activities and fit the conditions on the average business enterprise in Bangladesh in terms of employment turnover. The small sized companies normally do sub-contracting, as they do not have a strong financial and organisational structure. They also do not follow the government regulations on health & safety and working condition issues. Furthermore, they do not actively involve themselves in all IR/HRM related activities.

The industry operations span across the EPZ (Export Processing Zone) and non-EPZ area, which are based around the capital city of Bangladesh in Dhaka. 98 per cent of companies are located in 4 major districts such as Dhaka (37.9 per cent), Gazipur (28.9 per cent), Chittagong (16.1 Per cent) and Narayangonj (14.7 per cent) (CPD,

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[2] An informal discussion with Mr Md Atiqul Islam (Ex. president of BGMEA) on 18 September 2018 at 6:45 am (UK time) via phone calls. The call duration was around 3 minutes long.

2017). A small number of companies are located in other districts such as Manikgonj, Munsigonj, Mymensingh, Tangail and Narshingdi; in most cases, head office of these companies are located in Dhaka city in order to get logistic and banking facilities. These are small sized companies.

Currently, there are 8 EPZs (37 under constructions) operating their business in the country with 464 companies where 280 companies are producing G & T products (Bangladesh Export Processing Zone Authority [BEPZA], 2017). The 55 per cent of companies are foreign ownership, 15 per cent joint venture and 30 per cent local investors (BEPZA, 2017). It contributes 18.81 per cent of the country's total export in 2016 – 17. The BEPZA managed by two-tier of administration. The first tier is the Board of Governors that comprises of 19 members, headed by the Prime Minister. The Board of Governors is the main authority for the policy making at national level. The second tier is the Executive Board, which comprises of three members including a member of investment and promotion, finance and engineering. This body is responsible for implementations of orders by the Board of Governors. Furthermore, every EPZ has a particular Project Director or General Manager who is responsible for managing and providing support to the investor. The working patterns of EPZs and non-EPZs are almost same but vary in company size and structure. The small sized companies tend to have long working hours than their counterparts large and medium sized companies. The average working hours of the industry is between 48 and 72 hours per week whereas ILO defines standard working hours as 40 hours per week and more than 48 hours is excessive working hours. The long working hours may have an impact on employee's health, occupational injuries and family conflicts. In line with that finding, MNCs and a substantial number of large and medium sized companies tend to have a similar working pattern, of which between 40 and 56 hours per week.

Several studies have noted the lack of traditional participation mechanisms in EPZs such as Bangladesh. Studies have demonstrated that recruitment decisions were often predicated on cultural constructions of gender (Caraway, 2007). Women tended to dominate EPZ manufacturing jobs as they normally concentrate on work rather than join trade unions. They also better fit for manufacturing jobs. The EPZ companies

(both MNCs and local) in Bangladesh entirely follow the government rules and regulations but do not allow the trade unions.

Nevertheless, the EPZ companies in Bangladesh have a good performance as they entirely follow the government rules and regulations on health & safety and working condition issues as well as their pay structures are better than their non-EPZ counterparts. They are also actively involved in all IR/HRM related activities where international managers play a significant role. Furthermore, they normally recruit educated and skilled employees.

6.4   Employment

The G & T industry in Bangladesh has provided opportunity for the country to step into industrialization. It is the first industry in the country to take on a global dimension and the highest numbers of employees are now being recruited. Currently, 4 million employees are employed in this industry, of which 85 per cent are women (BGMEA, 2017). Employment figures had increased from 0.04 million in 1984 – 85 to 4.0 million in 2012 – 13 and remained unchanged until in 2015 – 16, where the number of factories declined from 5,876 in 2012 – 13 to 4,328 in 2015 – 16 (BGMEA, 2017). The failure to implement the required workplace safety regulations was the major cause of factory declines. In line with empirical findings, a substantial number of employees (employment around 15 – 20 years) left the job and returned to agrarian employment. Frequent industrial accidents and irregular or missing wages were the major causes of changing the structure of employment. In recent years, the government of Bangladesh has focused on education and supporting the young population to become educated and skilled and so in the future, it is possible that educated people would have no interest in working in this unsafe and low waged industry. Nevertheless, this industry still dominates the Bangladeshi labour market in terms of employment generation.

Employment generation is a key priority in new industrializing developing countries such as Bangladesh. The EPZ/SEZ is the major source of employment generation in a country. The Chinese SEZs are typical examples where the zones were not only contributing exports of the country, but also generating a significant number of

employments, (Palit, 2009). The EPZ/SEZ in Indonesia, Philippines and Vietnam also provide substantial number of employments. Overall, the Asian zones perform better than other zones in creating employment, in contrast to Africa. Bangladesh has 8 government – controlled EPZ's and they are a significant source of employment particularly for women. Women are typically young (aged between 15 – 30 years) and migrate from poor rural areas to EPZ's. The number of employment has increased from 4,58,440 in 2015 – 16 to 4,79,181 in 2016 – 17, of which G & T industry alone employed 3,39,209 (BEPZA, 2017). The majority of employments in the EPZ of Bangladesh are female, which consists of 64 per cent of total employments in 2016 – 17 (BEPZA, 2017).

While EPZ's are a significant source of employment in the country, they have also had a negative aspect on labour rights issue. Until recently, the EPZ in Bangladesh do not allow any trade union activities or give workers opportunities to form trade unions. However, on the 16th of February 2016, the government of Bangladesh finally gave the approval to draft the Bangladesh EPZ Labour Law 2016, with provisions for forming legal trade unions in factories inside the EPZ area. The government made delays in allowing trade unions in the EPZ area, as the MNCs were divided on the issue. The MNCs of some countries believes that unions would create problems on production while others argued that the unions would establish workers rights.

6.5   Women Employment

The G & T industry opened up a new opportunity of employment for women from rural areas aged between 15 – 30 years old. These workers largely migrated from rural areas to the capital city in Dhaka, Bangladesh and mostly do not have enough educational qualifications and job skills. They do not have any alternative option is to work either the G & T industry or as a domestic servants. The average wage of a domestic servant is around US$ 10 – 20 per month in addition to accommodation and meals. In comparison to domestic servants, the G & T industry provides better wages (US$ 68 per month) and more autonomy. The company owners prefer to recruit women because of the belief that women are more quiet and controllable than men and better at sewing, are less likely to join trade unions (Ahmed, et al., 2016).

Furthermore, women agree to receive lower wages than men for the same job and are willing to accept any conditions of employment due to their having fewer skills and fewer educational qualifications. They also have little knowledge of working conditions and health & safety issues. They tend to focus on work rather than join trade unions. Nonetheless, they are in great demand by factory owners because of their high productivity, in order to meet the unrealistic targets that they set everyday (Akhter, 2014). The access ability to the labour market inspires girls to be educated because basic education is requirement working within the G & T industry. The factory jobs allow women to delay marriage and enable a reduction of the pregnancy rate and to inspire engagement with education (Akhter, 2014). Moreover, employment in the G & T industry has enabled the majority of women to support their family through increased consumption and higher investments in their family's education (Heath & Mobarak, 2015). Additionally, the G & T industry has helped women to become both financially independent and successful in Bangladeshi society.

6.6   Trade Unions Structure in Bangladesh

With respect to freedom of association, the government of Bangladesh has imposed legal restrictions on the right to form trade unions. In the mid-1990s, Bangladesh had amongst the weakest trade union rights in Asia. In contrast, workers in other Asian developing countries such as India, China, Vietnam and Cambodia had fewer rights than those in Bangladesh (Berik & Rodgers, 2010). Some evidence even indicates a deterioration of union rights in Bangladesh since the IR systems have developed (through the imposition of the 'Industrial Relations Ordinance 1982') and the G & T industry started exporting their products in international markets. Time series data based on US State Department Reports indicate that over the 1981 – 2006 period, workers' rights in Bangladesh changed significantly (Berik & Rodgers, 2010). The workers' rights moved from being 'fully protected' during part of the 1980s to 'slightly restricted' during the 1990s to 'severely restricted' after 2001 (Richard, 2008).

After the Rana Plaza building collapse in 2013, there has been a noticeable change in industrial relations systems in the G & T industry in Bangladesh and increased trade union registrations. Since December 2012, 132 trade unions have been registered in

the industry, increasing the total number to 644 as of September 2017 (see details on Figure: 6-4) (European Commission, 2017). This growth of unions is observed at the company level.

Figure 6-4: Formation of Trade Unions in Non-EPZ area in the G & T Industry in Bangladesh (As of September 2017)

	Up to 2012	2013	2014	2015	2016	2017
■ Trade Union Registrations	132	82	187	72	77	97
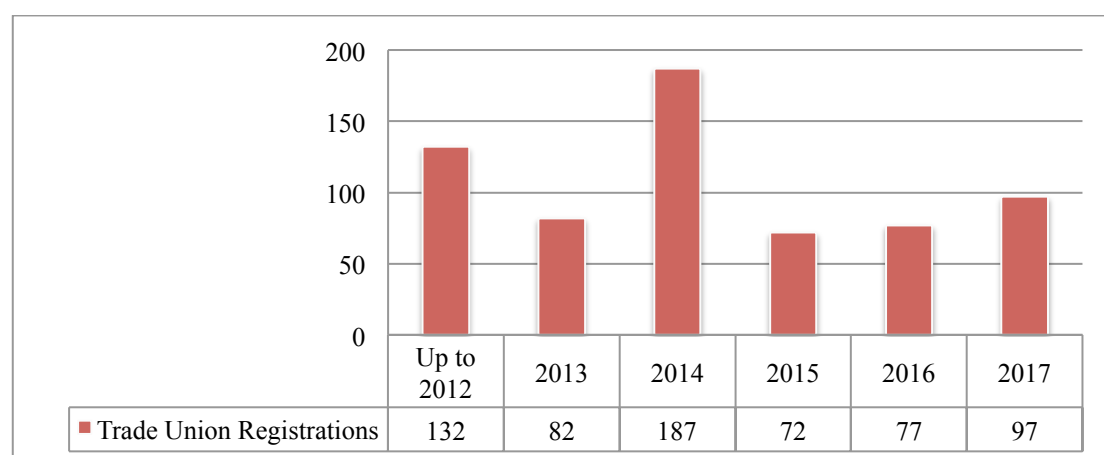
Sources: European Commission, (2017)

Currently, there is a three-tier structure of the trade union exit in Bangladesh: a) National Level [3] b) Industry Level [4] and c) Company Level. [5]According to records of the registered trade unions, there are 32 national – level trade union federations representing workers in various industries of which 23 are in the G & T industry (Bangladesh Institute of Labour Studies [BILS], 2016). The most notable trade union federations of the G & T industry include: Bangladesh Independent Garments Workers Union Federation, Bangladesh Textile & Garments Workers League, Bangladesh Garments, Textile & Leather Workers Federation and the Bangladesh Garments and Industrial Workers Federation. There are 644 company level trade unions in the G & T industry in Bangladesh (European Commission, 2017). These company level unions are affiliated with the 23 national based garment federations.

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[3] The national level federations are combination of industrial federations and company level unions. It involves two or more company level trade unions.

[4] Industry level federation is the body of unions from the same industrial sector. It deals with very common problems and demands of the sector.

[5] The company level union is based on workplace or factory created by the direct involvement of the workers at a Grass roots level.

The national and industry level federations are rooted in major political parties and they are moved to establish company level unions, which support their political positions.

The EPZs are still exempted from forming trade unions, and instead, workers are allowed to form Workers Welfare Associations (WWA) on the basis of referendum by workers. Up until June 2017, 232 WWAs had been formed the majority of which are MNCs within the G & T companies where international managers have taken substantial roles (BEPZA, 2017). Several scholars (Hossain and Semenza, 2017) have identified that WWA is not significant in ensuring workers' rights in EPZs for several reasons: a) Workers or WWA cannot call meetings to discuss the issues relating to their interests, and cannot take any decision independently, b) Workers' representatives in WWA do not represent all workers because no domestic processes are followed in order to select representatives and c) Management select their preferred individuals as representatives. These tend to be people who the management feel able to control. Nevertheless, without freedom of association and independent organisation, representatives cannot bring any effective result for workers on IR/HRM related issues such as health & safety, working conditions etc. Therefore, it is often argued that WWA is a substitute, but not a complement to workers unions.

6.7   International Organisations

The Accord and Alliance in the G & T industry in Bangladesh is influential actors that have emerged after the Rana Plaza building collapse. These actors are continuously working with other actors to improve IR particularly the improvement of safe building factories, educating workers and management, and building institutions that can implement and maintain safe working conditions. However, these actors have played diverse roles that are illustrated below:

6.7.1   The Accord on Fire and Building Safety in Bangladesh

After the Rana Plaza building collapse in April 2013, the IR system in the G & T industry in Bangladesh has changed considerably and address major CSR issues such as health & safety and working conditions. As part of IR development, the Accord on Fire and Building Safety, hereafter the Bangladesh Accord was signed on 15 May

2013, as a legally binding agreement for 5 years between global apparel brand companies, retailers and trade unions (Alexander et al., 2017). The organisation is responsible for improvement of safe building factories in the G & T industry in Bangladesh. Until recently, the Accord had been signed by over 220 global apparel brand companies, 2 global union federations including IndustriAll and UNI global union as well as 8 Bangladeshi trade unions (Posthuma and Rossi, 2017). The Accord thereby created space to the Bangladeshi local trade unions to raise their voice on IR issues such as health & safety. Moreover, the Accord involves unions, which might help to reinforce the IR that forms the backbone of labour legislation (Claeson, 2015).

The Accord was initiated to implement a variety of programs including factory inspections, worker's training and remedial action (Alam & Natsuda, 2016). By September 2018, the Accord inspected 1,600 factories and provides required support to ensure workplace safety of the factories (Accord, 2018). To date, the organisation closed 60 factories, which failed to implement required workplace safety regulations. The organisation provides basic fire safety training for 1,290,971 workers. The organisations also provides training for the trade unions officials to educate workers about their rights including the formation of new trade unions, bargaining collectively with their employers and the right to refuse to work in dangerous working environments. Nevertheless, if the Accord initiatives were fully implemented the organisation would be able to change the G & T industry in Bangladesh. This could hold an important lesson for other countries, industries and supply chains (Brown, 2015). On the other hand, the organisation may face tremendous challenges to the implementation of these initiatives as the country has a lack of resources, high level of corruption and very poor IR practices which are overseen by Bangladeshi factory owners.

Moreover, this ground-breaking initiative has generated controversy. Its work has also been subject to criticism. The Accord comprises "privatisation with corporate funding" of what should be government responsibilities (Brown, 2015). Also, the international apparel brand companies provides for the lowest possible production costs, strict delivery times and quality standards. These issues are not addressed by the Accord (Levenstein, 2015). Accord also wants to implement a Western style IR in

Bangladesh, which is very difficult for a developing country particularly when this country has a very specific historical and cultural background.

It may be concluded that the Accord has played a substantial role to change the IR system in the G & T industry in Bangladesh. In the near future, the industry may eventually become the safest apparel workplaces in the world.

6.7.2 The Alliance for Bangladesh Workers Safety

The Alliance, a corporate-driven initiative launched in parallel to the Bangladesh Accord (Donaghey & Reinecke, 2017). It is a North American organisation, which has emerged immediately after the Rana Plaza building collapse and until recently it has played a crucial role in developing IR systems and addressing major HRM related issues including health & safety in the Bangladeshi G & T industry. As part of IR development, the organisation also focused on improving workers rights and the formation of new trade unions as major IR actors including management, employers and government had neglected them. According to Donaghey & Reinecke, (2018) it is a collective approach by brands; shares general commitments to worker's safety, training and voice includes specific auditing for structural, electrical and fire safety; and publishes auditors' reports online. The organisation is a legally binding agreement for 5 years to improve the IR system in the G & T industry in Bangladesh. The organisations have a number of committee namely: Board of Directors, Board of Advisors, Board of Labour Committee, Board of Finance Committee and Senior Advisor. The local trade unions act only in an advisory capacity through the Board Labour Committee: workers have no formal voice in decision-making. Its board of directors is dominated by business interests: it includes four brand representatives, three outside experts, and an independent chair, and, until July 2015 the President of the BGMEA as representative of local business interests. However, Alliance is an influential actor to improve the IR system in the G & T industry in Bangladesh.

The Alliance is committed to the improvement of worker safety by renovating factories, educating workers and management, and building institutions that can implement and maintain safe working conditions (Alliance, 2018). The organisation is also committed to inspection of the present status of fire safety and structural quality of the factory as well as providing both financial and technical support (Alam &

Natsuda, 2016). By November 2017, the Alliance inspected 785 factories to ensure fire safety and structural quality of the factory (Alliance, 2017). The inspection identified 37,653 hazards in total of which 16,824 (44.68 per cent) were electrical, 14,122 (37.50 per cent) were fire and 6,707 (17.81 per cent) were structural respectively (Alliance, 2017). The majority of problems were found in local companies in comparison to the MNCs. These demonstrate that MNCs maintain standard levels of health & safety and working condition in the company where international managers have taken on a substantial role. To date, the Alliance closed 175 factories who failed to implement the required workplace safety regulations. The Alliance also introduced a helpline for factory workers as part of the Alliance basic fire safety-training program, which has been provided to all Alliance factories.

Despite its noteworthy achievements, its work has also been subject to criticism. The Finance Minister of Bangladesh has termed the recent activities of the Accord & Alliance as 'nonsense' in the growth of the country's G & T industry (Alliance, 2016). The Commerce Minister of Bangladesh also stated that "no Accord & Alliance after 2018," (The Daily Star, 2016). Nonetheless, Alliance is an organisation, which has helped to develop the IR system and process in the Bangladeshi G & T industry by ensuring workplace health & safety and working condition issues.

6.8 Industrial Relation (IR) Issues

Based on a review of the literature, the research has identified a number of selected issues that includes health & safety, working conditions, labour unrest, wages, corruption and political instability. A particular focus is the issue of international managers in the G & T industry in Bangladesh with regard to cultural barriers. Nevertheless, the issuers are demonstrated below:

6.8.1 Health & Safety

While the G & T industry has created millions of jobs for women and inspired them to be educated, international buyers, trade unions and civil society groups have drawn significant attention to the local lack of regulatory oversight. Factories with poor working conditions, health & safety and insignificant opportunities for workers to realise freedom of association and collective bargaining are highlighted (Tighe, 2016). High levels of unemployment and underemployment contribute to the low

priority of occupational health and safety (Thiede & Thiede, 2015). Nonetheless, in recent years the G & T industry in Bangladesh has been facing immense challenges regarding compliance with the international standard to ensure workplace safety and better working conditions due to a number of factors. These include industrial accidents, political turbulence, an energy crisis and discriminatory treatment by some major global buyers (Barua & Ansary, 2016). Most of the G & T factories of Bangladesh do not comply with international standards for example, ignorance of building and construction legislation, safe working conditions and labour rights etc. This is because that the factory owners locally are very powerful and many hold positions in parliament. They normally maintain close relationships with many key government officials. This group appears able to ignore and postpone requests to improve working conditions and health & safety issues. The majority of factories in the capital city of Dhaka in Bangladesh have domestic ownership and are small sized. The small sized companies tend to focus on profit rather than improving working conditions and health & safety issues as they have less financial capability and poor infrastructure to regulate working conditions. On the other hand, the large and medium sized companies have the ability to attend to issues of working conditions and health & safety issues as they have a strong financial and organisational capacity. They also comply with government rules and regulations.

This physically demanding industry in a country with low workplace health and safety standards and a lack of relevant supportive and protective policies and regulations have led to many fatal incidents in recent years (Villanueva et al., 2016). The reluctant attitude of some stakeholders towards the structural and workplace safety compliance issues has resulted in a variety of occupational disasters in the G & T industries in Bangladesh, among which the Rana Plaza accident is one of the most notorious. The Rana Plaza disaster caused the greatest number of fatalities in the history of Bangladesh and remains one of the deadliest industrial disasters in the world, which resulted in 1,129 deaths and more than 2,000 injuries (Reinecke & Donaghey, 2015). Following the disaster, the international organisation such as the Workers' Rights Consortium, the Clean Clothes Campaign and the Ethical Trading Initiative continuously put pressure on improving health and safety. In particular, these organisations have played a substantial role in developing the 'Memorandum of Understanding' (MoU). The MoU was an initiative targeted at a number of large

buyers from Bangladesh to sign up promising resources into developing greater safety in factories (Reinecke & Donaghey, 2015).

The Rana Plaza disaster had a huge impact on the international market. International brand companies moved in different countries such as India, China, Vietnam and Sri Lanka. They also stopped placing any new order and cancelled their existing orders. It should also be mentioned that Bangladesh is not the only country with unsafe working conditions. A similar pattern could be found in a number of neighbouring countries including India, Pakistan, Sri Lanka, Vietnam and Cambodia. For example, more than 300 hundred workers were killed in garment factory fires in Pakistan in September 2012 (Sethi, 2014).

6.8.2   Minimum Wages

Historically, the G & T industry in Bangladesh was notorious for low wages and its dangerous employment practices. The low wage has a significant impact on the workers ability to live in human conditions and to provide for basic needs (Mariani & Valenti, 2013). After the Rana Plaza building collapse, international apparel brand companies are demanding transformative change in the way the industry operates. This requires improving wages, corporate IR/HRM practices including health & safety and working conditions. Using data on prevailing and living wages recently collected by the Workers' Rights Consortium, the G & T industry in Bangladesh provides the lowest minimum wage rate: US$ 68 per month and that the prevailing wage covers only 14 per cent of a family's basic living needs (Anner, 2015). However, the monthly minimum wage for the industry in Bangladesh is less than other competitor countries such as China, India and Vietnam but slightly higher than in Sri Lanka. This suggests that wages are a primary concern of workers, being considered more significant than many other issues such as health & safety and working conditions.

Statistics also show that female workers often receive lower wages than their male counterparts and they are frequently not paid their wages, bonus and overtime payments, which they have earn. Two recent surveys indicate that in 2006, the gender wage ratio in the G & T industry was between 72 per cent and 80 per cent, down from the average of 95 per cent for the 1991 – 1995 period (CPD, 2008a & 2008b). These

scenarios are mostly found in medium and small sized companies. It can be said that certain small sized companies do not even pay the minimum wage as they do subcontracting and their profit margins are very low. This statement is supported by Anwary (2017) and her study found that the average monthly wage of the G & T industry in Bangladesh is less than US$ 27, which is less than half of the minimum wage. Her study was based on feminised workforce in the ready-made garment industry in Bangladesh. In the aspect of wages, the MNCs in the G & T industry in Bangladesh are paying higher wages than their counterparts local companies where international managers play a substantial role. It can be said that the distinction in the structure of minimum wages between MNCs and local companies. These statements also supported by Ono & Kazuhiko (2011) and their study found that in every host country MNCs pay higher wages than do domestic companies. Their study was based on foreign ownership, human capital, and the structure of wages in Japan.

Until recently, all minimum wages were implemented through the collective bargaining agreement among trade unions, employer's association and the government where trade unions played major crucial role. In 2013 (after the Rana Plaza building collapse), trade union leaders put pressure on the Bangladeshi government to increase minimum wages and they called for strike action known as "Hartal." Therefore, the government and employers or employer's association negotiated with trade unions and settled minimum wages of 5,300.00 BDT (US$ 68) per month. This rate was increased 77 per cent from the previous minimum wage of 3,000.00 BDT (US$ 38). Furthermore, on 13 September 2018, the government of Bangladesh has announced new minimum wages to improve overall IR/HRM. The minimum wages has increased from 5,300.00 BDT (US$ 68) to 8,000.00 BDT (US$ 96) per month but it will effective from December 2018 (Ministry of Labour and Employment, 2018). Nevertheless, it can be said that this was a great achievement, which happened only for the trade unions.

6.8.3   Industrial Conflict

Bangladesh has experienced substantial industrial conflict in its recent history. The G & T industry in Bangladesh has the highest occurrence of industrial conflict, due to increasing worker dissatisfaction over poor wages, excessive working hours, excessive production target and the limited access of overtime pay (Kerkvliet, 2010 &

Tran, 2012). The reality of these occurrences is that the union's involvement is too weak to effectively protect their members. The industrial conflict can be seen almost every year before the start of major holidays such as Eid-al-Fitr and Eid-al-Adha (the largest Muslim festival). The vast majority of workers have been expectant of their payday and receiving bonuses, to then go home to their villages. When workers do not receive any payment, they start gathering collectively and calling for strike. It causes enormous loss to the country, as Bangladesh's economy is dependent on this industry. In contrast, on occasions this labour unrest could result in bringing about better outcomes for the workers and unions. In 2013, the G & T industry in Bangladesh has increased minimum wages by 77 per cent compared to the previous minimum wage following the labour strike. In comparison in Indonesia, minimum wages increased by 47 per cent in Jakarta and 57 per cent in Subang. A similar situation may be observed in Cambodia and China (Evans, 2017).

The frequent industrial conflict in the G & T industry in Bangladesh suggest the lack of corporate IR/HRM practices and as a result international buyers may be reluctant to place repeat orders (Hasan et al., 2015). The industrial conflict is mainly focused on common worker issues such as the rising of minimum wages, improving health & safety, working conditions etc (Cox, 2015). In the aspects of G & T industry in Bangladesh, the long working hours, irregular payments of wages, missing overtime payments and festival bonus is a major cause of industrial conflict. The lack of compliance to labour laws often causes industrial conflict in Bangladesh (Alam & Natsuda, 2016). In 2013, had the highest number (199) of industrial conflict related incidents; most of them linked to post Rana Plaza issues such as unpaid wages and compensations. After 2013, when the government changed the labour law and increased the minimum wage, the amount of industrial conflict decreased substantially (see details on Figure: 6-5). The majority (39.39 per cent) of industrial conflicts were reported in Dhaka (capital city of Bangladesh) followed by Gazipur (28.28 per cent) and Narayangonj (24.92 per cent) district (Moazzem et al., 2017). The least number (1.59 per cent) of incidents was reported in Chittagong district, as the highest number of MNCs is based in this area. The most common form of industrial conflict includes strikes, road blockages, sit-in protests and protests marches. Nevertheless, this industry made national and international headlines on many occasions for industrial accidents and industrial conflict. In the most recent

industrial conflict in December 2016, the central issue of that turmoil was an increase to minimum wages, from BDT 5,300.00 (US$ 68.00) to BDT 16,000.00 (US$ 197.00) (The Daily Star, 2016), which was resolved by collective negotiations where the government have played a significant role. Based on national legislation, the next regular minimum wage revision is not due until December 2018. Therefore, this request may seem like an unrealistic in comparison to other competitor countries.

Figure 6-5: Industrial Conflict for the G & T Industry in Bangladesh (As of December 2016)

	1	2	3	4	5	6
Number of Labour Unrest	138	160	199	165	120	115
Year	2011	2012	2013	2014	2015	2016
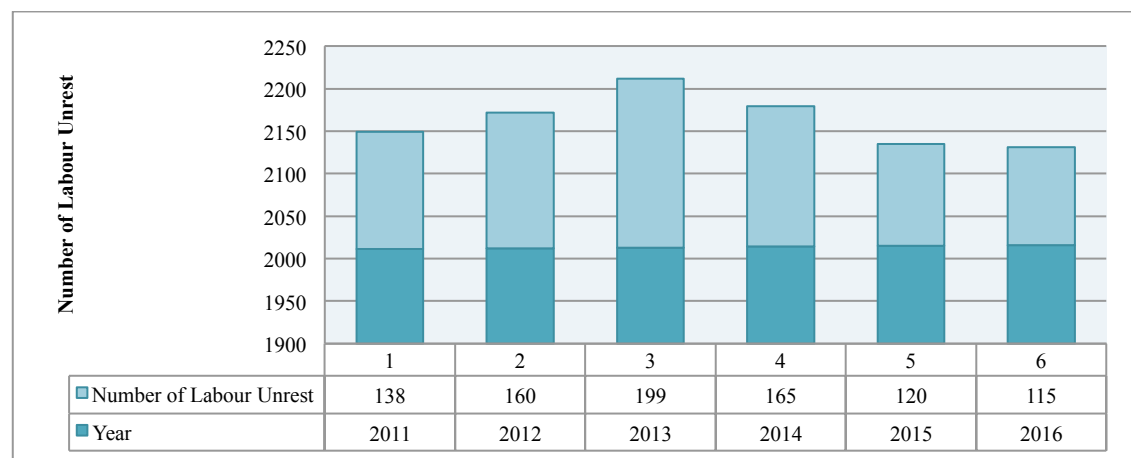
Sources: Bangladesh Institute of Labour Studies (BILS) and Centre for Policy Dialogue (CPD) (2017).

Industrial conflicts are highly concentrated in local companies as employers pay fewer wages to their workers. In most of the cases, they do not pay overtime payment or festival bonus. This is mainly found in small sized companies as they have a weak organisational and financial structure. In contrast, there is a lower share of industrial conflict in MNCs in the G & T industry in Bangladesh. In general, the industrial conflict of MNCs could only be found in non-Western companies as they normally provide lower wages than their counterparts of Western companies. The non-Western MNCs are also less concerned about IR/HRM related issues such as health & safety and working condition than their Western counterpart companies. In 2016, a small sized Korean MNCs in Bangladesh faced industrial conflict, as workers wanted to increase minimum wages and other benefits (non-academic sources). They also pushed for the formation of trade unions that has been denied by employers on several occasions. On the whole, the Western MNCs in the G & T industry in Bangladesh are

providing better wages and benefits compared to their counterparts non-Western MNCs, probably in part due to the introduction of the corporate HRM. Consequently, the Western MNCs tend to maintain stable labour relations (Choi, 2008). Though, it can be summarizes that the very low number of industrial conflict can be found in MNCs compared to the local companies and this is particularly in non-Western companies. This is because the Western international managers have played a significant role in the introduction and application of corporate IR/HRM practice, which includes paying better wages to their employees.

6.8.4 Corruption

Corruption is one of the most important aspects in the G & T industry in Bangladesh. Rahman, (2014) claims that the country has been losing its goodwill within the international business community, and corruption often discourages international managers to come and work in Bangladesh. Bangladesh's ranking Transparency International's Corruption perceptions index has improved over the last few years in comparison to between 2005 and 2010 and was ranked 139 out of 168 countries in 2015. Yet, the G & T industry in Bangladesh continues to develop in spite of a high level of corruption. Paul (2010) argues that corruption has no significant effect on economic growth in Bangladesh as the country shows significant progress on economic growth in last decade. According to the IMF, Bangladesh's economy is the second fastest growing major economy of 2016, with a rate of 7.1 per cent. In addition, according to a survey conducted by Berg et al., (2011), 57 per cent of international managers stated that while corruption exists in Bangladesh, it is at a manageable level. In contrast, 33 per cent considered corruption is a big threat to the Bangladeshi G & T industry. The study also found that to establish a new G & T factory in Bangladesh costs roughly from US$ 10,000.00 to US$ 25,000.00 in cash bribes paid to various government officials especially in the Bangladesh Export Processing Zone Authority (BEPZA).

On the other hand, corruption is very common in the construction industry in Bangladesh where a substantial number of international managers work and are primarily from China. These international managers may well have some understanding of the Bangladeshi corrupt administration systems as this country (China) also involves a high level of corruption. According to the Transparency

International's Global Corruption Barometer (2011) report, half of the respondents stated that they paid a cash bribe to the permit authority (government officials) in the last 12 months. Also, the research undertaken, found that 74 per cent of respondents consider the Bangladeshi public administration to be corrupt or extremely corrupt, taking cash bribes before undertaking work. These unofficial payments lead to further inefficiency in service delivery as government officials fail to perform their duties in anticipation of obtaining bribes. This affects the quality of service provided and causes international managers to lose trust in the Bangladeshi government. A similar situation could also be found in India where most bribes were taken by national and provincial government officials, which might discourage international managers to come and work in India. Furthermore, the KPMG Bribery and Corruption Survey in India (2011a) found that over 51 per cent of the respondents believe that the country will attract less FDI due to corruption. On the other hand, 46 per cent believes that, although India will attract FDI, it will be limited to select industries and sectors, resulting in slow growth.

6.8.5   Political Instability

Historical political conflicts have caused Bangladesh to miss out on many global economic opportunities despite significant achievement made since independence (Kamal & Kaiser, 2014). The G & T industry is the most affected sector of corrupt and conflict politics. Due to political turmoil, the G & T industry faces enormous losses economically, for example, the country has seen a reduced GDP. In order to represent the actual scenario, Table 6.1 clearly demonstrates the record of losses in both the earlier and present periods:

Table 6.1: Political Instability Affect Economy in Bangladesh

Time Frame	Amount Losses (US$) Million	National Level/Industry Level
1991 - 1993	51.18	National Level
1994 - 1996	493.00	National Level
1997 - 1999	614.00	National Level
2000 - 2010	827.00	G & T Industry
2013	200.00 (Per Day)	G & T Industry
2013	1300.00 (Per Day)	National Level

Sources: UNDP (2013), World Bank (2013) and CPD (2014)

The political instability not only affects the economy in Bangladesh but also affects the country's reputation within the context of the international market. In April 2013, a global brand 'Disney' announced it would no longer enter into contracts for the manufacture of its apparel in Bangladesh (Kamal & Kaiser, 2014). On the other hand, the garments buyers are forced to change the outsource destination from Bangladesh to other neighbouring countries such as India, Sri Lanka and Vietnam. Consequently, garments manufacturers could not import essential raw materials and export-ready products. The overseas buyers could not place orders in the belief that products would not be delivered on time. The exporters transported their products with much difficulty, not only at a higher transport cost but also at high risk of getting them burnt during the violence. In that situations the international managers could not meet with buyers and stopped traveling to other countries. With these concerns, the non-Western such as Indian and Sri Lankan international managers are able to tackle the situation because those countries and Bangladesh have a similar cultural understanding.

6.9 Recent Developments

6.9.1 Improving Health & Safety

After the Rana Plaza building collapse, the employers, workers and government formed a National Tripartite Plan of Action (NTPA) committee on fire safety and structural integrity in the G & T industry in Bangladesh. The Committee chaired by the labour secretary includes government agencies, trade unions and employers associations (Barua & Ansary, 2016). In addition to these initiatives, two different international organisations formed namely Accord and Alliance. The Accord has been undertaking a variety of programs including factory inspections, worker's training and remedial action (Alam & Natsuda, 2016). By September 2018, the Accord inspected 1,600 factories and provides required supports to ensure workplace safety of the factory (Accord, 2018). The organisation also provides basic fire safety training for 12,90,971 workers. To date, the organisation terminated 60 factories to fail implement required workplace safety regulations. Similarly, the Alliance is committed to inspection of the present status of fire safety and structural quality of the factory as well as providing both financial and technical support (Alam & Natsuda, 2016). By November 2016, the Alliance inspected 785 factories to ensure fire safety and structural quality of the factory (Alliance, 2017). The Alliance also introduced to the

helpline for factory workers as part of the Alliance basic fire safety-training program, which has been provided to all Alliance factories. To date, the organisation terminated 175 factories to fail implement required workplace safety regulations. By March 2016, a further 1,549 factories have been inspected by NTPA, which includes 164 common factories inspected by both the Accord and the Alliance. The factories, which were set up in an unplanned way and housed in risky buildings, have started relocating to safer buildings as per the decision of the review panel. It must be said that the G & T industry in Bangladesh has much progressed in recent years in terms of achieving workplace safety regulations. Moreover, there are a substantial number of companies mainly doing sub-contracting or producing garment products for local market, which are not member of any employers association including BGMEA and BKMEA. These companies also need to be inspected by Accord, Alliance or NTPA, as they are not following any government regulations on health & safety and working condition issues.

It can be concluded that the improved and current safety practices in the G & T industry in Bangladesh are recognised by many international organisations and Western countries but it is noteworthy that they continue to fall far behind many developing countries such as China, Vietnam and India. It is perhaps unpalatable but both pragmatic and honest to acknowledge that the Western-style workplace safety regulations are unrealistic in developing countries such as Bangladesh. This is because the country has different economic, political and social structures.

6.9.2   Right to Form Trade Unions

After the Rana Plaza building collapse, the G & T industry in Bangladesh has made very significant progress in the formation of new trade unions. This is important because the involvement of unions representing the interests of workers in developing labour regulation is seen as crucial (Donaghey & Reinecke, 2018). With only 132 registered trade unions at the end of 2012, the number had increased to 644 in September 2017 (European Commission, 2017). According to empirical study, this research found that following the Rana Plaza collapse, the government had temporarily withdrawn its no-union policy and provided opportunity for the workers to form new trade unions. The government was also under pressure from international organisations and Western countries to form new trade unions. Until early 2016, the

trade union had no legal status inside the EPZ area. However it is noteworthy that the EPZs were established as part of an "open door policy" designed to attract foreign investment. The idea was to present foreign investors with a congenial climate free from cumbersome procedures. Clearly organised labour was viewed as an impediment to this facilitating environment. On the 16th February 2016, the government of Bangladesh gave the approval to draft the Bangladesh EPZ Labour Law 2016, with provisions for forming legal trade unions in the EPZ area. The government made delays in allowing trade unions in the EPZs as the MNCs were divided on the issue. The MNCs of some countries believed that unions would create problems with productions while others argued that the unions would establish workers' rights. Nevertheless, while progress has been made on trade union issues, workers continue to face pressure and harassment by employers and management while they attempt to organise themselves (Human Rights Watch, 2014). In addition, the government of Bangladesh continuously rejected new application for trade union registration. In 2015, the Joint Director of Labour in Bangladesh alone had rejected 73 per cent of new union application (ILO, 2016). In line with empirical finding, the government of Bangladesh used various strategies including delayed response and signature mismatches for rejecting new trade union application.

One of the characteristics of industrial relations in Bangladesh has been a power struggle between trade unions and employers. The employers do not want to allow any trade union activities inside their company because it is argued that the union members have a lack of understanding technical issues, which creates communication difficulties. The majority of workers have completed primary and high school education. They appear to find it difficult engaging in the complexities of issues such as health & safety and working conditions. Therefore, the International Labour Organisation (ILO)[6] is providing support for trade union organisations to improve the workers capability through a workers education programme. The programme emphasis is on educating workers and developing their competence in preparation for collective bargaining at company level. The programme also places special emphasis on female workers for trade union leadership. This is because female workers

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[6] ILO oversees International Labour standards, which are legal instruments, drawn up the ILO's constituents: government, employers and workers. Basic principles and rights at work are clarified. They are either conventions, which are legally binding, international treaties that can be ratified by member states or recommendations, which serve as non-binding guidelines.

dominate the G & T industry in Bangladesh. Furthermore, the programme would assist workers and the union leadership to improve union-management co-operation at the enterprise level. Much of these developments are in line with what has been happening globally in developing countries. Trade Unions have increasingly engaged with NGO's with the aim of leveraging improvements in the workplace (Donaghey & Reinecke, 2018).

6.9.3   Amended Labour Law

In 2013 the government of Bangladesh changed the labour legislation via the Labour Amendment Act, 2013. It is the most significant piece of labour legislation, which mainly provides rights to form of trade unions in the G & T industry in Bangladesh. The law influenced labour-management relations, health & safety, insurance, welfare and retirement. While not panaceas changes do begin to build mechanisms for supporting collective bargaining. (Donaghey & Reinecke, 2018 p.16). The law, however, is also ideal ground for combining well-entranced industrial relations with strong HRM. Although, the new law still falls short with regards to ILO Conventions 87 and 98 Freedom of Association and Collective Bargaining (ILO, 2016).

The Bangladesh EPZ Labour Law, 2016, also has a provision for forming trade unions or workers associations. The new law would provide a substantial number of benefits for the workers, including retirement, compensation, festival bonus, mandatory group insurance and maternity leave for 16 weeks. The proposed law would ensure the right to join wage bargaining for workers where their representatives would be able to bargain directly with the employers on major IR/HRM issues that includes fixing wages, working hours, appointments, terminations etc. Under the new laws, 30 per cent workers would have to ask the BEPZA for the formation of trade unions or workers' welfare associations.

6.9.4   Revised Minimum Wages Structure

The minimum wage is one of the most significant issues for the global G & T industry particularly in Bangladesh. The low minimum wage could create employee dissatisfaction, which results in less efficiency. Based on the Emerging Survey in 2015, 88 per cent of employers in the G & T industry in Bangladesh believe that employee's efficiency largely depends on lower minimum wages and less HR

practices including employee's training (Emerging Credit Rating Ltd., 2016). The low minimum wage could create hostile relationship between employers or management and workers. In line with empirical findings of this research, low minimum wage is the major cause of almost all-industrial conflicts in the G & T industry in Bangladesh. In December 2016, the industrial conflict in Ashulia (near the capital city Dhaka) was the major contributing factor in the increase of the minimum wage. The minimum wage in the G & T industry in Bangladesh was increased significantly from US$ 26 US$ 43 (BDT 3,000) in 2006 and 2010 respectively (Ministry of Labour, 2017) (see details on Figure: 6-6).

Figure 6-6: Minimum Wages Structure in the G & T Industry in Bangladesh

Sources: Ministry of Labour in Bangladesh, (2018)

In 2013 (after the Rana Plaza building collapse), the government of Bangladesh revised minimum wages and set monthly wages of US$ 68 (BDT 5,300) for the lowest grade (grade: 7) workers (CPD, 2014). The wages increased 77 per cent with a 5 per cent annual increment but it is still less than those of the major competing countries such as China, India, Vietnam and Pakistan (CPD, 2014). Based on the national labour legislation (The Bangladesh Labour Amendment Act, 2013), minimum wages must be increased at least every 5 years whilst Vietnam and Cambodia's minimum wages are increased in every year. Based on the 5 years period, the next wage revision can be expected in 2018. Workers or unions, however, are demanding that their wages need to be increased without further conflict. G & T workers or unions are therefore demanding that the lowest wage in the sector can be increased to US$ 193 (BDT 16,000.00). That means that the current minimum wage

would have to triple, which may seem like an unrealistic request. However, on 13 September 2018, the government of Bangladesh has announced new minimum wages to improve overall IR/HRM. The minimum wages has increased from 5,300.00 BDT (US$ 68) to 8,000.00 BDT (US$ 96) per month but it will effective from December 2018 (Ministry of Labour and Employment, 2018).

The wages in EPZs are different from the non-EPZs, and are currently slightly higher than the non-EPZs. The minimum wages in EPZs are US$ 70 per month with 10 per cent annual increment. It must be said that only 5 per cent of G & T companies are covered by EPZ. However, the G & T industry in Bangladesh (both EPZs and non-EPZs) shows significant performance to increase the minimum wage and comes in an appropriate platform, resulting in the industry being able to reduce conflicts create better working relationships between employers or management and workers.

6.10 Human Resource Management (HRM) Practices

There has been a longstanding perception and suspicion that management in the G & T industry in Bangladesh has employed poor or prejudicial HR practices. The company owners often prefer to recruit workers informally without providing any appointment letters. Mostly, they are providing authority to factory managers or supervisors to select semi-skilled workers for recruitment. This is prevalent in small sized companies. In recent years, the majority of large and medium sized companies largely focused on HR issues. The large and medium sized companies hire workers formally, providing appointment letters but not providing any termination letter. The large and medium sized companies also provide maternity, annual leave, festival leave etc whereas small sized companies do not provide those benefits. The MNCs are an exemplar of the introducing of corporate HRM practices in the G & T industry in Bangladesh. Evidence shows that for example the introduction of corporate HRM practices include providing fair wages, holiday, maternity, sick pay, annual leave, festival leave etc.

There are some differences on MNCs to introduce corporate HRM policies, which depend on a number of dimensions including country of origin. In contrast, there are also some similarities such as recruitment, selection, promotion and training. Both the

Western and non-Western MNCs prefer to recruit young women (aged between 15 – 30 years) as machine operator especially from rural areas. The recruitment process is also similar as they both advertise on front of the factory gate or by word-of-mouth. In the same cases they put an advertisement in the press but this is mainly for managerial staff. They both recruit formally and they also provide an appointment letter. In line with empirical finding, both the Western and non-Western small sized MNCs recruit employees formally but terminate informally. They will provide an appointment letter but nothing upon termination. They also do not allow any trade union activities in their company but their pay and other benefits are better than their local counterparts. Furthermore, the small sized MNCs do not have any HRM departments but they do have administration and accounts departments. The administration or accounts department control the HRM activities. In addition, the large and medium sized MNCs follow corporate HRM policies and establish professional HRM departments. They provide better wages and other benefits to their employees. The benefits include maternity, sick pay, free lunch etc. A substantial number of MNCs, however, have pension funds for their executives or managerial staffs, not for workers. Nonetheless, it may conclude that MNCs are not unique in their employment practices in the G & T industry in Bangladesh. It must be said that they practice both formal and informal HRM. It is also difficult to generalise HRM practices on MNCs because their origins are diverse.

6.11 Corporate Social Responsibility (CSR)

Corporate social responsibility (CSR) is an increasingly essential issue for business enterprises (Rahim & Wisuttisak, 2013). Due to high degrees of poverty, illiteracy, and ignorance, non-state actors in the civil sphere of Bangladesh are lagging behind in the CSR issue (Rahim, 2012). Prior research suggests that the level of CSR in Bangladesh is lower than that in other Asian countries. The concept of CSR is relatively new in Bangladesh. Until recently, no initiative has been taken to the Bangladeshi government. An increasing number of companies and businesses are engaged in CSR, the vast majority being the multinational corporations (MNCs). The CSR of MNCs is mainly influenced by the cultural context of the host country where international managers could play a significant role. Compared to these MNCs, only prestigious local companies practice CSR as they receive more attention from the

various groups in society to disclose their social activities (Muttakin and Khan, 2014). In recent years, the large and medium sized local companies in the G & T industry tended to follow MNCs to develop CSR activities but their functions are very limited. The small sized companies do not have any CSR activities as they are subcontracting from large and medium sized companies and their profit margins are very limited. With regards to the lack of CSR practices in the G & T industry in Bangladesh, factory managers could play a significant role as many scholars identified factory manager a as a key actor in CSR in their respective companies. Ruwanpura & Wrigley, (2011) highlighted that Sri Lankan factory managers appear quite progressive in their engagement with CSR. The reality is more frustrating where there is no company willing to take up any CSR agenda unless pressurised by international buyers (Begum & Solaiman, 2016).

On the other hand, the major Bangladeshi laws are insufficiently focused on strategies to develop CSR. In a recently amended labour law, The Bangladesh Labour (Amended) Act, 2013 there is no provision on requirement of CSR, although the law provides other provisions that include formations of trade unions, health and safety, compensation, group insurance, welfare and provident funds etc. The research found that a large number of local companies mainly small sized normally ignore specific codes of conduct related with the basic labour laws, working conditions and health & safety issues as the owners of the companies are very powerful and have strong links with local political parties. Therefore, they could easily become involved with corruption, which may impact on the development of CSR in Bangladesh. The research also identifies that the corruption and politics, lack of monitoring, weak labour laws and government initiatives are major barriers of CSR development in Bangladesh.

6.12 Conclusion

As with many industrialising countries, the G & T industry in Bangladesh since the late 1970s has played a crucial role in the journey to incorporate the country into the global economy. In particular, the Desh-Daewoo (Bangladeshi - Korean joint venture company) agreement was an important catalyst for the country to enter into the global market. Since the 1980s, the industry has shown significant performance on growth

and exports and now the country is becoming an export powerhouse with its garment products. While the growth has been impressive, the industry faces certain challenges on IR/HRM related issues particularly health & safety and working condition. The concept of CSR and HR are completely new in Bangladesh. In recent year, an increasing number of companies and businesses are engaged in CSR and HR, the vast majority being the MNCs. The CSR and HR of MNCs are mainly influenced by the cultural context of the host country where international managers could play a significant role. Compared to these MNCs, only large and medium sized local companies follow these activities. The small sized local companies do not follow these activities and the company owners or higher management control these activities. They also do not follow the government rules and regulations on health & safety and working condition issues. On the other hand, the small sized MNCs do not entirely follow these activities and even they do not have any HR department but they do have an administration department. The administration department control these activities. However, the small sized MNCs follow the government rules and regulations on health & safety and working condition issues as they have recruited a substantial number of international managers who have been focusing on these issues.

Bangladesh has emerged as the fastest growing G & T industry globally, contributing significantly to the country's economy and employment. In terms of generating employment, the EPZs/SPZs are a significant source of employment of the country, they have also had a negative aspect on labour rights issue. Currently, more than 4 million employees are employed in the industry where 85 per cent (estimated) are women and have limited educational qualifications. They are prioritised by employers when recruiting as they do not have enough knowledge on major IR/HRM related issues. Although, after the Rana Plaza building collapse, they started to organize, supported by a number of international organisations including ILO, Accord and Alliance. The international organisations continuously put pressure onto the Bangladeshi government to improve IR/HRM activities particularly health & safety and working conditions at the factory level. Therefore, government started to take initiative to improve these issues and find support from the international organisations. The government and international organisations started to work together and carry out various programs. The programs include basic fire safety training, workers education etc. The government had withdrawn its no-union policy

and provides opportunity for the workers to form new trade unions. Nevertheless, while progress has been made on trade union issues, workers continue to face pressure and harassment by employers and management while they attempt to organise themselves (Human Rights Watch, 2014). The government also provides union rights in the EPZs in 2016 but places several conditions. In 2013, the government of Bangladesh changed the labour legislation. The law influenced labour-management relations, health & safety, insurance, welfare, retirement etc. The law, however, is also ideal ground for combining well-entranced industrial relations with strong HRM. Furthermore, the minimum wages increased to US$ 102 per month in 2018 but it is still less than many competing countries.

While much has been done, considerable challenges still lie ahead. Though, after the Rana Plaza building collapse, the G & T industry in Bangladesh has taken an exceptional effort to improve workplace safety and worker's rights where international managers have played a substantial role.

Chapter 7 : Analysis and Discussion of the Primary Data

7.1 Introduction

This chapter is intended to provide the analysis and discussion of the primary data from the perspective of research questions, survey questionnaire, selected companies, and structured & open-ended interviews. The analysis is presented in a number of broad categories that include frequency, cross-tabulation and the comparison of selected cultural factors for international managers and IR actors. The analysis provided in this chapter focuses on the research questionnaire as it relates to cultural barriers, health & safety, working condition, trade unions, employers association and the government.

As part of the empirical research, three different sized (small, medium and large) companies were examined within the G & T industry in Bangladesh. They are all leading companies within the G & T industry and are members of the BGMEA. They are also actively involved in all industrial relations practices and fit the conditions of the average business enterprise in Bangladesh in terms of employment turnover. Their operations span across the EPZ and non-EPZ area, which are based around the capital city of Dhaka in Bangladesh. On average, they employ circa 2,150 employees, well above the average employment figure for any company in Bangladesh. These companies are so significant for this research as this provides overall ideas of the industry on practices of corporate IR/HRM. This also provides clear understanding of the cultural barriers particularly in relation to communication with local managers and IR actors in the G & T industry in Bangladesh

SECTION A: ANALYSIS OF SELECTED COMPANY (COMPANY A, B & C)

7.2 Overview of Company

The research has investigated three interview-based selected companies that comprise one large, one medium and one small sized company. These companies are based on inside the EPZ and the non-EPZ area in Bangladesh. The overview of these variety of companies are illustrated below (see Table: 7.1):

Table 7.1: Overview of Selected Company

Company Name	Major Characteristics									
	Size	Year of Est.	Structure	Products	No. of Employees	No. of IM	Turnover US ($) Million	(%) of Export	Overseas Affiliation	Global Buyers
Company: A	Large	1999	Local	Woven Garments	3,500	1	60	100	N/A	Carrefour, Next, H&M, Sears, Aldi, Hema, Springfield etc.
Company: B	Medium	2010	MNC	Woven Bottoms	2,800	20	40	100	Brandix Lanka Ltd.	H&M and GAP
Company: C	Small	1996	MNC	Woven Garments	156	4	8	100	TaeHung Mfg. Co. Ltd.	H&M, C&A, Levis, GAP, Red Cats, Mark & Spencer, JC Penny and Tesco.

Sources: The Author's Compilation Based on Company Websites, Annual Reports and Interviews with International Managers and IR Actors, (2017)

Note: 'IM' denotes international managers

7.2.1 Analysis of Company Overview

The selected companies (company A, B & C) have been affirmed in table 7.1. Companies A, B & C are private limited companies and members of the BGMEA. The selected companies information was obtained from company web sites, annual reports and interviews with a number of international managers and IR actors. The selected information has been assessed in the subsequent section.

For selected companies, some key elements were identified to provide in-depth understanding. Therefore, the company analysis provides typical information on specific company characteristics. The information provided will be useful for further studies on the respective companies in future for example, the year of establishment conveys the extent to which the company has identified with the economical and political development of the country. Other characteristics demonstrate the unique position of the companies in the Bangladeshi business setting. In this regard, some characteristics such as company size, structure, products, turnover, number of employees, number of international managers, overseas affiliation and international buyers provide significant background to the respective companies.

Bangladesh is the second largest garment exporter in the world, after China. The industry plays a significant role in developing the country's economy. According to 2017 – 2018 figures, total export earnings of the G & T industry reached around US$ 30.61 billion, which contributes more than 13 per cent of GDP (BGMEA, 2017). Currently, the industry has 4,328 companies, consisting of 20 per cent large, 30 per cent medium and 50 per cent small. The variety of companies contained 1 local company and 2 MNCs, one of which was large (company 'A'), 1 medium (company 'B') and 1 small (company 'C') sized. The large and medium sized company (company 'A' & 'B') directly work with a substantial number of international brands because these companies have strong financial and organisational structure. These companies are also actively involved in all IR/HRM related activities. The small sized company (company 'C') normally do sub-contracting, as they do not have a strong financial and organisational structure. They also do not follow the government rules and regulations on major IR/HRM related issues such as health & safety and working condition. Furthermore, they do not actively involve themselves in all IR/HRM related activities.

The three selected companies did not include very small-sized companies who have employed less than 50 employees. This is because these companies are not members of the employer's associations in the G & T industry in Bangladesh such as BGMEA and BKMEA. These companies do not have any IR/HRM policies but they significantly contribute to the Bangladeshi economy. These companies are also a significant source of employment generation.

The MNCs and local company of three selected companies have no significant difference of production. They both produce for similar international brands: GAP, H & M and Marks & Spencer for example. Both companies 'B' & 'C' are a subsidiary unit of MNC, which was established in Sri Lanka and South Korea and therefore they intend to recruit a substantial number of international managers from their home country. In contrast, company 'A' is a local company and therefore intends to recruit a small number of international managers, as recruiting more local managers is preferred. The respective companies are 100 per cent export oriented companies in the G & T industry in Bangladesh where international managers play a significant role in the success of their respective companies.

7.3   Company: A

7.3.1   Profile of the Company

Company 'A' is a leading clothing company in Bangladesh. It was established on 12 July 1999 and registered as an 'Others Limited Company.' The groups' corporate office is situated in a commercial area, Uttara, Dhaka - 1230 and it is less than 2 kilometres away from Dhaka Hazrat Shah Jalal International Airport. Today, it is a group of companies and consists of three, 100 per cent export oriented, woven garments manufacturing factories employing over 3,500 skilled workers and managerial staff, with a number of non-Western (Sri Lankan) international managers.

Sources: The Researcher in Company 'A'

The company is a well-established and leading special woven garments manufacturing group in the G & T industry in Bangladesh. It produces mainly all kinds of jackets, coverall, bib overall, swimwear, rainwear, shirts, trousers, ski attire, jogging suits and vests. The company is specialized in manufacturing all forms of woven items for men, women and children of all ages. It has more than 2,000 machines and 36 production lines with a production capacity of 600,000 pieces per month.

Company 'A' strictly maintains health and safety principles as per ILO and Bangladesh Labour Laws & Regulations. The company ensures its workers have the required working space for moving and performing operations smoothly. In addition the company provides a safe, well-ventilated and healthy working area. There are sufficient arrangements for safe drinking water, clean toilets and personal safety.

Regarding of work place safety, the company 'A' takes maximum provision against fire, mechanical and chemical hazards. There are clearly marked evacuation zones and routes to be used in emergencies along with fire safety equipment such as a fire hydrants, fire detectors, gas masks and lock cutters etc. In recent years, the company spent more than US$ 150,000 to buy health & safety equipment. It also set up a small medical unit inside the factory where doctors and nurses are available during all working hours.

The company entirely adheres to the local labour laws and regulations for their workers' wages as well as providing other benefits that include holiday, sick pay, maternity and paternity. It also abides by in house CSR principles.

7.3.2 Structure of the Company

Company 'A' has a corporate management team, which is based in the company's corporate headquarters. Both international managers and local managers direct the entire teams. The international managers are mainly sourced from non-Western countries such as Sri Lanka. This is because the Sri Lankan managers have a good understanding of the Bangladeshi culture and language. They also might have a good understanding of managing multicultural teams. These international managers do not have interaction with workers or trade union officials as the local managers deal with

them. The company corporate management team structure incorporates merchandising, commercial, HR & administration, accounts & finance and IT department and can be seen in Chart: 7-1. Chart 7-1 reflects a comprehensive HRM framework and the influence of international companies.

Chart 7-1: Corporate Management Structure
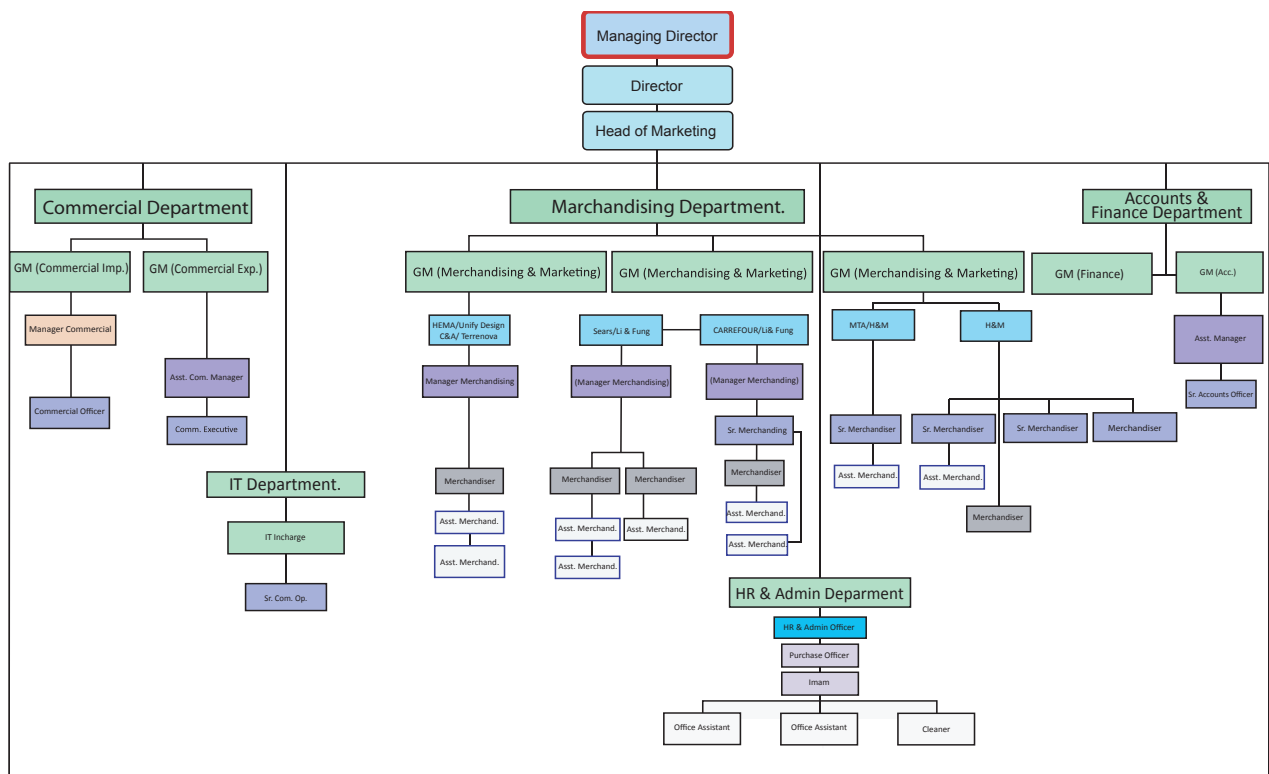
Sources: Received from HR, Admin & Compliance Director, (2017)

7.3.3 Composition of the Workforce

Company 'A' has more than 3,500 employees including skilled and semi-skilled machine operators. It has a factory management team to guide those employees where an international manager is in the position of head of operations such as 'Executive Director'. This international manager directly communicates with his team such as director, deputy director and general manager. In contrast, he does not directly communicate with workers or trade union officials as local managers deal with them. Nevertheless, the factory management contains production, quality, planning, administration, HR & compliance, security, maintenance, IT, accounts, civil engineering and supply chain department, which can be seen in Chart: 7-2. Chart 7-2

reflects a comprehensive HRM framework and the influence of international companies.

Chart 7-2: Factory Management Structure
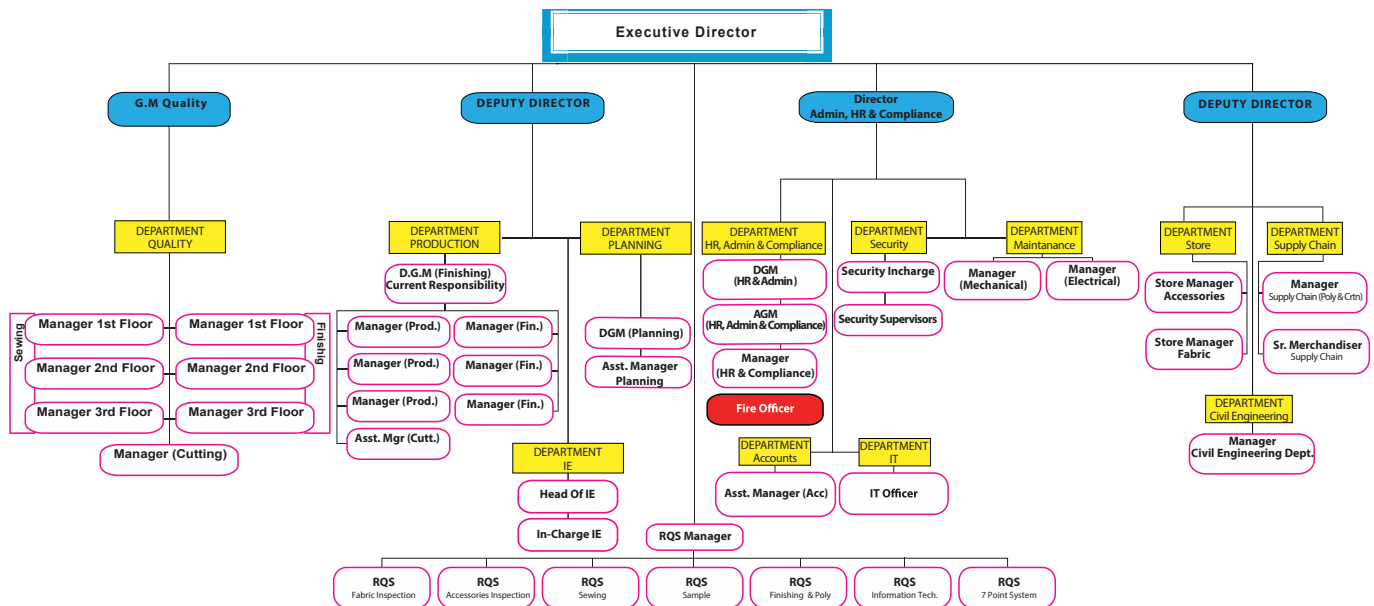
Sources: Received from HR, Admin & Compliance Director, (2017)

7.3.4 International Elements

Company 'A' has a strong relationship with a significant number of international buyers as it belongs to a 100 per cent export oriented garment manufacturing company. It mainly exports product to the United States of America, United Kingdom, Canada, Mexico, Germany, France, Spain, Sweden, Netherlands, Japan and China. The company is proud to have the reputable company name of the international apparel market. It has customers who are long-term suppliers with many prominent international brands, which include Aldi, Carrefour, H & M, and Springfield etc. The following figure (Figure: 7-1) shows the export percentage rate to their major international buyer.

Figure 7-1: Export Percentage Rate to the International Buyer
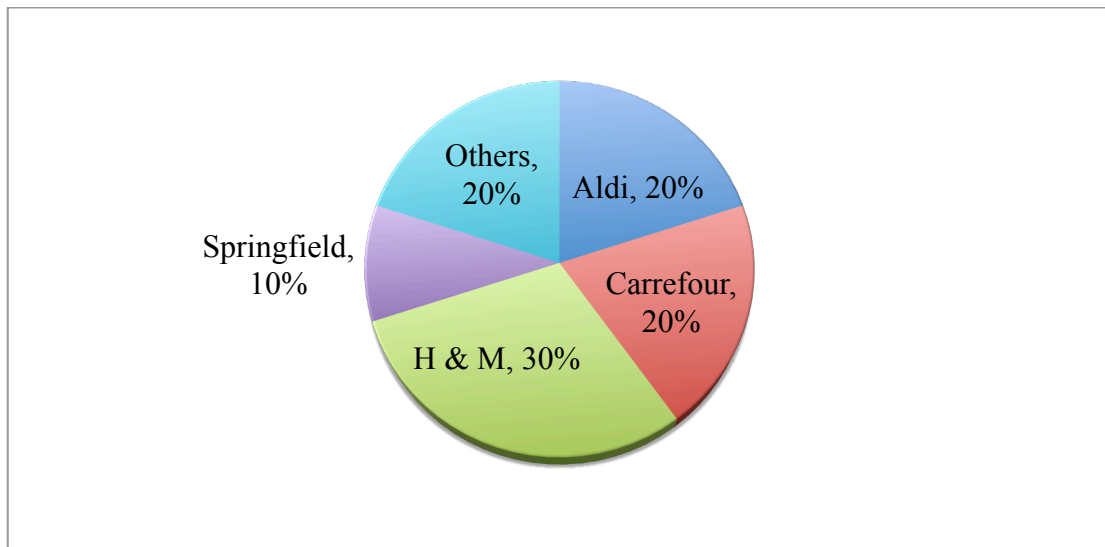
Sources: Author's Own Elaboration Based on Company Sources, (2017)

Note: Aldi is based in German, Carrefour is based in France, H & M is based in Sweden and Springfield is based in Spain.

7.3.5   Cultural Barriers – Discussion

Currently, one Sri Lankan international manager is working for Company 'A' and has more than 10 years work experience in a similar field. He is working as an 'Executive Director' of this company. He has worked in more than four non-Western countries, situated in South Asia. Company 'A' considered that it would be beneficial to recruit a well-experienced non-Western international manager as he has a similar cultural understanding.

The official language of company A in both the Bangla and English is supplemented with translation. The international manager (IM: 12 – Executive Director) of this company stated:

> "…language is a big problem, but it does not affect me communicating with local managers and IR actors as I can communicate effectively in both the Bangla and English."

The international manager of this company consider that understanding the local ways of working and communicating with local managers have been the most challenging

aspects. However, he is not facing major problems as he came from a similar cultural background. He argues that business ethics, local politics, corruption and local culture differ greatly from Western culture where as the non-Western (South Asian) countries do not differ from Bangladeshi culture. Therefore, the non-Western international managers are more suitable than Western international managers to work in Bangladesh especially in the G & T industry.

The international manager of this company believes that there is no fundamental difference of cultural barriers between Western and non-Western international managers as everyone can easily grasp the local culture within a very short period of time. On the other hand, company 'A' noticed that there is a fundamental difference between Western and non-Western international managers in Bangladesh. The international managers from non-Western countries need to have a clear understanding of Bangladeshi culture to work with local actors. They also must need to understand the local politics and behaviour, as Bangladesh is a politically unstable country and this might impact.

Nevertheless, the international manager (IM - 17) of this company clearly indicated that he is not facing any cultural problems working with Bangladeshi local managers as he comes from a similar cultural background in Sri Lanka. He believes that he could contribute to making the company successful.

7.4   Company: B

7.4.1   Profile of the Company

Sources: The Researcher in Company 'B'

Company 'B' is a subsidiary unit of MNCs, which was established in Sri Lanka. The company is registered as a 'Limited Liability Company' and has operations in 42 locations across the globe including Sri Lanka, India and Bangladesh. It is a group of companies and its corporate headquarters is located in a commercial area of Colombo, Sri Lanka. In the

2014 – 2015 financial year, group net sales were US$ 698 million. It has front-end offices in USA, Hong Kong and Australia. The company is the first apparel factory in the world to achieve the International Organisation for Standardisation (ISO) 50001 certificate.

The company has a multi-cultural working environment, representing various religious, ethnic and social backgrounds. It also has a female dominant workforce that plays an essential role. The group employs over 47,587 employees (Bangladesh 3,983, India 10,863 & Sri Lanka 32,738) across 42 manufacturing locations around the world.

Company 'B's factory is situated in the Comilla Export Processing Zone CEPZ), Bangladesh, and started operations in October 2010. It produces woven bottoms for reputed customers such as Mark & Spencer and GAP. This 256,000 sq. ft. facility offers total apparel solutions to the customer from cut to finish as well as marketing, merchandising, product development and warehousing services all under one roof. The company can produce up to 35,000 garments a month using over 1,500 sewing machines and it also can wash up to 35,000 pieces a day. The company has a total workforce of over 2,800 associates and is the largest employer in the CEPZ. Presently, there are more than 20 international managers working in this company most of which hold middle management and higher management positions within the company. They are mainly from two different non-Western countries: India and Sri Lanka. They are all skilled, productive, knowledgeable and experienced. They are very concerned about major IR/HRM related issues such as health & safety, working conditions etc. In an interview with an international manager (IM: 8 - Head of Quality) he stated:

> "…as a company we just give a lot of importance for health & safety issues because it became mandatory from our customers for example Gap and M & S. They also take care of these aspects through the compliance so we are following these aspects very strictly."

The company believes that every employee is entitled to a safe working environment. Their occupational health & safety division takes great measures to ensure the

occupational health & safety of their employees. Setting out to reduce the frequency of accidents at work, their team leaders have taken many measures to improve the health & safety of the company; training has been conducted on safety induction, how to properly use machinery, how to identify and report a hazard and first-aid. During an interview with an international manager (IM: 7 – Head of HR & Compliance) it was quoted:

> "From our company, we are giving three hours health & safety training to each employee in their working time. In the last couple of years, we provided health & safety training only once in a year but now we are doing the same training every month for all employees."

The company has its own in-house medical facility that is operated by qualified medical officers and nurses. A monthly safety committee meeting is held in the factory to assess the compliance level. In a 10 months period from when the facility commenced operations, the factory has passed all compliance requirements from reputed buyers including Mark & Spencer, GAP, Sainsbury's and H & M. The company also provides a prayer room and a two-story canteen with the ability to accommodate up to 900 associates at any given time.

In terms of CSR, the company efforts revolve around the central corporate theme of 'Water' and establishing a long-term commitment to increasing the availability of safe drinking water. The 'Care for Our Own' initiative – now coming under the recently established 'Bindu Foundation' (the CSR arm of the company) is a unique example of the care and consideration given by the group to its associates. This venture benefits not only the associate but also the entire community at large, while at the same time elevating the associate's standing within the community.

7.4.2   Structure of the Company

The company 'B' has a corporate management team and which is based in the company's subsidiary headquarters. Both international managers and local managers direct the entire teams. The international managers are mainly sourced from non-Western countries such as India and Sri Lanka. This is because that the Indian and Sri Lankan managers have a good understanding of Bangladeshi culture and language. They also might have a good understanding of managing multicultural teams. These

international managers do not have interaction with workers or trade union officials as local managers deal with them. The subsidiary management team incorporates marketing, operations, supply chain and procurement, quality & technical and human resources department, which can be seen in Chart: 7-3. Chart 7-3 reflects a comprehensive HRM framework and the influence of international companies.

Chart 7-3: Subsidiary Corporate Management Structure
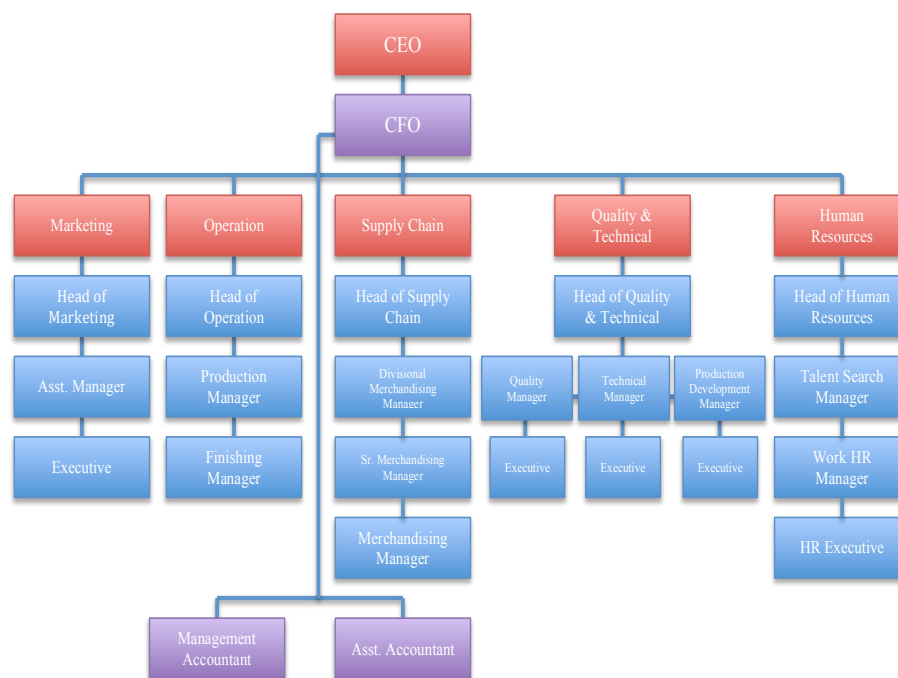
Source: Received from HR Manager, (2017)

7.4.3 Composition of the Workforce

Company 'B' has more than 2,800 employees with supervised workers. It has a factory management team of which mostly consists of international managers to guide employees. These international managers work as middle managers or higher managers in every department including company head of operations such as 'Chief Financial Officer'. These international managers directly communicate with other managers such as production managers, line managers and supervisors and in some cases workers. The supervisors and workers of this company might have limited educational qualifications but they can communicate with international managers.

This is because this company is based in the EPZ area where the majority of employees including supervisor and workers have a basic knowledge of English. The factory management comprises of production, finishing and washing departments, which can be seen in Chart: 7-4. Chart 7-4 reflects a comprehensive HRM framework and the influence of international companies.

Chart 7-4: Subsidiary Factory Management Structure
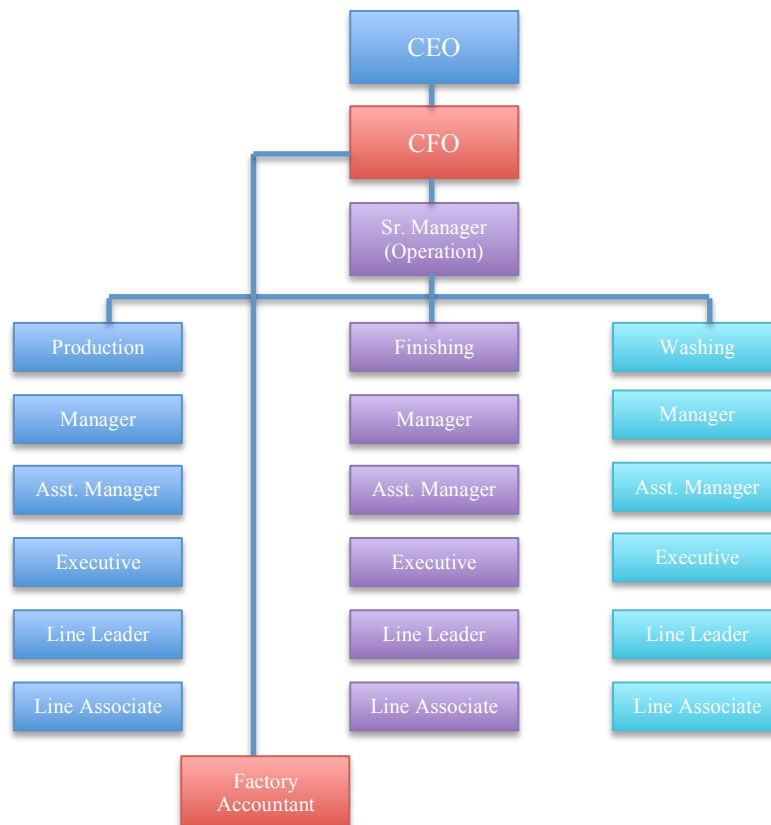
Source: Received from HR Manager, (2017)

7.4.4   International Elements

The company 'B' has a strong relationship with a significant number of international buyers as it belongs to 100 per cent export oriented garment manufacturing company. It mainly exports product to the United States of America and the European Union countries. The international buyers continue to give them orders as the company has an excellent brand image in all international markets. It has a long time supplier with many prominent international brands such as H & M and GAP.

7.4.5 Cultural Barriers – Discussion

The company 'B' has more than 20 international managers and they are all from non-Western countries, mainly India and Sri-Lanka. Those international managers are holding middle and top managerial positions such as CEO, CFO, the head of department, senior manager, HR manager, washing manager and factory manager. Most of the managers are internationally well experienced and have previously worked in 2 – 4 numbers of different countries. In this respect, company 'B' considered that it would be beneficial to recruit well-experienced non-Western international managers in Bangladesh as they have a similar cultural understanding.

In cultural aspects, Sri-Lanka is a multi-religious country where Islam is the third most dominant religion comprising 9.2 per cent (1.9 million) of the country's total population. In India, 14.23 per cent (180 million approx.) of the population follows Islam, a significant number considering the large population of the country. This makes India one of the largest Islamic nations in the world. Islam represents only 14.23 per cent of the total population but its influence is very strong in Indian society as many Muslim rulers ruled in different parts of the country. In religious characteristics, Sri Lanka and India have a strong influence on Islam. They all share a similar Islamic cultural framework.

The official language of company 'B' is both Bangla and English, supplemented with translation. Most of the international managers of this company said that they could communicate effectively with local employees as they learned the local language of Bangla. In contrast, during an interview with an international manager (IM: 5 – Washing Manager) it was stated:

> "Language is the main problem to work with Bangladeshi local employees and other IR actors."

Another international manager (IM: 7 - Head of HR & Compliance) added:

> "…. international managers need to learn the local (Bangla) language. Being taught the local language; they can identify 75 per cent of local problems and can solve it immediately."

Furthermore, another international manager (IM: 20 – Management Accountant) added:

> "Language is the main barrier when I communicate with local employees and other industrial relations actors especially the Bangladesh Export Processing Zone Authority (BEPZA) and the customs but I am not facing major problems as I can understand the local language."

In India, both English and Hindi are the official languages but Bangla is the third most spoken language where 8.1 per cent of the population speaks this language. Bangla is widely spoken in some prominent cities including Kolkata, Assam and Tripura. Most of the international managers of this company are not facing any language problems working with Bangladeshi local managers and IR actors as they learned the Bangladeshi (Bangla) language. In addition, the company provided them with pre-departure cultural training.

They also considered that local managers are very supportive and helpful, which influences the success of overseas assignments in Bangladesh. They argue that food habits, local politics, corruption and local culture are far removed from Western culture where as the non-Western (South Asian) cultures are not far from the Bangladeshi culture. Overall, the non-Western (South Asian) culture and the Bangladeshi culture have no significant differences and are from a similar cultural framework. Therefore, non-Western international managers are more suitable than Western international managers to work with Bangladeshi local managers and IR actors.

The international manager of this company considered that there is an enormous cultural gap between Western and non-Western international managers. The international managers from Western countries need to have a clear understanding of Bangladeshi culture to work with local employees and other industrial relations actors. They also need to understand the local politics and behaviour, as Bangladesh is a politically unstable country and this might affect their work. There are some strikes that are badly affect the company's logistic process. It is very difficult to bring raw materials and despatch finished goods to the customer. On top of that employees

struggle to come to work, as they cannot use their own vehicle for transport. The international manager (IM: 6 - Production Manager) of this company has stated:

> "Actually, most of the time in strike/hartal and all the things which is affect to us and sometimes have some situations like people attack to us, sometimes our people got injuries also which is very bad situation. Sometimes life is very dangerous in Bangladesh when political situation is really bad."

In that situation, non-Western international managers can easily understand the local politics as they mostly come from a similar cultural background in India and Sri Lanka.

In the lights of above discussion, it can be concluded that international managers of company 'B' considered that communicating with local managers and IR actors is the most challenging aspect but they are not facing major problems as they learned the local language and are come from a similar cultural background.

7.5   Company: C

7.5.1   Profile of the Company

Company 'C' is a subsidiary unit of MNCs that was established in South Korea in 1968 and has two other sister concerns. In Bangladesh, it was established on October 1996 and registered as a 'Private Limited Company.' Its corporate office is situated in Joydebpur, Gazipur – 1700, Bangladesh, which is 45 minutes journey from Dhaka International Airport. It has 156 skilled workers and managerial staff with 4 international managers. It is one of the most reliable garments manufacturing MNC in Bangladesh. The company produces international standard shirts, trousers, jackets and vests for men, women and children of all ages. The daily production capacity and has high production capacity allows taking action and giving stock support to clients' requirements.

The initial investment in the construction of the factory and the set-up of the latest machineries was approximately US$ 3.5 Million. It is one of the pioneer companies to introduce automatic production systems with advanced technology in the G & T industry in Bangladesh. The company set up a compliance system and was awarded

Worldwide Responsible Accredited Production (WRAP) certificates. It also set up an ISO Management System and was awarded ISO 9004:2001 certificates. In the 2014 – 2015 financial year, the company net sales were US$ 8 million.

The company consistently maintains health & safety principals as per ILO and Bangladesh Labour Laws & Regulations and international managers have taken substantial role. The company also practices corporate IR/HRM as it provides good working conditions including employee's wages, overtime and other benefits but they do not allow any trade union activities in their company. Allegedly this is because the workers and trade union officials have limited educational qualifications and have insufficient knowledge of health & safety and working issues.

7.5.2   Structure of the Company

Company 'C' has a small corporate management team and it is based in the company's subsidiary headquarters. An entire team are directed by a number of international managers, mainly derived from South Korea. These international managers are working as managing director, advisor, executive director and director. They have directly linked with other department managers of which mostly Bangladeshi national. In cultural context, Bangladesh is opposite to South Korea as Bangladesh is probably the most traditional and collective culture whereas South Korea is a Confucian culture. The empirical study of this research found that the international managers of company 'C' do not encounter problems working with Bangladeshi local management team as they have good understanding of Bangladeshi culture and language. The subsidiary management team incorporates of marketing, finance & accounting, sales, commercial and production department, which can be seen in Chart: 7-5. Chart 7-5 reflects a comprehensive HRM framework and the influence of international companies.

Chart 7-5: Subsidiary Corporate Management Structure
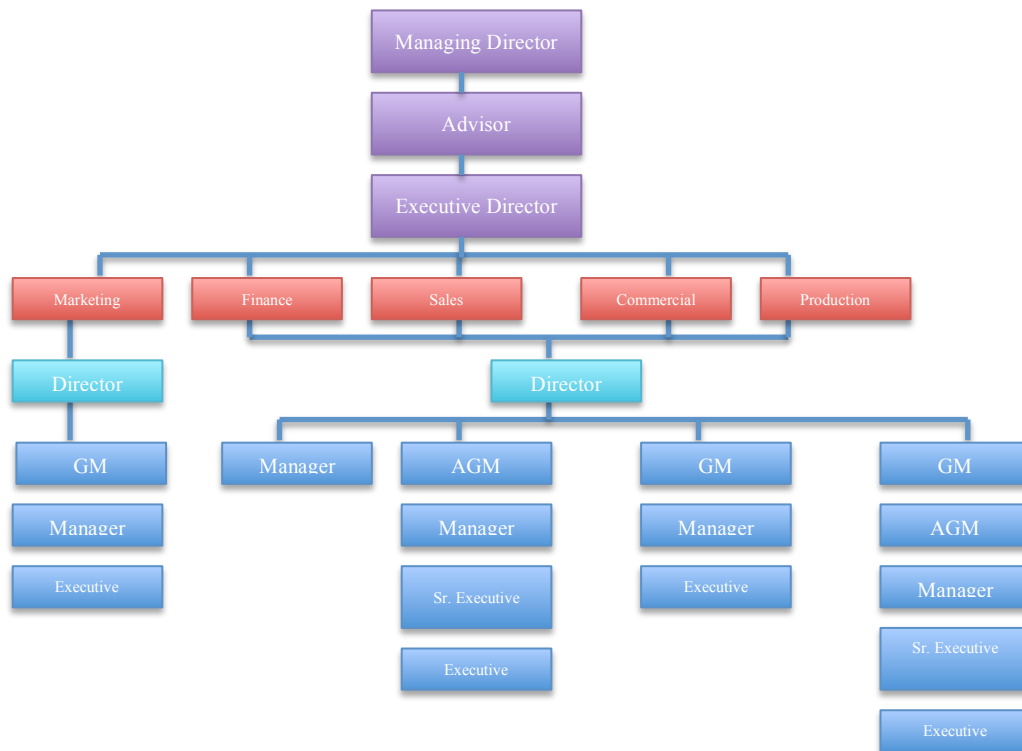
Source: Received from Administration Manager, (2017)

7.5.3 Composition of the Workforce

Company 'C' has 156 skilled workers and managerial staffs. It has a small factory management team to guide those workers of which mostly Bangladeshi local national. The AGM (Asst. General Manager) is the head of factory management operation that has directly linked with international managers and local managers, workers or trade union officials. In some cases, international managers have directly linked with workers or trade union officials as they have good understanding of Bangladeshi culture and language. However, the factory management team includes AGM, factory manager and a number of supervisors, which can be seen in Chart: 7-6. Chart 7-6 reflects a comprehensive HRM framework and the influence of international companies.

Chart 7-6: Subsidiary Factory Management Structure
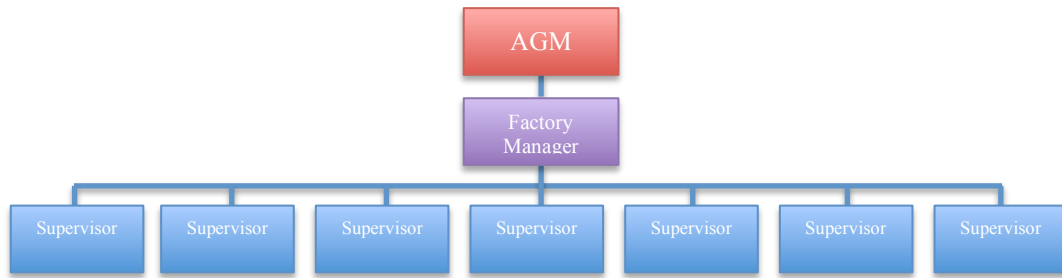
Sources: Received from Admin Manager, (2017)

7.5.4 International Elements

Company 'C' has a strong relationship with many international buyers as it is producing international standard garment manufacturing products. It mainly exports its product to the United States of America, Sweden, Germany, France and United Kingdom. The company works with many international brands including H & M, Levi's, C & A, GAP, Red Cats, Mark & Spencer, Hanes, JC Penny and Tesco. The international buyers continue to give them orders as the company has an excellent brand image in all international markets.

7.5.5 Cultural Barriers – Discussion

Currently, there are 4 international managers working in company 'C' and they are all from non-Western countries in South Korea. They are working as a chairman, managing director, executive director and general manager. They are all internationally well experienced and previously worked in 3 – 4 numbers of different countries particularly in Asia. In this regards, company 'C' considered that it would be useful to recruit well-experienced non-Western international managers as they have huge international experience and could easily adjust to a new cultural environment such as Bangladesh.

The official language of company 'C' is both Bangla and English, supplemented with translation. Most of the international managers of this company considered that language is the main problem when working with Bangladeshi local employees but they are not facing major problems as they have learned the local language. During an interview with an international manager (IM: 11 – Executive Director) it was stated:

> "Understanding each other cannot be done properly because of language barriers."

Another international manager (IM: 10 – General Manager) added:

> "Language is the most challenging aspect of cultural barriers to work with local employees and other industrial relations actors."

In contrast, the executive director and general manager of this company learned the local (Bangla) language and they both have been working for this company in Bangladesh for more than 10 years and therefore they are not facing any major cultural problems. However, they both provided key advise for new international managers regarding cultural barriers when working and living in Bangladesh. An interview held with an international manager (IM: 11 – Executive Director) stated:

> "…Before any international manager come to Bangladesh, he/she must study about the Bangladeshi culture and need to learn minimum basic language."

The international managers of this company considered that there are not many cultural differences between Western and non-Western countries as all countries try to become Westernised. Although, the Western international managers in Bangladesh need to have a clear understanding of local politics and behaviour as the country is politically unstable, which might affect their work. There are some strikes that might affect the supply of raw materials and the delivery of finished product. When this happens, roads are blocked and employees cannot come to work on time. In that sense, non-Western international managers can easily understand the local politics and behaviour as they mostly come from a similar cultural background.

To summarise, language is the main problem in working with Bangladeshi local employees and IR actors. Nevertheless, the international managers of this company are not facing language problems as they learned the local language and have been working in this country more than 10 years. However, managers in company 'C' considered that there are not many cultural differences between Western and non-

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Western countries as all countries try to become Westernised but still there are some cultural gaps, which can be overcome easily by competent international managers.

7.6 Comparison of Cultural Barriers in the Three Companies

A comparison of selected cultural factors from the three selected companies in the G & T industry in Bangladesh provides some evidence of how company size influences the work environment. The major factors for the comparison are first identified. The factors are: language, health & safety, local politics, trade unions, local language, CSR, Western and non-Western international managers are significance. The comparisons of selected cultural factors are identified below (see details on Table: 7.2):

Table 7.2: Comparison of Selected Cultural Factors

Major Characteristics								
Company Name	Language as Barrier	Health & Safety	Perception of Local Politics	Attitude Towards Trade Unions	Local Language	Awareness of CSR	Nationality Influence	Western & non-Western IM
Company: A	Main Barrier	Perfectly Understood	Extremely Poor	Extremely Critical	Extremely Significant	Aware	Not at all	Significant Differences
Company: B	Main Barrier	Perfectly Understood	Extremely Poor	Critical	Extremely Significant	Highly Aware	Sometimes	Significant Differences
Company: C	Main Barrier	Perfectly Understood	Poor	Good	Extremely Significant	Less Aware	Sometimes	Minor Differences

Sources: The Author's Compilation, (2017)

Note: 'IM' denotes international managers

Data inferred from interview with international managers of company A, B & C

After China, Bangladesh is the second largest Garment & Textile producing country in the world, with 4,328 factories employing approximately 4 million workers. Foreign national owns the 5 per cent of companies where a substantial number of international managers are employed. According to 2014 figures, there are 22,465 international managers working in the country in both government and private sector companies after acquiring the BoI work permit, of which mostly come from non-Western countries such as India, Sri Lanka, China and South Korea. Furthermore, the Executive Member and The Additional Secretary of Board of Investment (BoI) in

Bangladesh, Mr Nabhash Chandra Mandal said that there are more than 100,000 foreign nationals working and doing business in the country illegally without getting any work permit where most of them are working in the G & T industry.[7] In contrast, Mr Md Atiqul Islam, Ex. president of BGMEA said that there are 18,000 – 20,000 international managers working only in the G & T industry. Nonetheless, the government of Bangladesh is attempting to create an online database incorporating information regarding international managers working in both public and private sector companies in the country.

Company 'A' involved one Sri Lankan international manager (Executive Director) with more than 10 years international experience. The official communication in both the English and Bangla is supplemented with translation. The significant problem is encountered in language barrier to cultural communication. He perfectly understood the health & safety issues and paid attention to the CSR of the society. His perception of local politics in Bangladesh is extremely poor, which might affect his work. Trade unions play in the articulation of workers' rights but his attitude is extremely critical as the union members are not well educated and not fully matured to handle the major issues. The nationality of international manager in company 'A' does not influence his relationship with local managers and IR actors as he comes from the non-Western country Sri Lanka but he considered that there is an enormous cultural gap between Western and non-Western international managers in Bangladesh.

Company 'B' involved one Sri Lankan international manager (IM: 2 – Chief Financial Officer) with more than 5 years international experience. The official language in both the English and Bangla is supplemented with translation. The significant problem is encountered in language barrier to cultural communication. He perfectly understood the health & safety issues and highly aware to the CSR of the society. His perception of local politics in Bangladesh is very poor, which might affect on their work. Trade unions play a significant role to voice workers right but his attitude is critical. During an interview he was stated:

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[7] An informal discussion with Mr Nabhash Chandra Mandal (Additional Secretary of BoI in Bangladesh) on 29 May 2017 at 7:01 am via phone calls. The call duration was around 12 minutes long.

> "I think trade unions are not much powerful in Bangladesh as government controlling them and government holding more power than trade unions. I think trade union is not important in Bangladesh."

The international manager of this company observed that his nationality sometimes influence on relationship with local managers and IR actors but it does not affect on his work as he has good understanding about Bangladeshi culture. He considered that there is huge cultural gap between Western and non-Western international managers in the G & T industry in Bangladesh. This interviewee also added,

> "…Western international managers are more individualistic, they normally think about themselves. However, it is easy to adjust with the culture if a non-Western international manager comes to work in a non-Western country such as Bangladesh. The Asian (India, Sri Lanka, Pakistan, Malaysia) cultures are more similar to Bangladeshi culture and therefore it would be easier for non-Western international managers to adjust with Bangladeshi culture. On the other hand, the Western culture is totally different from Bangladeshi culture and therefore it would be very difficult for Western international managers to adjust with Bangladeshi culture."

Company 'C' involved one South Korean international manager with more than 8 years international experience. The official communication in both the English and Bangla is supplemented with translation. Korean international manager is likely to face growing challenges in terms of cultural communication as managing their Bangladeshi local employees and major IR actors. He perfectly understood the health & safety issues and pays less attention to the CSR of the society. His perception of local politics in Bangladesh is poor, which sometimes affect on his work. The attitude of trade union in Bangladesh is respectable as they play a significant role to voice workers right. He further added:

> "…Ok, may be trade union can provide health and safety plan to protect the worker from any kind of hazard."

The nationality of international managers has limited influence on relationship with local employees as he come from different cultural background in South Korea. He

considered that there is no cultural gap between Western and non-Western international managers in Bangladesh. Finally, he added:

> "There is not much difference between Western and non-Western international manager as all countries try to become Westernised. Therefore, I couldn't find any difference."

To summarise, company A, B and C have a similar understanding of language and health & safety issues. Trade union officials and government officials may not have a proficiency in English hence the cultural barriers. On the other hand the research undertaken suggest there are further issues, which do not reflect a similar understanding. These issues include local politics, trade unions, CSR, nationality of international managers and differences between Western and non-Western international managers in Bangladesh.

SECTION B: QUANTITATIVE DATA ANALYSIS FROM SURVEY

7.7   Questionnaire Analysis for Workforce

7.7.1   Overview

As analysis and discussion of the primary data, the research questionnaire has been summarised to provide the basic information on surveyed respondents. The summary of questionnaire analysis for the workforce is illustrated below (see details on Table 7.3):

Table 7.3: Summary of Questionnaire Analysis for Workforce

Employee Level	Job Function	Copies Distributed	Copies Received	Response Rate (%)
Management Staff	Factory Manager	2	2	100.00
	Production Manager	10	7	70.00
Senior Staff	Asst. Production Manager	15	10	66.67
	Quality Control Manager	11	7	63.64
	Line Chief	15	10	66.67
Junior Staff	Quality Controller	8	6	75.00
	In-Charge	14	10	71.73
	Supervisor	25	19	76.00
Total		**100**	**71**	**71.00**

Sources: The Author's Compilation Based on Empirical Data Collection, (2017)

Most of the respondents (56.33 per cent) are in the 25 – 35 years of age group. The employee within this age group has a variety of positions in their respective companies. In other words, these employees range from factory manager to supervisor positions that are normally responsible to guide the factory workers. The breakdown of the employees involved were as follows: 2.81% were factory managers, 9.85% were production managers, 14.08% were assistant production managers, 9.85% were quality control managers, 14.08% were line chiefs, 8.45% were in quality controller, 14.08% were in-charge and 26.76% were supervisors. With regard to experience, 57.74% have more than 10 years' experience. In terms of education, most of the employees are not well educated, 83.09% have only primary and secondary education.

7.7.2   Means and Standard Deviation

The following table (Table: 7.4) presents descriptive statistics for means and standard deviation for workforce, which are demonstrated below:

Table 7.4: Mean and Standard Deviation for Workforce

Items	Mean	Std. Deviation
How important are health and safety issues?	1.2	0.496
Which of the following is most important for you when you are at work?	3.11	0.82
Who best represents employees in your company?	3.61	0.902
How would you rate relations between management and employees in your company?	2.52	1.08
Do you work with any international managers?	1.21	0.411
How important are international managers for your company?	1.77	0.894
How would you rate international managers behaviour with local employees?	2.55	1.008
How concerned are international managers about health and safety at work?	1.48	0.738
How important are international managers in implementing the health and safety issues?	1.52	0.763
What language do international managers speak at your place of work?	1.84	1.125
How would you rate international managers communication skills?	2.39	0.846
Do they speak in your local language?	1.21	0.414
How good is their ability to speak your local language?	3.89	0.618
Do you think that knowledge of local language is important for the working relationship?	1.00	0
Can you communicate effectively with international managers?	1.14	0.353
How frequently do you communicate with international managers?	2.25	1.407
Do you think international managers understand local ways of doing things?	2.88	1.01
Overall, how satisfied are you with international managers?	2.21	0.868
How effective are local managers at your work?	1.51	0.754
How concerned are local managers about health and safety at work?	1.41	0.729
How would you rate local manager's communication skills?	2.00	0.926
Are you aware of any Corporate Social Responsibility (CSR) policy in your company?	1.23	0.421
How would you rate the relationship between local managers and international managers?	2.2	0.98
Overall, how satisfied are you with local managers?	1.63	0.779
Overall, how satisfied are you with the company?	1.28	0.539

The mean score ranging from a moderate mean score of 1.48 (sd.= 0.738) were concerned about health & safety at work to a high mean score of 3.89 (sd.= 0.618) for how good is their ability to speak the local language. It should also be noted that other variables ranging from a low to moderate mean score of 1.48 are as follows:

- Importance of health & safety issues.
- Work with any international manager.
- International managers are concerned about health & safety at work.
- International managers are able to speak in local (Bangla) language.
- Knowledge of local language is important for the working relationship.

- Communicate effectively with international managers.
- Local managers are concerned about health & safety at work.
- Aware of any Corporate Social Responsibility (CSR) policy.
- Overall satisfaction of company.

In addition, the variables above the moderate mean score of 2.5 are as follows:
- Most important aspects of work.
- Best employee representation at company.
- The rating of relations between management and employees.
- The rating of international managers behaviour by local employees.
- The ability of international managers to speak local (Bangla) language.
- The international managers understand local ways of doing things.

The variables with the mean scores in excess of 2.5 are a consideration of the strong positioning of such characteristics in the preference of surveyed participants. These characteristics are therefore significant to the study in a general sense. Other relevant statistical analysis for example, cross-tabulation test confirming a correlation status of the relevant variables is provided as part of analysis of the hypotheses.

7.7.3   Fundamental Characteristics of Workforce
In reviewing the findings of the surveyed data for workforce, it is significant to note some fundamental characteristics (job function, length of service in current company, length of service in total, age group and level of education) of respondents, which are illustrated below:

A. Employee Level
Inference: It is inferred that 49.3% and 38.0% of surveyed respondents working as a "Junior Staff," and "Senior Staff" respectively, while 12.7% working as a "Management Staff." The survey therefore reveals that the majority of respondents working as a "Junior Staff" in their respective companies.

Table 7.5: Employee Level

		Frequency	Percent	Valid Percent	Cumulative Percent
	Junior Staff	35	49.3	49.3	49.3
	Senior Staff	27	38.0	38.0	87.3
Valid	Management Staff	9	12.7	12.7	100.0
	Total	71	100.0	100.0	

B. Length of Service in Current Company

Inference: It is inferred that 25.4% of surveyed respondents have more than 8 years of experience in current company. The survey therefore reveals a reasonable percentage of workers working in their current company, who are satisfied to work in their respective companies.

Table 7.6: Length of Service in the Current Company

		Frequency	Percent	Valid Percent	Cumulative Percent
	0-1 year	15	21.1	21.1	21.1
	1-3 years	11	15.5	15.5	36.6
	3-5 years	11	15.5	15.5	52.1
Valid	5-8 years	16	22.5	22.5	74.6
	More than 8 years	18	25.4	25.4	100.0
	Total	71	100.0	100.0	

C. Length of Service in Total

Inference: It is inferred that 57.7% of surveyed respondents have more than 10 years working experience in total. The survey therefore reveals that most of the workers are well experienced in their respective fields.

Table 7.7: Length Service in Total

		Frequency	Percent	Valid Percent	Cumulative Percent
	3-5 years	2	2.8	2.8	2.8
	5-8 years	17	23.9	23.9	26.8
Valid	8-10 years	11	15.5	15.5	42.3
	More than 10 years	41	57.7	57.7	100.0
	Total	71	100.0	100.0	

D. Age Group

Inference: It is inferred that 56.3% of surveyed respondents age between 25 and 35 years. The survey therefore reveals that most of the respondents are going to work in their proper age.

Table 7.8: Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	16-25 years	8	11.3	11.3	11.3
	25-35 years	40	56.3	56.3	67.6
	35-45 years	20	28.2	28.2	95.8
	45-60 years	3	4.2	4.2	100.0
	Total	71	100.0	100.0	

E. Level of Education

Inference: It is inferred that 57.7% and 25.4% of surveyed respondents completed high school and primary school education respectively, while 11.3% hold undergraduate degree. The survey therefore reveals that most of the respondents are not well educated.

Table 7.9: Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary school completion	18	25.4	25.4	25.4
	High school completion	41	57.7	57.7	83.1
	Technical training	2	2.8	2.8	85.9
	Undergraduate	8	11.3	11.3	97.2
	Postgraduate	2	2.8	2.8	100.0
	Total	71	100.0	100.0	

The interpretations are useful and provide new evidence to cultural barriers for international managers in the G & T industry in Bangladesh as demonstrated in the following applicable frequencies chart and cross tabulations table:

7.7.4 Frequencies and Cross-tabulations

Frequencies and cross-tabulations are useful tools to present data. For this research, the cross-tabulation test confirms a correlation of relevant variables in the identification of cultural barriers for international managers. In particular in relation to communication when working with Bangladeshi local managers and Industrial

Relations actors in the G & T industry in Bangladesh. Relevant frequencies and cross tabulations are illustrated below:

Table 7.10: Age Group Education Level (%)

Level of Education	16-25 Years	25-35 Years	35-45 Years	45-60 Years	Total
Primary School Completion	16.7	55.6	27.8	0.0	100.0
High School Completion	12.2	61.0	24.4	2.4	100.0
Technical Training	0.0	100.0	0.0	0.0	100.0
Undergraduate	0.0	12.5	62.5	25.0	100.0
Postgraduate	0.0	100.0	0.0	0.0	100.0
Total	11.3	56.3	28.2	4.2	100.0

Note: Data inferred from cross-tabulation table (see details on Appendix: 7.A)

A. Cross-tabulation analysis: The above table (Table: 7.10) is intended to view cross-tabulations from the perspective of rows and columns. In the age between 16 – 25 years, 16.7% and 12.2% respondents completed primary and high school education respectively. This compares with only 0.0% respondents completing technical training, undergraduate and postgraduate education. This means, the respondents of the ages between 16 – 25 years have only primary and high school education. In the 25 – 35 year age, 55.6% and 61.0% respondents completed primary and high school education respectively. This compares with only 12.5% respondent completing undergraduate education. On the other hand, the respondents of the ages between 35 – 45 years, 27.8% and 24.4% respondents completed primary and secondary education respectively. This compares 62.5% respondents completed undergraduate education. Consecutively, in the 45 – 60 years age group, 2.4% respondents completed high school education. This compares with 25.0% respondent completing undergraduate education. It means that the respondents in the age between 35 – 45 and 45 – 60 years were more educated than those between the ages of 16 – 25 and 25 – 35 years respectively. Nonetheless, the table indicated that the majority of respondents (57.7%) had completed high school education.

Table 7.11: International Managers Communication Skills (%)

Employee Level	Excellent	Good	Average	Below Average	Total
Junior Staff	8.3	50.0	33.3	8.3	100.0
Senior Staff	21.7	39.1	30.4	8.7	100.0
Management Staff	11.1	22.2	55.6	11.1	100.0
Total	14.3	41.1	35.7	8.9	100.0

Note: Data inferred from cross-tabulation table (see details on Appendix: 7.B)

B. Cross-tabulation analysis: The above table (Table: 7.11) is intended to view cross-tabulations from the perspective of staff and communication skills. In terms of international managers communication skills, 21.7% of senior staff have an excellent view in comparison to 8.3% of junior staff and 11.1% of management staff. The 50.0% of junior staff and 39.1% of senior staff evaluated that the international managers have good communication skills in comparison to 22.2% of management staff. On the other hand, 55.6% management staff evaluated that the international managers have average communication skills in comparison to 33.3% and 30.4% of junior and senior staff respectively. Subsequently, 11.1% of management staff evaluated that the international managers have below average communication skills in comparison to 8.7% of senior staff and 8.3% of junior staff respectively. In total, 55.4% of respondents have either an excellent or a good view whereas 44.6% of respondents have either an average or a below average view of communication skills. Though, the table indicated that the international managers have good communication skills in the G & T industry in Bangladesh.

On the basis of the cross tabulation results, it can be concluded that the results support the hypothesis that language is a central focus of cultural barriers in Bangladesh.

Table 7.12: Communicate with International Managers (%)

Employee Level	On a Daily Basis	Weekly	Occasionally	Total
Junior Staff	21.1	21.1	57.9	100.0
Senior Staff	60.0	10.0	30.0	100.0
Management Staff	88.9	0.0	11.1	100.0
Total	50.0	12.5	37.5	100.0

Note: Data inferred from cross-tabulation table (see details on Appendix: 7.C)

C. Cross-tabulation analysis: The above table (Table: 7.12) is intended to view cross-tabulations from the perspective of employee level and how frequently they communicate with international managers. In terms of communication between employees and international managers, 88.9% of management staff communicates with international managers on a daily basis in comparison to 60.0% and 21.1% of senior staff and junior staff respectively. This indicates that the management staffs have more communication with international managers. 21.1% of junior staff and 10.0% of senior staff have communication with international managers on a weekly basis in comparison to 0.0% of management staff. Furthermore, 57.9% of junior staff communicates occasionally in comparison to 30% of senior staff and 11.1% of management staff respectively. In total, 50.0% of respondents communicate with international managers on a daily basis in comparison to 37.5% on a weekly basis and 12.5% only occasionally. However, the table indicates that the management staffs have more communication with international managers in comparison to senior and junior staff.

Chart 7-7: How Concerned are International Managers about Health & Safety at Work
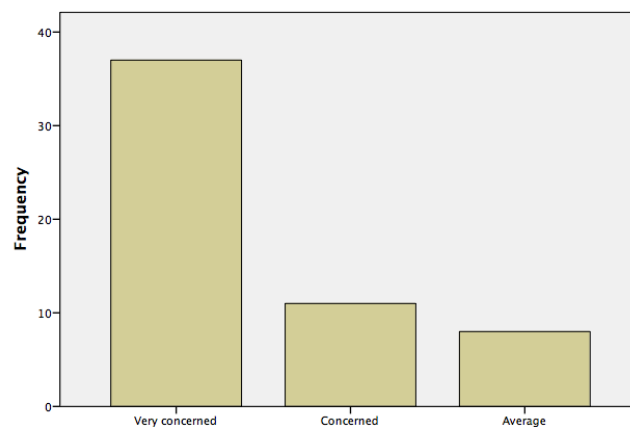
D. Frequency Analysis: The above frequencies (Chart: 7-7) from the current data file are presented, showing that 85.7% (48 out of the 56) of the surveyed participants demonstrated that international managers are either concerned or very concerned about health & safety at work. Based on the percentage, it can be determined that the majority of participants viewed that international managers are concerned or very concerned about health & safety at work in their respective companies. This is

because the international managers follow the government rules and regulations on health & safety and working condition issues. They are also actively involved in all IR/HRM related activities.

7.8 Questionnaire Analysis for International Managers

7.8.1 Overview

As part of the analysis and discussion of the primary data, the research questionnaire has been summarised to provide the basic information on surveyed respondents. The questionnaire analysis for international managers are illustrated below (see details on Table: 7.13):

Table 7.13: Summary of Questionnaire Analysis for International Managers

Country of Origin	Copies Distributed	Copies Received	Response Rate (%)
Western	5	5	100
Non-Western	29	22	75.86
Total	**34**	**27**	**79.41**

Sources: The Author's Compilation Based on Empirical Data Collection, (2017)

The survey involved 5 Western and 22 non-Western international managers and the response rate was 79.41%. These employees are employed in various positions in their respective companies. In other words, their roles range from managing director to management accountant positions. These employees involved: 18.51% of Western international managers and 81.48% of non-Western international managers.

7.8.2 Means and Standard Deviation

The following table (Table 7.14) presents descriptive statistics for means and standard deviation for international managers, which are specified below:

Table 7.14 Means and Standard Deviation for International Managers

Items	Mean	Std. Deviation
Language is a central problem for international managers when working with Bangladeshi local managers	2.26	0.903
Local managers encounter language problems when communicating with international managers	2.7	1.265
The proficiency of host language for international manager has an effective impact on work adjustment	2.07	0.781
Language influences the relationship between international managers and local actors (e.g. trade unions, employers associations and government)	2.3	0.869
Nationality affected the relationship between international managers and local managers in with respect to cultural differences	3.33	1.109
Family adjustment is an important problem for international Managers	2.15	0.907
Trade unions representation at company level has an effective impact on health & safety issues	2.96	1.16
Political parties influence Trade Unions	2.04	1.091
International managers are concerned about health and safety issues in their company	1.85	0.989
International managers follow the health & safety regulations in their company	1.7	0.669
Local politics are very important to understand for international managers	2.48	1.221
Local politics affect international managers work	2.15	0.907
Rana plaza disaster had a global impact	1.52	0.643
Pre-departure cultural training is most important for international managers	2.3	1.103
My company provided me with pre-departure cultural training	3.63	1.079
Western and non-Western international managers have a different cultural barriers when working with Bangladeshi local managers	2.3	1.068
Overall, international managers are happy to work with local managers	1.96	0.518

The mean score ranging from a moderate mean score of 2.3 (sd.= 0.869) for language influencing the relationship between international managers and local actors to a high mean score of 3.63 (sd.= 1.079) for my company provided me with pre-departure cultural training. It should also be noted that other variables ranging from a low to moderate mean score of 2.3 are as follows:

The proficiency of host language for international managers Language influence the relationship between international managers and local actors

- Political parties influence Trade Unions
- Local politics affect international managers work

- Western and non-Western international managers have a different cultural barriers when working with Bangladeshi local managers
- International managers are concerned about health and safety issues in their company
- Rana Plaza disaster had a global impact

In addition, the variables above the moderate mean score of 2.7 are as follows:
- Local managers encounter language problems when communicating with international managers
- Nationality affected the relationship between international managers and local managers in with respect to cultural differences
- Trade Unions representation at company level has an effective impact on health and safety issues
- My company provided me with pre-departure cultural training

The variables with mean scores in excess of 2.7 are a consideration of the strong positioning of such characteristics in the preference of surveyed participants. These characteristics are therefore significant to the study in a general sense. Other relevant statistical analysis for example, cross-tabulation with chi-square test confirming a correlation status of the relevant variables is provided as part of the analysis of the hypotheses.

7.8.3   Fundamental Characteristics of Workforce

In reviewing the findings of the surveyed data for international managers, it is significant to note some fundamental characteristics (management level, country of origin, length of service in Bangladesh, length of international experience, number of different countries worked in, age group and level of education) of respondents, which are illustrated below:

A. Management Level

Inference: It is inferred that 40.7% of surveyed respondents working as a "Senior Manager," while 29.6% and 29.6% working as a "Middle Manager" and "Junior Manager" respectively. The survey therefore reveals that the majority of respondents working as a "Senior Manager" in their respective companies.

Table 7.15: Management Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Junior Manager	8	29.6	29.6	29.6
	Middle Manager	8	29.6	29.6	59.3
	Senior Manager	11	40.7	40.7	100.0
	Total	27	100.0	100.0	

B. Country of Origin

Inference: It is inferred that 81.5% of surveyed respondents comes from non-Western countries. The survey therefore reveals that the majority of respondents come from non-Western countries.

Table 7.16: Country of Origin

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Western	5	18.5	18.5	18.5
	Non-Western	22	81.5	81.5	100.0
	Total	27	100.0	100.0	

C. Length of Service in Bangladesh

Inference: It is inferred that 25.9% of surveyed respondents have been working in Bangladesh between 5 and 8 years. The survey therefore reveals a small percentage of international managers working in Bangladesh for a longer period of time and therefore they can easily overcoming cultural barriers in the G & T industry in Bangladesh.

Table 7.17: Length of Service in Bangladesh

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-1 Year	2	7.4	7.4	7.4
	1-3 Years	6	22.2	22.2	29.6
	3-5 Years	6	22.2	22.2	51.9
	5-8 Years	7	25.9	25.9	77.8
	More than 8 years	6	22.2	22.2	100.0
	Total	27	100.0	100.0	

D. Length of International Experience

Inference: It is inferred that 40.7% of surveyed respondents have more than 10 years international experience, while 25.9% and 18.5% have 5 – 8 years and 8 – 10 years respectively. The survey therefore revels that a substantial number of international managers have significant international experience.

Table 7.18: Length of International Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
	0-3 Years	3	11.1	11.1	11.1
	3-5 Years	1	3.7	3.7	14.8
Valid	5-8 Years	7	25.9	25.9	40.7
	8-10 Years	5	18.5	18.5	59.3
	More than 10 years	11	40.7	40.7	100.0
	Total	27	100.0	100.0	

E. Number of different countries worked in

Inference: It is inferred that 33.3% of surveyed respondents worked in 2 – 3 numbers of different countries, while 29.6% worked 1 – 2 countries prior to come in Bangladesh. The survey therefore reveals a moderate number of respondents worked in 2 – 3 different countries.

Table 7.19: Number of Different Countries Worked in?

		Frequency	Percent	Valid Percent	Cumulative Percent
	0 -1 Country	3	11.1	11.1	11.1
	1-2 Countries	8	29.6	29.6	40.7
Valid	2-3 Countries	9	33.3	33.3	74.1
	3-4 Countries	3	11.1	11.1	85.2
	More than 4 countries	4	14.8	14.8	100.0
	Total	27	100.0	100.0	

F. Age Group

Inference: It is inferred that 44.4% of surveyed respondents age between 35 – 45 years. The survey therefore reveals that the respondents do not have any age issue.

Table 7.20: Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
	25-35 Years	6	22.2	22.2	22.2
	35-45 Years	12	44.4	44.4	66.7
Valid	45-60 Years	6	22.2	22.2	88.9
	More than 60 Years	3	11.1	11.1	100.0
	Total	27	100.0	100.0	

G. Level of education

Inference: It is inferred that 55.6% and 33.3% of surveyed respondents completed post graduate and undergraduate degree respectively, while only 7.4% hold technical training. The survey therefore reveals that the majority of respondents well educated.

Table 7.21: Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
	Primary school completion	1	3.7	3.7	3.7
	Technical training	2	7.4	7.4	11.1
Valid	Undergraduate	9	33.3	33.3	44.4
	Postgraduate	15	55.6	55.6	100.0
	Total	27	100.0	100.0	

The analyses are useful and provide new evidence to cultural barriers for international managers in the Garment and Textile industry in Bangladesh as demonstrated in the following applicable charts:

7.8.4   Frequencies and Cross-tabulations

Frequencies and cross-tabulations are useful tools to present data. For this research, the cross-tabulation test confirms a correlation of relevant variables in the identification of cultural barriers for international managers. In particular in relation to communication when working with Bangladeshi local managers and Industrial Relations actors in the G & T industry in Bangladesh. Relevant frequencies and cross tabulations are illustrated below:

Table 7.22: Level of Education for International Managers (%)

Country of Origin	Primary School Completion	Technical Training	Undergraduate	Postgraduate	Total
Western	0.0	0.0	20.0	80.0	100.0
Non-Western	4.5	9.1	36.4	50.0	100.0
Total	3.7	7.4	33.3	55.6	100.0

Note: Data inferred from cross-tabulation table (see details on Appendix: 7.D)

A. Cross-tabulations analysis: The above table (Table: 7.22) is intended to view cross-tabulations from the perspective of country of origin and level of education for international managers. In the perspective of education, 4.5% non-Western international managers completed primary school education in comparison to 0.0% of Western international managers. The 9.1% non-Western international managers received technical training in comparison to 0.0% Western international managers. This means that a small number of international managers received only technical training. On the other hand, 36.4% of non-Western international managers had completed undergraduate education in comparison to 20.0% of Western international managers. Subsequently, 50.0% of non-Western international managers had completed postgraduate education in comparison to 80.0% of Western international managers. This means that Western international managers were highly educated compared to non-Western international managers. Conclusively, the table indicated that the majority (55.6%) of respondents had completed postgraduate education.

Table 7.23: Language is a Central Problem for International Managers (%)

Management Level	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Total
Junior Manager	25.0	50.0	12.5	12.5	100.0
Middle Manager	0.0	62.5	25.0	12.5	100.0
Senior Manager	18.2	36.4	27.3	18.2	100.0
Total	14.8	48.1	22.2	14.8	100.0

Note: Data inferred from cross-tabulation table (see details on Appendix: 7.E)

B. Cross-tabulations analysis: The above table (Table: 7.23) is intended to view cross-tabulation from the perspective of rows and columns. In terms of the international managers language issue, 25.0% of junior managers and 18.2% of senior managers strongly agree in comparison to 0.0% at middle manager level. The 62.5% of middle managers and 50.0% of junior managers agreed that language is a central

problem in comparison to 36.4% of senior manager. This shows that language is a central problem for international managers when working with Bangladeshi local managers. On the other hand, 27.3% of senior managers and 25.0% of middle managers neither agree nor disagree in comparison to 12.5% of junior managers. Subsequently, 18.2% of senior managers disagree in comparison to 12.5% of each junior and middle manager respectively. In total, 62.9% of respondents either agree or strongly agree while 37.0% of respondents either disagree or neither agree/disagree view. However, the table indicated that language is a central problem for international managers when working with Bangladeshi local managers.

Nevertheless, on the basis of the cross-tabulation, it can be concluded that the results support the hypothesis that language is a central focus of cultural barriers in Bangladesh.

Table 7.24: Language Influences the Relationship between International Managers and Local Actors (%)

Age Group (Years)	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Total
25-35	0.0	66.7	16.7	16.7	100.0
35-45	16.7	41.7	33.3	8.3	100.0
45-60	16.7	33.3	50.0	0.0	100.0
More than 60	66.7	0.0	33.3	0.0	100.0
Total	18.5	40.7	33.3	7.4	100.0

Note: Data inferred from cross-tabulation table (see details on Appendix: 7.F)

C. Cross-tabulations analysis: The above table (Table: 7.24) is intended to view cross-tabulations from the perspective of rows and columns. In terms of language influences the relationship between international managers and local actors, 66.7% of respondent's ages more than 60 years and 16.7% of each respondents ages between 35 – 45 years and 45 – 60 years respectively were strongly agree. This compare only 0.0% respondent ages between 25 – 35 years. The 66.7% and 41.7% of respondents ages between 25 – 35 years and 35 – 45 years were agree in comparison to 33.3% and 0.0% of respondents ages between 45 – 60 years and more than 60 years respectively. On the other hand, 50% of respondents ages between 45 – 60 years were neither agree or disagree in comparison to 33.3% of each respondent's ages between 35 – 45 years and more than 60 years respectively. Furthermore, 16.7% and 8.3% of respondents

ages between 25 – 35 years and 35 – 45 years respectively were disagree. This compare only 0.0% of each respondent's ages between 45 – 60 years and more than 60. It means that the respondent in the age between 45 – 60 years and more than 60 years were disagree. In total, 59.2% of respondents were agree or strongly agree in comparison to 40.7% of respondents were disagree or strongly disagree. However, the table indicated that the majority (59.2%) of respondents were agree or strongly agree that language influences the relationship between international managers and local actors in the G & T industry in Bangladesh.

Nonetheless, on the basis of the cross tabulation, it can be concluded that the results support the hypothesis that international managers are likely to face greater difficulty with cultural barriers in the context of the major actors within the G&T industry.

Table 7.25: Trade Union Representation at Company Level has an Effective Impact on Health & Safety Issues (%)

Management Level	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
Junior Manager	0.0	12.5	25.0	37.5	25.0	100.0
Middle Manager	12.5	12.5	12.5	50.0	12.5	100.0
Senior Manager	0.0	27.3	9.1	45.5	18.2	100.0
Total	3.7	18.5	14.8	44.4	18.5	100.0

Note: Data inferred from cross-tabulation table (see details on Appendix: 7.G)

D. Cross-tabulations analysis: The above table (Table: 7.25) is intended to view cross-tabulations from the perspective of rows and columns. In terms of trade union representation at company level, 12.5% of middle managers strongly agree in comparison to 0.0% of both junior manager and senior manager. The 27.3% of senior managers were agreed that trade union representation at company level has an effective impact on health & safety issues in comparison to 12.5% of both junior manager and middle manager. On the other hand, 25.0% of junior managers were neither agree or disagree in comparison to 12.5% of middle managers and 9.1% of senior managers. Subsequently, 50.0% and 45.5% of middle managers and senior managers respectively were disagree in comparison to 37.5% of junior managers. This suggests that trade union representation in company does not have an effective impact on health & safety issues. Furthermore, 25.0% of junior managers were strongly disagree in comparison to 18.2% of senior managers and 12.5% of middle managers

respectively. In total, 62.9% of respondents either have disagree or strongly disagree view while 22.2% of respondents either agree or strongly agree view. Though, the table indicated that the trade union representation at company level has not an effective impact on health & safety issues.

Though, on the basis of the cross-tabulation results, it can be determined that the results does not support the hypothesis that representative actors representation at company level has an effective impact on health & safety issues.

Table 7.26: Western and non-Western International Managers have a Different Cultural Barriers (%)

Country of Origin	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Total
Western	20.0	40.0	20.0	0.0	20.0	100.0
Non-Western	18.2	40.9	18.2	22.7	0.0	100.0
Total	18.5	40.7	18.5	18.5	3.7	100.0

Note: Data inferred from cross-tabulation table (see details on Appendix: 7.H)

E. Cross-tabulations analysis: The above table (Table: 7.26) is intended to view cross-tabulations from the perspective of rows and columns. In terms of cultural differences between Western and non-Western international managers in the G & T industry in Bangladesh, 20.0% of Western international managers were strongly agree in comparison to 18.2% of non-Western international managers. The 40.9% of non-Western international manager were agree that Western and non-Western international managers in Bangladesh have different cultural barriers in comparison to 40.0% of Western international managers. On the other hand, 20.0% of Western international managers were neither agree nor disagree in comparison to 18.2% of non-Western international managers. Subsequently, 22.7% of non-Western international managers were have disagree view in comparison to 0.0% of Western international managers. Furthermore, 20.0% of Western international managers were strongly disagree in comparison to 0.0% of non-Western international managers. In total, 59.2% of respondents either agree or strongly agree while 22.2% of respondents either disagree or strongly disagree. This suggests that Western and non-Western international managers have different cultural barriers when working with Bangladeshi local managers.

Though, on the basis of the cross-tabulation results, it can be determined that the results support the hypothesis that the cultural barriers encountered by both international managers when working with local Bangladeshi managers are differently perceived. These differences are rooted in the cultural barriers of the international manager: Western and non-Western.

Chart 7-8: Local Managers Encounter Language Problems when Communicating with International Managers
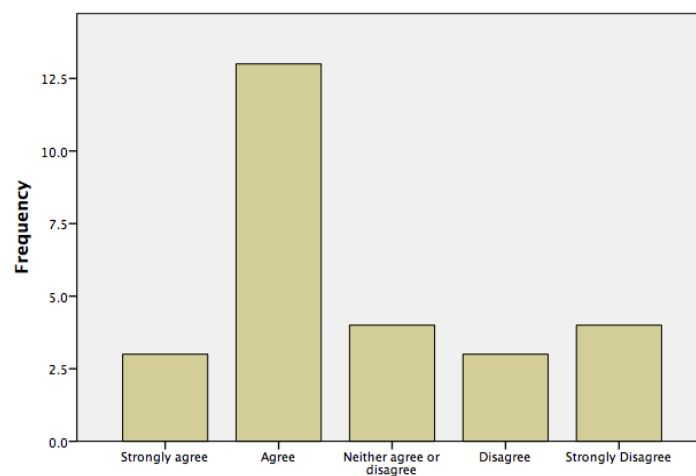
F. Frequency analysis: The above frequencies (Chart: 7-8) from the current data file are presented; showing that 59.2% (16 out of the 27) of the surveyed participants either agree or strongly agree that local managers encounter language problems when communicating with international managers. This is because that the Bangladeshi local managers might have less proficiency in English, as 'Bangla' (Bangladeshi national language) is their official language but they have understanding in English. In recent year, the Bangladeshi education system has been changed and mostly focused on English as a substantial number of MNCs operate their business in Bangladesh particularly in the G & T industry. These MNCs have recruited a large number of international managers of which mostly come from non-Western country such as India and Sri Lanka. These countries and Bangladesh have similar cultural framework on language and religious aspects. Therefore, the language does not adversely affect on relationship between them as majority of international managers have good understanding in Bangladeshi culture and local language.

The results support the hypothesis that language is a central focus of cultural barriers in Bangladesh. As this percentage is so high, further analysis of relationship using cross-tabulation is unnecessary.

Chart 7-9: The Proficiency of Host Language for International Managers has an Effective Impact on Work Adjustment
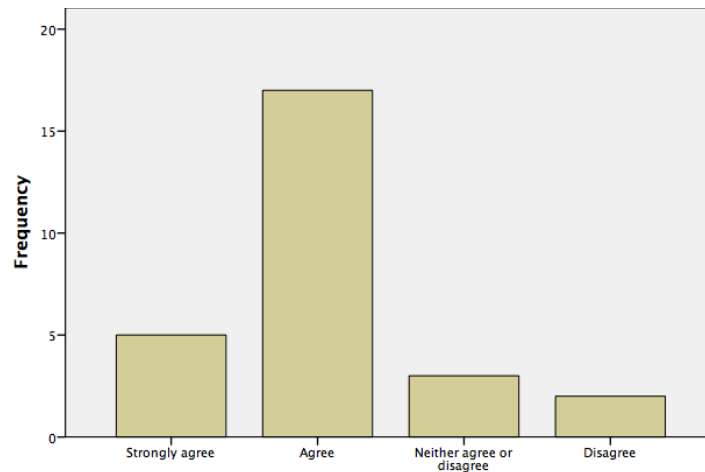
G. Frequency analysis: The above frequencies (Chart: 7-9) from the current data file are presented; showing that 81.5% (22 out of the 27) of the surveyed participants demonstrated that the proficiency of host language for international manager has an effective impact on work adjustment. Based on this percentage, it can be concluded that the majority of surveyed participants strongly agree or agree in their respective companies. This is because a substantial number of workers, managers and IR actors in the G & T industry in Bangladesh may encounter a language barrier. Therefore, the proficiency in the host language for international managers could positively affect the work adjustment. It can thus be seen that the roles of language and culture in business are interlinked.

The results support the hypothesis that the proficiency of international managers in the use of Bangla has a positive impact upon communication and cultural adjustment. As this percentage is so high, further analysis of relationship using cross-tabulation is unnecessary.

Chart 7-10: Local Politics are Very Important to Understand for International Managers
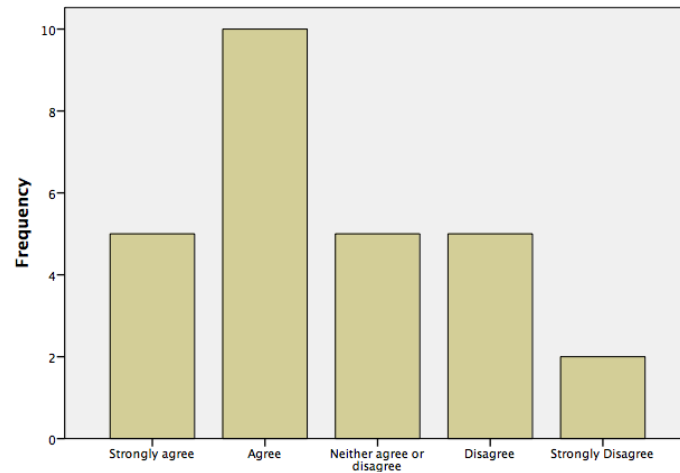
H. Frequency analysis: The above frequencies (Chart: 7-10) from the current data file are presented; showing that 55.5% (15 out of the 27) of the surveyed participants agree or strongly agree that local politics are very important to understand for international managers. Based on this percentage, it can be demonstrated that a substantial number of surveyed participants agree or strongly agree as Bangladesh is politically an unstable country, which might affect international managers work. In the context of local politics in Bangladesh, strike and violence are very common. Due to political turmoil, the G & T industry faces enormous losses economically, for example, the country has seen a reduced GDP. The buyers are forced to change the outsource destination from Bangladesh to other neighbouring countries such as India, Sri Lanka and Vietnam. Also, international managers do not come to work and need to change their regular plan

The results support the hypothesis that it is important for international managers to understand local politics. As this percentage is so high further analysis of relationship using cross-tabulation is unnecessary.

Chart 7-11: Local Politics Affect International Managers Work
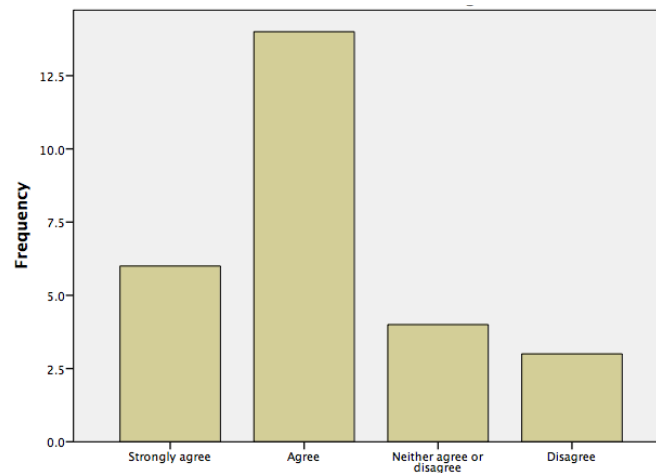
I. Frequency analysis: The above frequencies (Chart: 7-11) from the current data file are presented; showing that 74.1% (20 out of the 27) of the surveyed participants agree or strongly agree that local politics affect international managers work. Based on this percentage, it can be revealed that the majority of surveyed participants agree or strongly agree, as Bangladesh is politically an unstable country and political strike and violence are very common. The political strike and violence not only affects the economy in Bangladesh but it also affects international managers work. The overseas buyers could not place orders in the belief that products would not be delivered on time. The exporters transported their products with much difficulty, not only at a higher transport cost but also at high risk of getting them burnt during the violence. In that situations the international managers could not meet with buyers and stopped traveling to other countries. With these concerns, the non-Western (Indian and Sri Lankan) international managers are able to tackle the situation because those countries and Bangladesh has similar cultural understanding.

The results support the hypothesis that it is important for international managers to understand local politics. As this percentage is so high further analysis of relationship using cross-tabulation is unnecessary.

Chart 7-12: Nationality Affected the Relationship between International Managers and Local Managers in with Respect to the Cultural Barriers
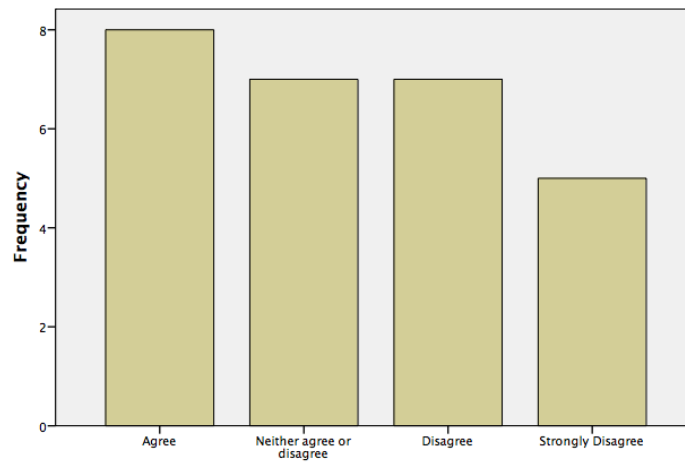
J. Frequency analysis: The above frequencies (Chart: 7-12) from the current data file are presented; showing that 44.4% (12 out of the 27) of the surveyed participants disagree or strongly disagree that nationality affected the relationship between international managers and local managers in with respect to the cultural barriers. Based on this percentage, it can be demonstrated that a substantial number of surveyed participants disagree or strongly disagree as traditionally Bangladeshi local managers have a good understanding with international managers. This is because MNCs in Bangladesh has a good employer image as they are paying higher wages to their employees. Subsequently, they are following government rules and regulations on major HR/IR related issues such as health & safety and working condition where international managers play a crucial role. However, the result does not support the hypothesis on different international managers from different ethnic groups experience different degree of difficulties with cultural barriers. As this percentage is so high further analysis of relationship using cross-tabulation is unnecessary.

7.9 Comparison of cultural factors for Western and non-Western international managers

This section incorporates a comparison of selected cultural factors from Western and non-Western international managers in the G & T industry in Bangladesh. The major factors for the comparison are first identified and include: language, health & safety, local politics, trade unions, CSR, Western and non-Western international managers are significant. The comparisons of selected cultural factors are identified below (see details on Table: 7.27):

Table 7.27: Comparison of Selected Cultural Factors for Western and Non-Western International Managers

IM	Language as Barrier of Cultural Understanding	Understanding of Health & Safety	Perception of Local Politics	Attitude Towards Trade Unions	Significance of Local Language	Awareness of CSR	Nationality Influence on Relationship with Local Managers	Differences between Western and Non-Western IM
				Major Characteristics				
IM: 1	Main Barrier	Perfectly Understood	Extremely Poor	Extremely Critical	Extremely Significant	Aware	Not at All	Differences
IM: 2	Main Barrier	Perfectly Understood	Extremely Poor	Critical	Extremely Significant	Highly Aware	Not at All	Significant Differences
IM: 3	Barrier	Perfectly Understood	Extremely Poor	Critical	Significant	Aware	Not at All	Significant Differences
IM: 4	Barrier	Perfectly Understood	Poor	Extremely Critical	Significant	Aware	Not at All	Differences
IM: 5	Main Barrier	Perfectly Understood	Poor	Neutral	Significant	Highly Aware	Not at All	Differences
IM: 6	Main Barrier	Perfectly Understood	Extremely Poor	Extremely Critical	Extremely Significant	Highly Aware	Not at All	No Differences
IM: 7	Main Barrier	Perfectly Understood	Poor	Neutral	Extremely Significant	Highly Aware	Not at All	Significant Differences
IM: 8	Main Barrier	Perfectly Understood	Extremely Poor	Good	Extremely Significant	Highly Aware	Not at All	Significant Differences
IM: 9	Barrier	Perfectly Understood	No Comments	Critical	Significant	Aware	Not at All	No Differences
IM: 10	Main Barrier	Perfectly Understood	Poor	Critical	Significant	Aware	Not at All	No Differences
IM: 11	Main Barrier	Perfectly Understood	Extremely Poor	Good	Significant	Aware	Sometimes	No Differences
IM: 12	Main Barrier	Perfectly Understood	Extremely Poor	Extremely Critical	Significant	Aware	Not at All	No Differences
IM: 13	Main Barrier	Perfectly Understood	Poor	Critical	Extremely Significant	Aware	Not at All	Significant Differences
IM: 14	Main Barrier	Perfectly Understood	Extremely Poor	Good	Significant	Highly Aware	Not at All	Significant Differences
IM: 15	Barrier	Perfectly Understood	Extremely Poor	Neutral	Significant	Highly Aware	Sometimes	Differences
IM: 16	Main Barrier	Perfectly Understood	Good	Good	Significant	Highly Aware	Sometimes	No Differences
IM: 17	Barrier	Perfectly Understood	Extremely Poor	Extremely Critical	Significant	Highly Aware	Not at All	Significant Differences
IM: 18	Barrier	Perfectly Understood	Extremely Poor	Critical	Extremely Significant	Aware	Not at All	Significant Differences
IM: 19	Barrier	Perfectly Understood	Not Identified	Not Identified	Significant	Highly Aware	Sometimes	No Differences
IM: 20	Main Barrier	Perfectly Understood	Extremely Poor	Not Identified	Extremely Significant	Highly Aware	Not at All	Significant Differences

Sources: Author's Compilation, (2017)

Note: 'IM' denotes international managers

Data inferred from interview with Western and non-Western international managers

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Analysis: Bangladesh is a relevant choice of destination with its growing importance to Western and non-Western businesses, especially in the G & T industry. This has resulted in international managers being assigned to foreign owned subsidiaries as well as a number of local companies. It appears that international managers have to deal with a very different way of life than in comparison to their native country. The following section will elaborate on the identified cultural factors impacting on international managers while they are living and working in Bangladesh.

The majority of international managers identified that the language is the barrier or the main barrier of cultural understanding in terms of relations to the major actors (e.g. trade unions, employers association and the government) while living and working in Bangladesh. Therefore, they advise to learn the local (Bangla) language. In an interview with a Sri Lankan international manager (IM: 2 – Chief Financial Officer) it was quoted:

> "…they have to learn the local language. Once they will learn the local language it would be easier to understand the local culture and be close with local managers."

Another French international manager (IM: 3 – Financial Controller) added:

> "…Sometimes language is a major problem because my English is not so good. In other sense, local language is very important to learn for all international managers."

The local language is a significant attribute that can help international managers to minimise cultural barriers in the G & T industry in Bangladesh. They perfectly understood the company health & safety policy. In recent years, the G & T industry in Bangladesh has been facing immense challenges regarding compliance with the international standard to ensure workplace safety and better working conditions due to a number of factors. The Rana Plaza and Tazrin Fashion disaster are significant. The perception of international managers local politics in Bangladesh is either poor or extremely poor as Bangladesh is a politically unstable country, which has the potential to disrupt the work of international managers. There are very common features of politics in Bangladesh such as strike and violence. During the period of

strike, Garments manufacturers could not import essential raw materials and export-ready products to the international market. The overseas buyers could not place orders in the belief that products would not be delivered on time. In these situations the international managers could not meet with buyers and stopped traveling to other countries. An interview held with an Indian international manager (IM: 15 – Operation Director) stated:

> "Political situation is completely destructive. Though we are in the EPZ, we are not affecting so much but sill it does affect lot of things. In 2006-2007, there was a lot of strike. It was happen by one party one day and next day by anther party so workers couldn't come and for six month we did our work on half capacity."

In contrast, international managers (IM: 16 – Managing Director) have a good perception of local politics in Bangladesh and offered the view:

> "Local politics are not so bad and it does not affect my work as my company is in the EPZ."

The majority of international managers are either aware or highly aware on company CSR policy while another international managers (IM: 13) were less aware. This is because a very small number of companies in the G & T industry in Bangladesh have CSR contribution on the society and it can only be found in large and medium sized companies as they have a good financial structure. A substantial number of international managers have a critical or extremely critical attitude towards trade union in Bangladesh as workers and trade union officials have limited educational qualifications. They mostly completed only primary and high school education. The research suggests that they are not capable of handling any trade union issues. They always propose unrealistic demands compared to other countries to the employers such as increasing minimum wages and other benefits. They never talk about health & safety and working condition issues. An interview held with a Sri Lankan international manager (IM: 12 – Executive Director) stated:

> "Factory based trade union is not concerning about health & safety issue because we are already concerning about those issues. They don't have idea also. If they have idea it would be a big issue. They don't have idea even which one is actually important."

In contrast, international managers (IM: 8, 11, 14 & 16) have a good attitude towards trade unions in the G & T industry in Bangladesh and have made a meaningful contribution to increasing minimum wages over the last few decades. In an interview with an Indian international manager (IM: 14 – National Head [Business Development]) it was quoted:

> "Trade unions only can fight for workers rights. In 2009, the minimum wages of this industry was US $21.00 approximately (BDT 1600.00), which was pathetic but now workers are getting fare wages of US $68.00 (BDT 5,300.00) and this was happen because of trade unions only."

In addition, international managers support moves to increase the minimum wage and other benefits. Subsequently, the majority of international managers specified that their nationality does not influence relationship with local managers while other international managers (IM: 11, 15, 16 & 19) stated that their nationality sometimes influenced this. An interview held with an Indian international manager (IM: 15 – Operation Director) stated:

> "I am an Indian. Yes, it has affected my relationship with local managers in terms of cultural barriers. India and Bangladesh has a similar culture but still there is some gap. More similarity means more differences."

Another South Korean international manager (IM: 11 – Executive Director) added:

> "…I am from South Korea. Sometimes my nationality affect a little bit I think."

Finally, they mostly found that there are significant differences or differences of cultural barriers between Western and non-Western international managers in the G &

T industry in Bangladesh. An interview with a Sri Lankan international manager (IM: 4 – Country Manager) it was concluded:

> "Basically non-Western international managers are adapting very fast with Bangladeshi culture because they are from same region. The Western international managers are sometimes unaware of local culture and they are learning of local things."

In contrast, international managers (IM: 6, 9, 10, 11, 12, 16 & 19) found that there are no significant differences of cultural barriers between Western and non-Western international managers as all people try to adjust with local culture. In an interview with a South Korean international manager (IM: 11 – Executive Director) it was quoted:

> "There is not much difference between Western and Non-western international manager as all countries try to become Westernise. Therefore, I couldn't find any difference."

To summarise, this research has found that there are some similar understanding on a number of selected cultural factors and these include, language, health & safety, CSR and the differences between Western and non-Western international mangers. On the other hand the research undertaken suggest there are further issues, which do not reflect a similar understanding. These issues include, trade unions, local politics and nationality of international managers, which are significant. This is because the trade unions always focus on wages and other benefits rather than health & safety and working conditions issues, as a substantial number of small sized companies do not regularly pay their workers wages and other benefits such as maternity, holiday, annual leave etc. Since 2015, the political situation in Bangladesh has changed significantly and there have been no major political strikes. The nationality of international managers does not influence on relationships with local managers and IR actors in respect to the cultural differences, as they are practices corporate IR/HRM. Overall, they have a good employers image in the G & T industry in Bangladesh.

7.10 Comparison of Cultural Factors for IR Actors

This section encompasses a comparison of selected cultural factors from IR actors (trade unions official, management, employers, employers association, ILO, accord and the government official) in the G & T industry in Bangladesh. The major factors for the comparison are first identified and included: culture, health & safety, local politics and behaviour, trade unions, Western and non-Western international managers are significant. The comparisons of selected cultural factors are identified below (see Table: 7.28):

Table 7.28: Comparison of Selected Cultural Factors for IR Actors

Major Characteristics						
IR Actors	Problems Working with IM	Significance of Understanding Bangladeshi Culture	Significance of Culture on Health & Safety Issues	Attitude Towards Trade Unions	Significance of Understanding Local Politics and Behaviour	Differences between Western and non-Western IM
IR: 1	Not at All	Significant	Extremely Significant	Good	Extremely Significant	Not Differences
IR: 2	Not at All	Significant	Significant	Good	Significant	Differences
IR: 3	Limited Occasion	Significant	Extremely Significant	Extremely Critical	Extremely Significant	Differences
IR: 4	Not at All	Significant	Not Identified	Critical	Not Significant	Differences
IR: 5	Not at All	Significant	Significant	Good	Significant	Not Differences
IR: 6	Limited Occasion	Significant	Not Identified	Critical	Not Significant	Differences
IR: 7	Not at All	Not Significant	Not Identified	Good	Not Significant	Significant Differences
IR: 8	Limited Occasion	Extremely Significant	Not Identified	Extremely Critical	Extremely Significant	Significant Differences
IR: 9	Various Occasion	Extremely Significant	Extremely Significant	Good	Extremely Significant	Significant Differences
IR: 10	Not at All	Not Significant	Not Identified	Critical	Extremely Significant	Differences
IR: 11	Various Occasion	Extremely Significant	Extremely Significant	Good	Significant	Significant Differences
IR: 12	Limited Occasion	Extremely Significant	Extremely Significant	Good	Extremely Significant	Significant Differences
IR: 13	Not at All	Extremely Significant	Not Identified	Critical	Extremely Significant	Differences
IR: 14	Limited Occasion	Extremely Significant	Significant	Critical	Extremely Significant	Differences

Sources: Author's Compilation, (2017)

Note: Data inferred from interview with IR actors

Analysis: This research has taken a substantial number of interviews from IR actors in order to compare selected cultural factors. The interviews included employers, employers association, management, trade union officials, ILO, accord and the government official. In light of the cultural differences between Bangladesh and Western and non-Western countries, international managers are likely to face some challenges when working with local managers and IR actors, which are demonstrated below:

A substantial number of IR actors such as employers, ILO and Accord have identified that they never had experienced any problems working with international managers while a number of IR actors (IR: 3, 6, 8, 12 & 14) have indicated that they had problems working with international managers but on limited occasions. The majority of IR actors have believed that culture on health & safety issues are significant or extremely significant as every country has different rules and regulations. An interview held with a trade union official (IR: 12 – Organiser [Bangladesh Garments and Industrial Sromik Federation]) stated:

> "In every country have different health & safety rules and regulation and therefore culture is very important to understand the health and safety problem in Bangladesh. Our health & safety is entirely related with our culture."

A number of IR actors (3, 4, 6, 8, 10, 13 & 14) have critical or extremely critical attitudes towards trade union in the G & T industry in Bangladesh. On the other hand, a significant number of IR actors have good attitude towards them. An interview with ILO official (IR: 2 – RMG Programme Manager) concluded:

> "…from the perspective of the organisation, it is important that workers has a voice and the worker capable, willing and allowed to right. To participate and discussion is important issue such as workplace safety or any other matter (wages, benefits) that they used to discuss and trade unions are an important organisation for that process so that my perspective the trade unions are important."

Another IR actors (IR: 8 – 1st Vice President of BKMEA) added:

> "…Yes, bargaining organisation is always important. In Bangladesh there is no culture of trade unions. Our political culture always impact on trade unions."

They mostly believed that understanding local politics and behaviour are significant or extremely significant as Bangladesh is a politically unstable country. In contrast, other IR actors (IR: 6 & 7) have believed that understanding of local politics and behaviour are not significant, as they do not involve with any kind of local politics. They just focus on their assignments. Interview undertaken with a local manager (IR: 3 - Director [Admin, HR & Compliance]) stated:

> "…My consideration I don't think it is so much needed."

Finally, the majority of IR actors have believed that Western and non-Western international managers in the G & T industry in Bangladesh have significantly or extremely significantly different understanding of the cultural barriers when working with Bangladeshi local managers and IR actors. A local manager (IR: 17 – Technical Director) who was interviewed commented:

> "…Yes, Western and non-Western have massive differences. Non-Western managers do not have any cultural problems in Bangladesh but for Western managers are different. When the Western managers are working long time this country then they perfectly understand the local culture."

Another local manager (IR: 5 – Commercial Director) added:

> "Yes, Western and non-Western culture are totally different and that is why they are different. They are totally come from different culture."

In contrast, others IR actors (IR: 1 & 5) have believed that there are no significant cultural differences between them as all international managers have good understanding on global culture.

To summarise, this research has found that there are some similar understanding on a number of selected cultural factors and these include, health & safety and understanding of Bangladeshi culture. On the other hand the research undertaken suggest there are further issues, which do not reflect a similar understanding. These issues include, trade unions, local politics, problems working with international managers and the differences between Western and non-Western international mangers in the G & T industry in Bangladesh, which are significant. This is because the trade unions always focus on wages and other benefits rather than health & safety and working conditions issues, as a substantial number of small sized companies do not regularly pay their workers' wages and other benefits such as maternity, holiday, annual leave etc. Since 2015, the political situation in Bangladesh has changed significantly and there have been no major political strikes. There are no major differences between Western and non-Western international managers in the G & T industry in Bangladesh as they do not have any interaction with workers or trade union officials. This is because they cannot communicate with them as they lack proficiency in English. They always work with management and senior staff who have a good proficiency in the English language.

7.11 Conclusion

This chapter provides information relating to the three selected companies and the factor of cultural barriers for international managers. This information revealed the differences and similarities of these companies and the major characteristic of cultural barriers. Most of the information provided is based on primary sources, mainly through the survey, structured and open-ended interviews with a number of international managers in the G & T industry in Bangladesh.

From the comparison of selected cultural factors for the three selected companies, the research reveals that there are some similar views on language, health & safety, local politics and the differences between Western & non-Western international managers in the G & T industry in Bangladesh. In contrast, there are some different views of other cultural factors such as trade unions, CSR and the nationality of international managers in the G & T industry in Bangladesh, which are significant.

The quantitative part of this chapter focuses on highlighting the findings from the viewpoint of the applicable variables of the research questions that are to be examined. In specific, it provides descriptive statistics, covering the frequency statistics. Also, provided for analysis, are cross tabulation tables of selected variables, which are significant for this research.

Subsequently, the qualitative part of this chapter focuses on highlighting the comparison of selected cultural factors. From the international managers interview, the research found that there are some similar views on a number of selected cultural factors and these include, language, health & safety, CSR and the differences between Western and non-Western international mangers. In contrast, there are some different views on trade unions, local politics and nationality of international managers. From the IR actors interview, this research reveals that there are some similar views on health & safety and significance of understanding in Bangladeshi culture. In contrast, there are some different views on trade unions, local politics, problems working with international managers and the differences between Western and non-Western international mangers in the G & T industry in Bangladesh, which are significant. Furthermore, some fundamental and introductory analysis has been provided in this chapter, the details analysis and discussions of the results are covered in the subsequent chapter (chapter: 8).

Thus, the analysis and discussion that are established in the subsequent chapter, cut across the frequency and cross-tabulation statistics, the research themes, the related hypothesis, the theoretical and empirical research as well as the research conceptual model.

Chapter 8 : Critical   Discussion   of Findings

8.1   Introduction

This chapter focuses on the research hypothesis as a basis for further discussion and critical analysis of the findings of the research. The background to this is provided in chapter: 7. The research hypothesis allows a refinement of the research focus/theme and therefore, the hypotheses are deductive for the research. This involves testing theoretical propositions by employing an appropriate strategy that is to be supported or verified (Sunders et al., 2016).

8.2   The Background

The hypotheses are the central focus of the research discussion. The Spearman Rank Order Correlation (roh) is intended to analyse the identified variables of the hypothesis to explore the relationship between two categorical variables, in terms of both the strength of the relationship and the direction (Pallant, 2016). The negative sign in front of the correlation coefficient value would suggest a negative correlation between two variables. This negative correlation therefore indicates the direction of the relationship of the variables, not the strength. The strength of correlation differs, correlation values of $0 - 0.2$ are generally considered weak, $0.3 - 0.6$ moderate and $0.7 - 1.0$ is strong (Brace et al., 2006 & Kranzler, 2007). The significance of correlation is strongly influenced by the size of the sample. In a small sample, (e.g. n=30), may have a moderate correlations that do not reach statistical significance at the traditional $p<.05$ level. In a large sample (N=100+), however, very small correlations (e.g. r=.2) may reach statistical significance. Nevertheless, the correlation tables (Table: 8.1) applicable to each hypothesis have been provided and form part of the discussions in this chapter.

Table 8.1: Questionnaire Analysis for Workforce and International Managers

Hypothesis	Applicable Questions	Descriptive Statistic	
		Mean	SD
Language is a central focus for international managers	-Language is a central problem	2.26	0.903
	-Local managers encounter language problems	2.7	1.265
	-What language do international managers speak	1.84	1.125
	-International managers communication skills	2.39	0.846
The proficiency of Bangla language	-The proficiency of host language	2.07	0.781
	- Language influences the relationship	2.3	0.869
International managers are likely face greater difficulty	- Language influences the relationship	2.3	0.869
	-Language is a central problem	2.26	0.903
An understand of local politics	-Local politics are very important to understand for international managers	2.48	1.221
	-Local politics affect international managers work	2.15	0.907
Actors representation at company level	- Trade unions representation	2.96	1.16
	-Political parties influence trade unions	2.04	1.091
Different international managers from different ethnic group	- Nationality affected the relationship	3.33	1.109
	- Language is a central problem	2.26	0.903
International managers: Western & non-Western	-Western and non-Western international managers have a different cultural barriers	2.3	1.068

Sources: Author's Compilation, (2017)

In the interest of clarity this chapter is divided into two separate quantitative and qualitative findings, which are illustrated below:

SECTION A: QUANTITATIVE FINDINGS

The following section will present the quantitative findings from surveys with international managers and operatives. This provides new evidence of the complexities international managers face in the Bangladeshi environment. However, the quantitative findings are significant for this research because it offers an understanding of the cultural barriers, which face international managers. These barriers are particularly prevalent in relation to communication when working with Bangladeshi local managers and industrial relations actors in the G & T industry in Bangladesh.

8.3 Research Focus/Theme

8.3.1 Trade Unions and Health & Safety

In order to test the hypothesis, the related variables showed a moderate mean score of 2.96 (sd.=1.16). From the descriptive statistics, 62.9 per cent of surveyed participants confirmed that trade union representation at company level has not an effective impact on health & safety issues (see Appendix: 7.I). The counts of 62.9 per cent (17 out of 27) of surveyed participants were either disagree or strongly disagree, while 18.5 per cent (5 out of the 27) and 14.8 per cent (4 out of the 27) have either agree or neither agree/ disagree respectively. The management level cross tabulation (see Appendix: 7.G) indicates that 62.9 per cent of senior managers and 62.5 per cent of each middle manager and junior manager were either disagree or strongly disagree respectively. This percentage variation does not therefore significantly support the hypothesis on 'representative actors representation at company level has an effective impact on health & safety issues.'

This correlation matrix (see Table: 8.2) suggests the related questions are negatively correlated (Roh = -.107, N = 27 and p = .595, two-tailed) and does not support the hypothesis. The negative results therefore confirm that the hypothesis on 'representative actors representation at company level has an effective impact on health & safety issues, is not accepted.

Table 8.2: Correlation

			Trade unions representation at company level has an effective impact on health & safety issues	Political parties influence trade unions
Spearman's rho	Trade unions representation at company level has an effective impact on health & safety issues	Correlation Coefficient	1.000	-.107
		Sig. (2-tailed)	.	.595
		N	27	27
	Political parties influence trade unions	Correlation Coefficient	-.107	1.000
		Sig. (2-tailed)	.595	.
		N	27	27

**. Correlation is significant at the 0.01 level (2-tailed).

8.3.2 Local Politics

The related variables showed a moderate to low mean score of 2.48 (sd.= 1.221) and 2.15 (sd.= 0.907). From the descriptive statistics, 55.5 per cent of surveyed participants confirmed that local politics are very important to understand for international managers (see Chart: 7-10). The counts of 55.5 per cent (15 out of 27) of surveyed participants agree or strongly agree. Also, 18.5 per cent (5 out of 27) of each participant were respectively neither agree/disagree and disagree. Furthermore, 7.4 per cent (2 out of 27) of participants strongly disagree. On the other hand, 74.1 per cent surveyed participants confirmed that local politics affect international managers' work (see Chart: 7-11). The counts of 74.1 per cent (20 out of 27) of surveyed participants agree or strongly agree. Also, 14.8 per cent (4 out of 27) and 11.1 per cent (3 out of 27) of surveyed participants were neither agree/disagree and disagree respectively. On the basis of statistical test result, it can be determined that the results support the hypothesis.

Finally, the correlation matrix (see Table: 8.3) demonstrates that the related questions correlate positively (Roh = .552, N = 27 and p = .003, two-tailed) and support the hypothesis. The positive results therefore affirm that the hypothesis on 'it is important for international managers to understand local politics' is accepted.

Table 8.3: Correlation

			Local politics are very important to understand for international managers	Local politics affect international managers work
Spearman's rho	Local politics are very important to understand for international managers	Correlation Coefficient	1.000	.552**
		Sig. (2-tailed)	.	.003
		N	27	27
	Local politics affect international managers work	Correlation Coefficient	.552**	1.000
		Sig. (2-tailed)	.003	.
		N	27	27

**. Correlation is significant at the 0.01 level (2-tailed).

8.3.3 Cultural Differences

A: The related variables showed a high mean score of 3.33 (sd.= 1.109). From the descriptive statistics, 44.4 per cent of surveyed participants confirmed that nationality does not affect the relationship between international managers and local managers in with respect to cultural differences (see Chart: 7-12). The counts of 44.4 per cent (12

out of 27) of surveyed participants disagree or strongly disagree. Also, 29.6 per cent (8 out of 27) and 25.9 per cent (7 out of 27) were either agree or neither agree/disagree respectively. The descriptive statistics show that less than 50 per cent of the surveyed participants support this approach and therefore the research hypothesis is not fully supported.

Finally, there is a correlation between two variables (see Table: 8.4). This correlation matrix suggests that all related questions are negatively correlated (Roh = -.340, N = 27 and p = .082, two-tailed) and does not support the hypothesis. The negative results therefore confirm that the hypothesis on 'different international managers from different ethnic groups experience different degree of difficulties with cultural barriers' is not accepted.

Table 8.4: Correlation

			Nationality affected the relationship between international managers and local managers	Language is a central problem for international managers
Spearman's rho	Nationality affected the relationship between international managers and local managers	Correlation Coefficient	1.000	-.340
		Sig. (2-tailed)	.	.082
		N	27	27
	Language is a central problem for international managers	Correlation Coefficient	-.340	1.000
		Sig. (2-tailed)	.082	.
		N	27	27

**. Correlation is significant at the 0.01 level (2-tailed).

B: In order to test the hypothesis, the related variables indicated a moderate mean score of 2.3 (sd=1.068). From the frequency statistics, 59.2 per cent of surveyed respondents confirmed that Western and non-Western international managers have a different cultural barrier when working with Bangladeshi local managers (see Appendix: 7.J). The counts of 62.9 per cent (16 out of 27) surveyed participants agree or strongly agree. Also, 18.5 per cent (5 out of 27) participants either agree or disagree. Furthermore, 22.2 per cent (6 out of 27) participants either disagree or strongly disagree. The country of origin cross tabulation (see Appendix: 7.H) indicates that 60 per cent of Western international managers and 59.1 per cent of non-Western international managers were agree or strongly agree. In total 59.2 per cent of respondents were either agree or strongly while 22.2 per cent of respondents either disagree or strongly disagree. On the basis of statistical test results it can be

determined that the hypothesis on 'the cultural barriers encountered by both international managers when working with local Bangladeshi managers are differently perceived. These differences are rooted in the cultural barriers of the international manager: Western and non-Western' is accepted.

8.3.4 Language Problems

A: In order to test the hypothesis, the related variables indicated a moderate mean score of 2.26 (sd.=0.903) and 2.7 (sd.=1.265). From the descriptive statistics, 59.2 per cent of surveyed participants confirmed that local managers encounter language problems when communicating with international managers (see Appendix: 7.K). The counts of 62.9 per cent (16 out of 27) either agree or strongly agree that local managers encounter language problems. Also, 14.8 per cent (4 out of 27) and 11.11 per cent (3 out of 27) participants were neither agree or disagree and disagree respectively. From the management level cross-tabulation (see Appendix: 7.E), demonstrates that 75 per cent of junior managers, 62.5 per cent of middle managers and 54.6 per cent senior managers either agree or strongly agree. In total, 62.9 per cent of respondents either agree or strongly agree while 37.0 per cent of respondents either disagree or neither agree/disagree to the fact that language is a central focus of cultural barriers in Bangladesh. Nevertheless, on the basis of statistical test results it can be determined that the hypothesis on 'language is a central focus of cultural barriers in Bangladesh,' is accepted.

Furthermore, there is a significant positive correlation between 'language is a central problem for international managers'/'local managers encounter language problems' (Roh = .240, N = 27, p = .229, two-tailed). The positive result (see Table: 8.5) confirms that language is a central focus of cultural barriers in Bangladesh.

Table 8.5: Correlation

			Language is a central Problem for international managers	Local managers encounter language problems
Spearman's rho	Language is a central Problem for international managers	Correlation Coefficient	1.000	.240
		Sig. (2-tailed)	.	.229
		N	27	27
	Local managers encounter language problems	Correlation Coefficient	.240	1.000
		Sig. (2-tailed)	.229	.
		N	27	27

**Correlation is significant at the 0.01 level (2-tailed)

Finally, there is a significant positive correlation between 'what languages do international managers speak'/'how would you rate international managers communication skills' (Roh = .117, N = 56, p = .392, two-tailed). The positive result (see Table: 8.6) confirms that language is a central focus of cultural barriers, which impact on IR/HRM practices in the G & T industry in Bangladesh. This strong preference from the respondents further supports the research hypothesis on 'language is a central focus of cultural barriers in Bangladesh', hence, it is well verified and accepted.

Table 8.6: Correlation

			What language do international managers speak?	How would you rate international managers communication skills?
Spearman's rho	What language do international managers speak?	Correlation Coefficient	1.000	.117
		Sig. (2-tailed)	.	.392
		N	56	56
	How would you rate international managers communication skills?	Correlation Coefficient	.117	1.000
		Sig. (2-tailed)	.392	.
		N	56	56

**Correlation is significant at the 0.01 level (2-tailed)

B: In order to test the hypothesis, the related variables indicated a moderate to low mean score of 2.07 (sd.=0.781) and 1.00 (sd.=0) . From the descriptive statistics, 81.5 per cent of surveyed participants confirmed that the proficiency of host language for international managers has an effective impact on work adjustment (see Chart: 7-9). The counts of 81.5 per cent (22 out of 27) surveyed participants agree or strongly agree that proficiency of host language has an effective impact on work adjustment. Also, 11.1 per cent (3 out of 27) and 7.4 per cent (2 out of 27) were neither agree or disagree and disagree respectively. Similarly, 100 per cent (56 out of 56) of surveyed

participants confirmed that the knowledge of local language is important for the working relationship. On the basis of statistical test result, it can be determined that the results support the hypothesis on 'the proficiency of international managers in the use of Bangla has a positive impact upon communication and cultural adjustment.'

Finally, there is a correlation between 'the proficiency of host language for international manager has an effective impact on work adjustment'/'language influences the relationship between international managers and local actors'. The correlation matrix (see Table: 8.7) shows that both related questions showed significant correlation (Roh = .300, N = 27 and p = .129, two-tailed). This positive result confirms that the proficiency of international managers in the use of Bangla has a positive impact upon communication and cultural adjustment. This hypothesis therefore further supported.

Table 8.7: Correlation

			The proficiency of host language has an effective impact on work adjustment	Language influences the relationship between international managers and local actors
Spearman's rho	The proficiency of host language has an effective impact on work adjustment	Correlation Coefficient	1.000	.300
		Sig. (2-tailed)	.	.129
		N	27	27
	Language influences the relationship between international managers and local actors	Correlation Coefficient	.300	1.000
		Sig. (2-tailed)	.129	.
		N	27	27

**Correlation is significant at the 0.01 level (2-tailed)

C: In order to test the hypothesis, the related variables showed a moderate mean score of 2.3 (sd.=0.869) and of 2.26 (sd.=0.903). From the perspective of the age group, cross tabulation (see Appendix: 7.F) indicates that 66.7 per cent of respondents age between 25-35 years, 58.4 per cent aged between 35-45 years, 50 per cent between 45-60 years of age and 66.7 per cent of respondents aged above 60 years either agree or strongly agree. In total 59.2 per cent of respondents either agree or strongly agree while 40.7 per cent respondents either disagree or neither agree/disagree that language influences the relationship between international managers and local actors. This percentage variation therefore significantly supports the hypothesis.

The research conceptual model (see Figure: 2-1) has highlighted the impact of language on culture for international managers and their relevance to the industrial relations system. The cultural variety as reflected in the model also impacts the cultural setting in the G & T industry in Bangladesh. Conclusively, the correlation matrix (see Table: 8.8) demonstrates positive correlation between the questions (Roh = .144, N = 27 and p = .472, two-tailed) and supports the hypothesis. The positive results therefore confirm that the hypothesis on 'international managers are likely to face greater difficulty with cultural barriers in the context of the major actors within the G&T industry' is accepted.

Table 8.8: Correlation

			Language is a central problem for international managers	Language influences the relationship between international managers and local actors
Spearman's rho	Language is a central problem for international managers	Correlation Coefficient	1.000	.144
		Sig. (2-tailed)	.	.473
		N	27	27
	Language influences the relationship between international managers and local actors	Correlation Coefficient	.144	1.000
		Sig. (2-tailed)	.473	.
		N	27	27

**Correlation is significant at the 0.01 level (2-tailed)

SECTION B: QUALITATIVE FINDINGS

The following section will present the qualitative findings from structured and open-ended interviews with international managers and industrial relations actors. The findings also include three interview-based selected companies that comprise a substantial number of international managers. However, the qualitative findings are significant for this research because it offers an understanding of the cultural barriers, which face international managers. These barriers are particularly prevalent in relation to communication when working with Bangladeshi local managers and industrial relations actors in the G & T industry in Bangladesh.

8.4 Research Focus/Theme

8.4.1 Trade Unions and Health & Safety

From the structured and open-ended interviews, 55 per cent of respondents have either a critical or extremely critical attitude towards trade unions in the G & T industry in Bangladesh (see Appendix: 8.A). This appears to be because the trade union representation at a company level does not have an effective impact on major IR/HRM related issues such as health & safety. They mainly implement the government agenda and the local trade union branches are characterised by corruption. A Sri Lankan international manager (IM: 12 – Executive Director) who was interviewed commented:

> "Factory based trade union is not concerning about health & safety issue because we are already concerning about those issues. They don't have idea also. If they have idea it would be a big issue. They don't have idea even which one is actually important. They are completely rubbish and corrupted."

Therefore, the employers association has formulated a workers participation committee (WPC). This association, rather than the unions, is providing better support to the workers. This is because this association comprises employees, employers and management and offers a forum where employees can raise issues of concern, which can be discussed. Also this association are not influenced by the political sphere. In an interview held with an IR actor (IR: 9 – Senior Vice President of BGMEA) the following was stated:

> "Trade unions in Bangladesh are becoming very politicised as major political parties are directly involved with them and therefore they cannot address the issues. In addition, we formulated a workers participation committee (WPC) to avoid political involvement. I believe, if workers and management are working very closely then unions are not required for this industry so creating less problems."

Another IR actor (IR: 3 – Director of admin, HR & compliance) added:

> "Well, I cannot really directly support this trade unions because we had a bitter experience here but trade union is guided some rules and regulations of

those are ideal. Maximum of our workforce are not well educated, they don't know the theme and they don't know the actual aim of trade union. Those are belongs to trade unions and working in various level they are also not much aware about workers rights and benefits. Therefore, the employer's association think that how to give them support and avoid this system. Now we develop workers participation committee (WPC) that is working in based of trade union and that is working much better than trade union."

A survey undertaken by the Korea Labour Institute (Kim, 1992) found approximately two thirds of respondents from both employees and employers (from 65.3 per cent to 69.9 per cent) indicated that WPC produced useful outcomes, whereas a very small minority of respondents (from 4.7 per cent to 10.3 per cent) said that this association was useless. Subsequently, from the selected companies interviews, two thirds of respondents either have a critical or extremely critical attitude towards trade union in the G & T industry in Bangladesh (see Table: 7.2). This is a further confirmation the hypothesis on 'representative actors representation at company level has an effective impact on health & safety issues', is strongly rejected.

In regards to trade union density, only 2.25 per cent of workers are estimated to be unionised, based on the structured and open-ended interviews with 3 trade union officials who participated in this research. This percentage is reportedly the lowest in Asia. In contrast, 58 per cent of exporting garments sector's labour force is estimated to be unionised in Cambodia (Oka, 2016). By 2015 however growth had slowed in Bangladesh. This is a result of: a) relocation of factories from metropolitan cities such as Dhaka and Chittagong to the industrial area, b) the rejection rate for new union applications increasing. The following statement was made by a trade union official (IR: 12 – Organiser) during an interview:

"…the majority of factories who had trade unions were Dhaka based (capital city of Bangladesh) and when these factories relocated the trade unions had declined. The relocation was the basic requirements of Accord and Alliance and their signatory international brand companies for the improvement of health & safety of the industry."

Trade union representation at a company level might be expected to have a significant impact on major IR/HRM related issues such as health & safety. One possible reason

for this is that unions can provide workers with a collective voice, independent of management, when bargaining for safety improvements (see Freeman & Medoff 1984; Gegax et al., 1991and Weil, 1999: 344). Empirical findings of the relationship between workplace safety and union representation are typically inconclusive (Fenn & Ashby, 2004). In fact, as Nichols (1997: 161) points out, those industries with the highest densities of union membership also appear to have the highest injury rates. This is because the unions do not appear to prioritize IR/HRM related issues such as health & safety and working conditions as their focus is predominantly on increasing wages, holiday and other benefits (Oka, 2016). They also focus on implementing on agenda as they have been linked with political parties (Ali, 2011).

Nevertheless, health & safety and trade unions are central issues within this research and an area where international managers have had a substantial role. The empirical findings of this research suggest that the international managers aged between 35 and 45 years are very effective within the G & T industry in Bangladesh. This impact arises because they are highly aware of IR/HRM related issues such as health & safety. They also have a broad knowledge of culture and international management. The findings also suggest that the Western international managers show a higher level of awareness of the health & safety issues than their counterpart non-Western international managers. Subsequently, the findings suggest that only 30.77 per cent (4 out of 13) of the MNCs have trade unions. This is because: a) trade union officials have less proficiency in English hence cultural barriers, b) workers or trade unions mainly focus on wages and other benefits rather than health & safety issue and c) they do not have sufficient knowledge of health & safety issue as they have lack of understanding technical issues. A trade union official (IR: 13 – President of Bangladesh Garments and Industrial Sromik Federation) who was interviewed commented:

> "Trade unions hate MNCs but like the pay and other benefits they offer. They also respect government rules & regulations and concern on health & safety issues."

Moreover, health & safety and trade union issues have been highlighted in the research conceptual model for culture and international managers (see Figure: 2-1).

Hence this confirms that trade union representation at a company level does not effectively impact on health & safety issues in industrial relations setting within the G & T industry in Bangladesh.

8.4.2 Local Politics

In line with structured and open-ended interviews, 85 per cent of international managers confirmed that local politics is poor or extremely poor (see Appendix: 8.A). Also, 73.34 per cent IR actors confirmed that understanding of local politics and behaviour for international managers is significant or extremely significant (see Appendix: 8.B) because Bangladesh is a politically unstable country, which might impact on international managers' work and practice of corporate IR/HRM. An Indian international manager (IM: 1 – Chief Executive Officer) who was interviewed stated:

> "Political strike (hartal), violence all affects our business such as buyers do not want to come for their regular visit and we cannot meet them. Our shipment is affected, sending container is affected, materials cannot come on time and we cannot send people out. Even local offices are not usually open their offices. So it all inter connected."

Another international manager from Sri Lanka (IM: 20 – Management accountant) added:

> "I am not happy to the situation of local political in Bangladesh. In two years back, the opposition party called the strike and that was great impact on our work. We couldn't find proper transport to come to our work. We used rickshaw pullers, which was very dangerous."

With these concerns, the non-Western, such as Indian and Sri Lankan, international managers are able to tackle the situation because these countries and Bangladesh have similar cultural understanding. An Indian international manager (IM: 8 – Head of Quality) that was interviewed asserted:

> "As an Indian, I can understand the local politics easily. There are two political (government and opposition) parties are always fighting. A lot of hartal (strike) is happen and it impacts on our work also."

The study found that these international managers are highly aware of the country's political, economic, law and religious system, which is embedded in the research conceptual model for culture and international managers (see Figure: 2-2). These external issues could also have an influence on IR systems in the G & T industry in Bangladesh.

From various empirical studies, international managers may face additional challenges in politically unstable countries (Bader, et al., 2016). It is most prevalent in many non-Western developing countries such as Bangladesh with on-going political conflict (Hironaka, 2005). These countries are generally characterised by political instability, which provides fertile ground for the continuance of conflict (Gannon & Paraskevas, 2017). As such, local politics are very important to understand for international managers as defined by the frequency analysis (see Chart: 7-10) of this research. Thus, Western international managers encounter cultural barriers in areas of the world with political instability such as Bangladesh (Bader et al., 2017).

Subsequently, from the selected companies interviews, 100 per cent of respondents either have a poor or extremely poor perception of local politics in Bangladesh (see Table: 7.2). This is because that this country is historically politically unstable, which adversely affect international managers work. A South Korean international manager (IM: 11 – Executive Director) who was interviewed commented:

> "…Local politics here is very bad. Local politics affect so much on our business."

The research revealed that the political situation in Bangladesh has improved over the last few years with the country trying to move from a corrupt political culture towards a modern political culture by minimising political conflicts. An interview with French international manager (IM: 3 – Financial Controller) concluded:

> "…It was very bad situation, when I came this country in 2013-14. I think now is better."

Still, international managers need to understand the Bangladeshi local politics and behaviour hence the cultural barriers. On the basis of structure and open-ended interview it can be determined that the hypothesis on 'it is important for international managers to understand local politics' is accepted.

8.4.3 Cultural Differences

A: With evidence from the structure and open-ended interviews, 80 per cent of respondents confirmed that nationality does not influence on relationship between international managers and local managers (see Appendix: 8.A). In contrast, 66.67 per cent of respondents from the selected companies interviews (see Table: 7.2) have stated that sometimes nationality impact on the relationship between international managers and local managers hence cultural barriers. The negative results therefore confirm that the hypothesis on 'different international managers from different ethnic groups experience different degree of difficulties with cultural barriers' is partially supported. An interview held with South Korean international managers (IM: 11 – Executive Director) stated:

> "…I am from South Korea. My nationality affected a little bit I think."

In contrast, an Indian international manager (IM: 19 – General Manager of Merchandising) she insisted that:

> "I am an Indian. My nationality has not affected anything but I have faced little bit of resistance because of I am a woman. Secondly I know my job well and some people cannot accept it."

On a global perspective, different ethnic groups have different cultural characteristics. The non-Western (East Asian) countries such as China, Japan and South Korea that are associated with collectivist culture and corresponding collectivist societies that emphases on Confusion philosophy, have had a great impact on the international HRM (Child & Warner, 2003). This cultural value differs from other non-Western collectivist societies such as India and Sri Lanka (Hofstede, 2001). It is evident that

the international managers from these countries encounter different cultural barriers while they are assigned to a foreign location such as Bangladesh. Zhang, (2007) found that Chinese international managers have encountered considerable challenges of managing multicultural teams while they have been living and working in a foreign location. This is because of cultural differences. Also, a study of 150 Chinese MNCs reveals that over one-half of the Chinese international managers faced challenges of understanding new cultures (Battat & Aykut, 2005). Nevertheless, the study found that the East Asian international managers in the G & T industry in Bangladesh do not encounter cultural barriers because of the cultural similarity in collectivism.

Selmer (2006) found that language can be regarded as an essential instrument by which international managers develop their understanding of the new culture; hence, they are useful for adjustment. A study by Black (1988) found that 80 per cent international managers in Japan that encountered adjustment problems are related to language proficiency. Furthermore, Language proficiency can be considered as an essential instrument of which international managers require understanding of major corporate IR/HRM issue such as health & safety etc. However, the findings suggest that the international managers from China, Japan and South Korea experience, of course, language barriers, as they do not have a good proficiency in English. The lack of proficiency in the use of English has put these international managers in a disadvantageous position compared with their counterparts, other non-Western and Western international mangers, in the G & T industry in Bangladesh. The findings therefore reveal that the lack of proficiency in English of these East Asian international managers does not impact on understanding of IR/HR related issues such as health & safety as they have good written communication skills. Additionally, the findings confirm that language and ethnicity are not significant barriers to adjusting to a new culture for international managers in the G & T industry in Bangladesh.

B: Evidence from the structure and open-ended interviews, 65 per cent of international managers and 86.67 per cent of IR actors confirmed that the Western and non-Western international managers in Bangladesh have a different or significantly different cultural barrier when working with Bangladeshi local managers (see Appendix: 8.A & 8.B). Also, two thirds of respondents (66.67 per cent) from the

selected companies interviews have provided the similar information (see Table: 7.2). This is a further confirmation of the hypothesis 'the cultural barriers encountered by both international managers when workings with local Bangladeshi managers are differently perceived. These differences are rooted in the cultural barriers of the international manager: Western and non-Western,' is therefore supported.

In light of the cultural differences between Western and non-Western international managers in Bangladesh, the Western international managers encounter cultural and language barriers as they come from a very different socio-cultural background, mostly from an individualistic culture. A trade union official (IR: 10 – Executive Director of Bangladesh Centre for Workers Solidarity) who was interviewed commented:

> "Those are from Asia they don't have much that kind of barriers because they are almost similar cultures like India or Sri Lanka it is pretty much similar culture. If they are coming from China, Taiwan or Korea they are harsher than India and Sri Lanka. If we talk about Western countries, definitely there are significantly cultural barriers and they would need a long time to understand the Bangladeshi culture and language."

One of the Sri Lankan international managers (IM: 7 – Head of HR & Compliance) added:

> "Western culture is totally different when you compare to the non-western culture. Western people are individualistic they don't think about their family and they don't have any family connection. In non-western culture are very much bond with the family and parents. They love to look after their immediate family. Therefore, this is one is the major differences between Western and non-Western culture."

Based on a cultural approach, the empirical study of Hofstede (2001) and Oyserman et al., (2002), non-Western cultures are more rooted in cultural traditions and collectivist than Western cultures. Bangladesh probably consists of the most traditional and collective culture with respect to their family members and in family or familial situations. In other non-Western countries such as India, there is a traditional and collectivist culture but India's culture is more complex than Hofstede's

index suggests (Kim & Tung, 2013). Reviewing the summary of the outcome of both the structured and open-ended (recorded) interviews, the empirical study of this research found that India is not highly collectivist. They follow both collectivist and individualistic culture. In general, India is not as highly collectivist culture as Bangladesh (Bhatnagar & Tjosvold, 2012). These collectivist traits are also reflected in the research conceptual model for culture and international managers (see Figure: 2-1). The aspiration is that this model is an effective tool facilitating an understanding of cultural barriers for international managers in the G & T industry in Bangladesh when working with Bangladeshi local managers and IR actors.

With regard to language barrier, the empirical study of this research found that the Western international managers encounter language barriers communicating with local managers or IR actors particularly trade unions and government officials but they have little interaction with them as the local managers deal with daily operational issues. The empirical study of this research also found that there is no significant cultural difference between Bangladesh and non-Western countries such as India and Sri-Lanka as these countries and Bangladesh have similar socio-cultural patterns on language and religious aspects. Interview undertaken with an ILO official (IR: 6 - Senior Communication Officer of ready-made garment sector) he stated:

> "…If anyone from South Asian countries for example, India, Sri Lanka or Pakistan will have a much better idea about the Bangladeshi culture as all South Asian countries have a similar culture on language and religion aspects. If anyone from Western countries for example, Sweden will have a problem because this culture is completely new for him so I think it is depends where the people are from."

A Turkish international manager (IM: 13 – Country Manager) added:

> "Yes, there is a big difference. For Western, it takes little bit long to adjust with Bangladeshi culture because they come from totally different culture. For non-Western, it is very easy to adjust with Bangladeshi culture because these countries and Bangladesh have the similar culture and language."

In religious aspects, Islam is a minority in India and Sri Lanka but have a strong influence. Islam represents only 14.23 per cent of the total population but its influence is very strong within Indian society as in the past many of the Muslim faith have ruled over the country. However, India, Bangladesh and Sri Lanka have a similar Islamic cultural framework. In addition to these countries possess the most traditional and collective culture in South Asia. Still, international managers of non-Western countries to oblige the conduct of national IR systems, which lead them to transfer their IR and HRM strategies to managing labor to national contexts.

Subsequently, from the selected companies interviews, two third of respondents stated that the Western and non-Western international managers in the G & T industry in Bangladesh have significant cultural differences (see Table: 7.2). This is because that the Western international managers come from an individualistic culture whereas non-Western international managers come from a collectivist culture. In an interview with Sri Lankan international managers (IM: 20 – Management Accountant) he stated:

> "The Western people are individualistic. They are not looking after their immediate family e.g. father, mother, brother and sister. In non-Western people especially in South Asia, they are totally opposite from Western people as they are collectivist and always looking after their immediate family. They have a strong family bonding. Most of the Western people are belongs to Christian but the non-Western people are belongs to Islam, Hindu and Buddhist."

However, on the basis of structured & open-ended interviews and selected companies interview, it can be determined that the research hypothesis on 'the cultural barriers encountered by both international managers when working with local Bangladeshi managers are differently perceived. These differences are rooted in the cultural barriers of the international manager: Western and non-Western,' is well verified and accepted.

8.4.4   Language Problems

A: From the perspective of various empirical studies, there is ample evidence that the language issue can act as a considerable barrier of cultural understanding for international managers (Selmer, 2001). It creates an obstacle to the transfer of IR/HRM practices from headquarters to subsidiaries (Harzing & Pudelko, 2014). In this regard, knowledge of a local language would be a definite benefit for the international managers. The ability to speak the local language such as Bangla (Bangladeshi local language) not only allows for better communication but would also minimise the cultural differences between international managers and local managers/IR actors (Goby, et al., 2002).

From structured and open-ended interviews, 100 per cent of the respondents have stated that language is a barrier or the main barrier of cultural understanding in the G & T industry in Bangladesh (see Appendix: 8.A). With regards to the language barrier, the research has identified that the language problem creates a communication gap between international managers and IR actors, particularly trade union officials and the government officials. The empirical study of this research also found that workers and trade union officials have limited educational qualifications and the government officials have less ability in the case of English, as Bangla is the first official language in Bangladesh. Reviewing the summary of the outcome of both the structured and open-ended interviews, selected companies' evidence has also found parallel information (see Table: 7.2). However, on the basis of structured & open-ended interviews and selected companies interviews, it can be determined that the research hypothesis on 'language is a central focus of cultural barriers in Bangladesh', is well verified and accepted.

To minimise the communication gap, international managers of the G & T industry in Bangladesh could learn the local language. During an interview with an international manager (IM: 7 – Head of HR and Compliance) it was stated:

> "International managers need to learn the local (Bangla) language. By learning the local language; they can identify 75 per cent of local problems and can solve it immediately."

Another international manager (IM: 1 – Chief Executive Officer) added:

> "…of course language is a barrier because workers educational background is very poor. It is an advantage as I am an Indian because our interests are the same, our music is the same and that way we can relate to each other."

In India, both 'English' and 'Hindi' are the official languages but 'Bangla' is the third most spoken language as 8.1 per cent of the population speak this language. Also, 'Hindi' and 'Bangla' have the similar root of 'Sanskrit' language. Findings suggest that Indian international managers do not encounter language problems in communicating with Bangladeshi local managers and IR actors. In linguistic aspects, India and Bangladesh have a similar understanding and therefore a narrowing of the cultural gap.

On the other hand, the international manager from China is different from an Indian manager. In China, 'Standard Mandarin' is the official language and English is not widely spoken in major cities, although an understanding of English is predominantly found in some of the major cities. Furthermore, the international managers from Western countries are very different from those from India and China. In spite of this fact, Western international managers may use the common language of English to communicate with Bangladeshi local managers and IR actors. The cultural starting point of China, India and Western countries are very different. A linguistic gap can be counter balanced by cultural awareness. This is a further confirmation of the interrelation between culture and language as revealed in the research conceptual model for culture and international managers (see Figure: 2-1) thus confirming language as a main barrier of cultural understanding, which will certainly impact on IR/HRM practices in the G & T industry in Bangladesh.

B: From structured and open-ended interviews, 100 per cent respondents have stated that the proficiency of local language is significant or extremely significant in working with Bangladeshi local managers and IR actors (see Appendix: 8.A). Selected companies evidence has also found similar findings (see Table: 7.2). The research has identified that the non-Western such as Indian and Sri Lankan

international managers do not encounter language problems communicating with Bangladeshi local managers and IR actors as they have good understanding of Bangladeshi culture and language. An Indian international manager (IM: 8 – Head of Quality) who was interviewed commented:

> "I am a non-Western international manager. I am from South Asian country like a part of India, which is link with the boarder of Bangladesh so I am very comfortable to work with my team as most of my colleague from non-Western (South Asian) countries. We have a better understanding; our culture is same and teamwork always doing together. For Western international managers, they always find more difficulty as their cultural activities, language and food habits are different. They find more difficult especially on communication."

In cultural aspects, India and Sri Lanka are multi religious countries where Islam is the second and third most dominant religion respectively. They all share a similar Islamic cultural framework. In language aspects, they all speak languages similar to 'Bangla' (Bangladeshi national language); 'Hindi' (Indian national language) and 'Sinhala' (Sri Lankan national language) have the similar root of 'Sanskrit' language, which is predominantly different from other non-Western and Western countries. The research also found that international managers who have been living and working in Bangladesh for more than 5 years (48 per cent) have a good proficiency in 'Bangla'. In an interview with an Accord official (IR: 1 - Head of Public Affairs and Stakeholders Engagement), he concluded:

> "…there are a lot Western international managers who are living in this country for long time and they perfectly understand this country culture and local language but Western managers who don't understand but probably better understand international context of working in the global industry."

An Italian international manager (IM: 18 – Managing Director) added:

> "I am in this country for more than 15 years so I don't have any language and cultural problem. In the beginning I had some problems to understand the local language and culture but now I am absolutely ok."

Another line of inquiry, local language may contribute to a wide range of positive outcomes for international managers (Selmer, 2006). It may facilitate communication with local managers and IR actors as well as narrow the cultural gaps. Zhang and Harzing (2016) have specified that without local language international managers would not maintain good relationship with local managers and IR actors. Also, Peltokorpi & Zhang (2016) believe that insufficient local language proficiency may only allow limited control of local operations. Furthermore, Clegg & Gray (2002) found from their study that the overwhelming majority of respondents (94 per cent) believed that knowledge of the local language would be of modest or significant benefit for international managers. It can be seen from the present study that the roles of language and culture in business are interwoven, which is clearly demonstrated in the research conceptual model for culture and international managers (see Figure: 2-1). However, the concept of cultural distance is a major issue for practices of corporate IR/HRM in a developing country such as Bangladesh.

On the basis of structured and open-ended interviews and selected companies interviews, it can be determined that the results support the hypothesis on 'the proficiency of international managers in the use of Bangla has a positive impact upon communication and cultural adjustment.'

C: In line with structure and open-ended interviews, 65 per cent of respondents confirmed that language is a main barrier of cultural understanding for international managers particularly in relation to communication when working with Bangladeshi local managers and industrial relations actors (see Appendix: 8.A). This is because a particular number of IR actors such as trade union officials and government officials do not have a proficiency in English hence the cultural barriers. A Sri Lankan international manager (IM: 20 – Management Accountant) who was interviewed commented:

> "Language is a main barrier especially when I communicate with local people including BEPZA (Bangladesh Export Processing Zone Authority), customs etc. Sometimes it is very difficult to communicate with them so communication is a main problem."

Reviewing the summary of the outcome of both the structured and open-ended interviews, selected companies' evidence has also found similar findings (see Table: 7.2). This percentage therefore significantly support the hypothesis on 'international managers are likely to face greater difficulty with cultural barriers in the context of the major actors within the G&T industry.'

The empirical study of this research has found that workers and trade union officials have only primary or secondary educational qualifications and the government officials have less practice in English when communicating, as 'Bangla' is their official language. The empirical study of this research also found that 32.4 per cent of the workforce could not communicate effectively with international managers because of education. The empirical findings of this research therefore suggest that education is even more important within the supervisory roles and various factory management positions as they have functions to communicate with international managers. In all positions, productions take place in teams (Health, 2011), and therefore effective communication and coordination is very significant to all individuals.

The contributions from linguistics, the early work of Pinker (1994) for example, and the understanding of cultural differences from research in international HRM, which takes into account language barrier. The language barriers and cultural differences can result in IR actors such as workers or trade union officials experiencing frustration when interacting with international managers (Premji et al., 2008). Choi (2008) argues that language barriers and cultural differences increase the perceived social distances between international managers and IR actors and influence industrial relations respectively. According to a recent survey in Northern China, only 15 per cent of Korean international managers do not encounter language and cultural problems (Kang, 2002). The vast majority of them would have difficulty adjusting to the local culture and communication with Chinese workers because of cultural differences.

8.5 Major Findings for this research

The findings of the research have significant consequences for international managers to understand cultural barriers particularly in relation to communication with local managers and IR actors in the G & T industry in Bangladesh. Furthermore, the findings are significant for international managers in many developing countries. Nevertheless, the major findings for this research are as follows:

- The non-Western such as Indian and Sri Lankan international managers do not encounter language and cultural problems. This is because these countries are from a similar linguistic and cultural paradigm to Bangladesh.

- International managers from East Asia, for example China, Japan and South Korea have less proficiency in English but this does not impact on their understanding of health & safety issues.

- The Western international managers show better performance on IR/HRM related issues such as health & safety than their counterpart non-Western international managers but they have a limited presence in Bangladesh.

- The Western international managers need to understand local politics and behaviour, as Bangladesh is a politically volatile country.

- The trade union officials and the government officials have less proficiency in English. This is because 83.1 per cent of workers or trade union officials have only primary and secondary education. In addition, government officials have less practice in English, as Bangla is their official language.

- The trade union officials do not focus on health & safety issues but only focus on increasing minimum wages and other benefits.

- Only 30.77 per cent of the MNCs have trade unions. This is because international managers are very concerned with substantive IR/HRM related issues such as health & safety.

- The Western and non-Western international managers in the G & T industry in Bangladesh have significant cultural differences. This is because Western international managers come from very different socio-cultural backgrounds. They tend to hail from an individualistic culture while non-Western international managers from India and Sri Lanka for example come from a collectivist culture, which is similar to that of Bangladesh.

In summary Western international managers encounter the greatest impediment to their work because of fundamental language and cultural differences. However a countervailing factor is that these managers demonstrate a superior understanding of and performance in the IR/HRM sphere. In contrast those international managers from non-Western countries (such as India and Sri Lanka) do not have to overcome this impedimenture because of the similarities in these key areas. On the other hand, Chinese, Japanese and South Korean international managers are neither proficient in English nor au fait with Bangladeshi culture but they do have an understanding of health & safety issues.

8.6 Test of Hypothesis

The research has generated a set of hypotheses, which have been tested by an empirical investigation. The empirical investigation includes international managers and industrial relations actors in the G & T industry in Bangladesh. However, the summary of testing hypothesis are illustrated below (see Table: 8.9):

Table 8.9: Summary from Testing Hypothesis

Research Focus/ Theme	Hypothesis	Supported/ Not Supported
Trade Union and Health & Safety	Representative actors representation at company level has an effective impact on health & safety issues.	Not Supported
Local Politics	It is important for international managers to understand local politics.	Supported
Cultural Differences	Different international managers from different ethnic groups experience different degree of difficulties with cultural barriers.	Partially Supported
	The cultural barriers encountered by both international managers when working with local Bangladeshi managers are differently perceived. These differences are rooted in the cultural barriers of the international manager: Western and non-Western.	Supported
Language Problems	Language is a central focus of cultural barriers in Bangladesh.	Supported
	The proficiency of international managers in the use of Bangla has a positive impact upon communication and cultural adjustment.	Supported
	International managers are likely to face greater difficulty with cultural barriers in the context of the major actors within the G&T industry	Supported

Sources: Author's Compilation, (2018)

8.7 Conclusion

The purpose of this investigation was to identify and explore the cultural challenges encountered by international managers in the G & T industry in Bangladesh. In this respect, the research conceptual model (see Figure: 2-1 & 2-2) is crucial, as it integrates a range of relevant factors. The aspiration is that this model is an effective tool, which facilitates an understanding of the cultural barriers faced by international managers. The various charts and tables presented offer a synthesis of the main characteristics of cultural barriers which challenge international managers, and herein lies a key outcome of this research: its focus and theme.

The results reveal that the characteristics of language, culture and political understanding are significant for international managers when managing corporate IR/HRM in the G & T industry in Bangladesh. The results also reveal that only large and medium sized MNCs and a few prestigious large and medium sized local companies practice these activities. The empirical findings of this research found that the small sized companies do not have any IR/HRM related activities where a company owner or senior management controls these activities. With regards to the language barrier, the research has identified that language problems create a communication gap between international managers and IR actors. This is particularly acute with regard to trade union officials and government officials and hence the cultural barriers. The language issue also creates problems in the practice of corporate IR/HRM management issues such as health & safety. In consequence learning a local language may be seen as an easy and straightforward solution to overcome language barriers and minimise cultural gaps (Harzing & Feely, 2008). Interviews undertaken here indicate that the non-Western international managers such as those from India and Sri Lanka do not encounter language problems in communicating with Bangladeshi local managers and IR actors. This is because India, Bangladesh and Sri Lanka share a similar culture. On the other hand, the international managers from China, South Korea and Japan have very different cultural antecedents. A linguistic gap can be counter balanced by cultural awareness. Nonetheless, it can be summarised that the international managers from different ethnic groups experience different degree of difficulties regarding cultural barriers in Bangladesh.

Also, the study found that there is a significant difference between Western and non-Western international managers in the G & T industry in Bangladesh. This is because Western international managers come from a very different socio-cultural background, mostly from an individualistic culture while non-Western such as Indian and Sri-Lankan international managers come from a traditional and collective culture (Hofstede, 2001 & Oyserman et al., 2002). Therefore, the non-Western international managers could easily work with Bangladeshi local managers and IR actors such as workers or trade union officials. The findings suggest that the international managers in the G & T industry in Bangladesh do not have any interaction with trade union officials as local managers deal with them. This is because the unions do not appear to prioritize IR/HRM related issues such as health & safety as they mainly focus on increasing wages, holiday and other benefits. In regards to health & safety issue, the Western international managers show a higher level of awareness of the than their counterpart non-Western international managers.

In line with culture on politics, international managers may need to understand local politics and behaviour where the country is politically unstable such as Bangladesh. The political strike could disrupt international managers work and practices of corporate IR/HRM. The findings therefore suggest that the non-Western such as Indian, Sri Lankan and Chinese international managers are able to tackle the situation because these countries were previously politically unstable and are possess a collective culture. Reviewing the summary of the outcome of both the structured and open-ended (recorded) interviews the majority acknowledge collectivism as a strong cultural factor for international managers' adjustment in Bangladesh.

Chapter 9 : Conclusions, Limitations and Recommendations

9.1 Introduction

The findings of this research draw attention to the cultural differences between Western and non-Western international managers in Bangladesh. A subsequent discussion will place these results in a broader context. Further, the study's limitations will be identified and will make some recommendations for further research.

In this final chapter, this research will discuss the contribution to knowledge of the research on the basis of theory, practice and empirical findings, which are applicable to the broader framework of the G & T industry in Bangladesh.

9.2 The Contributions of the Research

9.2.1 Contributions to Theory of the Research

The literature available suggests that collectivism is an embedded cultural norm of many aspects of a developing country such as Bangladesh. Nevertheless, the research undertaken here goes a step further to suggest that the characteristic of collectivism is a core cultural driver. Whilst many studies have identified that this characteristic is very common in many non-Western developing countries, this research presents this issue in a holistic manner and provides new data allowing a greater and original inside.

Within a cultural context, Bangladesh is probably the most traditional and collective culture in South Asia with respect to their family members and in the family or familial situations. In other South Asian countries, for example India, there is a traditional and collectivist culture (based on Hofstedes, Trompenaars and Ingleharts findings) but the findings of this research suggest that India is not a highly collectivist culture and Indian culture possesses both collectivist and individualistic tendencies. In

general, India is not as highly a collectivist culture as Bangladesh. This is the major contribution to knowledge from this research. The findings also suggest that some elements of cultural similarity among South Asian countries make it easier for international managers working with Bangladeshi local managers and industrial relations actors. These collectivist traits are also reflected in the conceptual model for culture and international managers (see Figure: 2-1) presented in this work. This model highlighted collectivism as a significant contextual factor, which is inherent in culture. Nonetheless, this research has modified the model (see figure: 2.1 & 2.2) and the modification of these models is also a contribution to knowledge for this research.

9.2.2 Contributions to Empirical Research

In terms of the findings of this research, the IR/HRM system of the G & T industry in Bangladesh has changed as a result of the Rana Plaza disaster and the industry has further adopted corporate IR/HRM practices. International managers operate these IR/HRM systems. Important features of these systems are: trade union, health & safety, working conditions etc.

Trade unions and health & safety are the central focus of this research where international managers have played a substantial role. The research therefore makes an original contribution in this area. The findings suggest that the majority of MNCs do not have any trade unions but a few companies have workers' participation committees (WPC). This is because: a) international managers are highly aware of IR/HRM related issues such as health & safety and working conditions, b) trade union officials do not have sufficient knowledge of these issues as they have only primary or secondary education. This limited educational qualification may impact on understanding of the government regulations such as health & safety and working conditions. The findings also suggest that the trade union officials are mainly focused on specific issues, which include increasing the minimum wage, reducing working hours, holiday and other benefits. This limited scope of collective bargaining forces trade unions to develop links with the influential actors, for example the government. As a result, IR/HRM involves the interaction between political parties and trade unions rather than management, employers or employers' associations'. In several instances, employers have taken the initiative to resolve industrial disputes, enabling unions and management to cooperate at the company level and avoid government

intervention. Employers and employees both view this as a positive step, because the earlier tripartite nature of the conflict resolution process seems to have been ineffective owing to government involvement and concealed political motives. Therefore, the employer's association formed WPC at a company level to avoid political influence and these participation committees are working better than trade unions. Subsequently, the findings suggest that the trade union officials do not have any interaction with international managers as local managers are engaged in daily operational issues. Additionally, trade union officials have less proficiency in English and this further contributes to cultural barriers particularly in communication with international managers. This specific issue is mainly encountered by a particular type of international manager, which includes at the lower levels of management, typically 20 – 25 years old.

The typologies of international managers constitute the major contribution to knowledge of this research. Therefore, a classification of survey responses, together with the outcome of open-ended interview of this research conducted with international managers, yields the following 5 broad types on international managers.

i.   The younger operatives who might be in technical roles or at the lower levels of management, typically 20 – 25 years old and single. This type of international manager will have close links with workers, supervisors and trade union officials. Their primary motivation is lifestyle, though the higher salaries are an attraction. They tend to adjust to any cultural environment.

ii.   In recent years, the MNCs seek business opportunities and ways of expanding their business in Asian developing countries such as Bangladesh. These MNCs recruited a substantial number of international managers but their ages vary. This cohort are typically 25 – 35 years old, some are married to locals and many have been living in their home country for lengthy periods of time. These types of international managers work in a managerial position. They willingly embrace different sorts of challenges such as culture and the language while they are assigned to work in a different country.

iii.   Ambitious and 'driven', career-oriented managers, typically 35 – 45 years

old, possibly with young families. Their primary motivation is career progression. These types of international managers work in a mid-level managerial position and are typically a department head such as head of HR, head of Marketing etc. Their responsibility is to manage at departmental levels, develop plans going forward as well as maintaining a relationship with the company CEO or country manager and headquarters. They have a command of a breadth of knowledge in the area of culture and international management. They also have extensive work experience. Furthermore, this type of international managers has usually worked in 2 – 3 different countries prior to being assigned to a foreign country such as Bangladesh.

iv. The experienced executives who are in the latter stages of their careers, typically 45 – 60 years old. Their primary motivation is remuneration to secure a comfortable retirement. These international managers work for top-level management and hold the title of country manager, CEO or head of operations within a company. They have broad and senior experience in managing diverse cultural environments and multi-cultural teams.

v. The older and highly experienced executives, typically more than 60 years old. These types of international managers work as head of operations or as advisors of a company but their presence is limited.

The empirical data generated by this research has confirmed that international managers aged between 35 and 45 years old are very effective in the G & T industry in Bangladesh. This is because that this type of international managers possesses relevant knowledge in the area of culture and international management. Also, they usually have extensive working experience and have usually worked in 2 – 3 different countries. Furthermore, they have a proficiency in a local language such as 'Bangla' (Bangladeshi local language). Consequently they can easily communicate with workers and IR actors. However, it can be said that this type of international manager easily adjusts to different cultural environments, particularly that of Bangladesh and are generally successful with their assignments. In addition, the political perception of local politics in Bangladesh is not positive or constructive because the country is politically unstable. It is noteworthy that political strikes and violence are very common in Bangladesh. This carries the potential of impacting upon the work of

international managers and company production and supply chain.

In order to marshal and apply the appropriate theories of culture on international managers, the research identified specific issues. A particular focus is the issue of international managers in the G & T industry with regard to cultural barriers. The findings presented here suggest that language is a principal barrier within the sphere of cultural communication. However, this impediment does not appear to be substantive within the context of communication between with local managers and IR actors. The local managers, employers or employers' associations do not have any language barrier, as they have a good proficiency in English. The workers or trade union officials and the government officials might have a language barrier. This is because workers or trade union officials have limited educational qualifications and the majority (83.1 per cent) have completed primary or secondary education. In addition, government officials have less practice in English, as 'Bangla' is their official language. However, they often possess a basic knowledge of English because English is one of the most important academic subjects in the Bangladeshi public education system and is widely taught in schools. This is because of historical colonisation by the British administration. However, this knowledge of the English language does not include an understanding of British culture and values.

The majority of Bangladeshi people especially those who live in urban areas might have a good knowledge of 'Hindi' (Indian language). Literature suggests that the 'Hindi' and 'Bangla' language have similar roots, these being the 'Sanskrit' language. On the other hand, 'Bangla' is widely spoken in some prominent cities in India including Kolkata, Assam and Tripura. In addition, international managers from different ethnic groups such as China, Japan and South Korea have less proficiency in English but they have good written communication skills. They also learnt the Bangladeshi local language (Bangla). The findings also confirm that the Western international managers who have been living and working in Bangladesh for more than 5 years (48 per cent) do not appear to have a language barrier as they mostly learnt the Bangladeshi local language and this reduces cultural impediments. In short, the majority of IR actors (except trade union officials) understand basic English and Asian nationalities have a basic grounding in 'Bangla', therefore language does not appear to affect communications.

Corporate Social Responsibility (CSR) is also linked very strongly to MNCs in the multicultural setting. The research has found that CSR activities in the G & T industry in Bangladesh are very limited. Large and medium sized MNCs mainly focus on this activity and they mostly have a separate department for CSR, alongside other functional departments such as finance and accounting, commercial, production, marketing, human resources, supply chain, operation, quality and technical. Also, a prestigious large sized local company focuses on this activity but the medium and small sized companies do not have any CSR activity. It is noteworthy that 80 per cent of companies are medium and small sized. The activities encompass limited areas but often include sponsoring social events, organising annual sports, providing dining facilities and distributing some winter cloths only.

The workplace CSR contributions may support many different areas of the company's IR/HRM policies such as work place health & safety. The findings suggest that after the Rana Plaza building collapse, Bangladesh has taken new steps to address their health & safety issues. However, limitations persist and these tend to be focused in small sized companies. The evidence suggests that in small sized companies the impact of health & safety is virtually non-existent. This might be because these small sized companies do not employ any international managers. It is within this context that the international buyers connected with Accord and Alliance are investigating all companies and supporting them on how to improve issues regarding health & safety. Health & safety has all sorts of implications including legislation and is clearly very pertinent for trade unions, employers, employers associations and management. The international managers have to deal with all of these actors. The study found that the international managers have played a substantial role in the area of health & safety issue within companies. They provide health & safety training for their employees on a monthly basis while the same training was previously delivered once in a year. The study also found that the Western international managers show a higher level of awareness of this issue than their counterpart non-Western international managers. This situation is prevalent when the non-Western managers derive from India, Sri Lanka and China. Indeed, the Indian and Sri Lankan international managers have less awareness of health & safety issues because of the similarities of cultural characteristics with the Bangladesh indigenous culture. Furthermore, the non-Western

international managers normally ignore the labour legislation and in some cases try to manage trade unions officials who are engaged in corruption.

There has been a longstanding perception and suspicion that management in the G & T industry in Bangladesh has employed poor or prejudicial HRM practices. HRM practices in terms of sophisticated models in the G & T industry in Bangladesh mainly focus on large and medium sized MNCs. In recent years, a substantial number of large and medium sized local companies also developed HRM policies and established separate HRM departments that are influenced by the Bangladeshi cultural traditions. The small sized companies do not have any HRM activities but they do have separate administration department where company owners or higher management tend to use as a vehicle for control. Overall, the companies are moving away from a traditional Bangladeshi approach to more developed HRM view, as every company tends to follow MNCs and prestigious local companies to develop their HRM policies. Many empirical studies have focused on HRM related issues and their application in Bangladesh. Unfortunately, there is very limited literature and empirical studies available in the area of cultural barriers for international managers in the G & T industry in Bangladesh.

9.2.3   Contributions to Policy and Practice of the Research

The research provides new frontiers for industrial relations. After the Rana Plaza disaster, the Bangladeshi IR systems such as trade unions, health & safety, minimum wages and labour legislation changed considerably and showed very significant progress. Shortly after the Rana Plaza disaster, later in 2013, the government of Bangladesh changed the labour legislation via The Bangladesh Labour (Amendment) Act, 2013. It is the most significant piece of labour legislation, which mainly provides the right to form trade unions in the G & T industry. The law influenced the relationship between labour and management, health & safety and other dimensions of the workplace. The law, however, provided fertile ground for combining well-entrenched industrial relations practice with strong HRM. It should be noted that the Western-style workplace safety regulations are unrealistic in developing countries such as Bangladesh, as the country has a very different economic, political and social structure.

The research available revealed that following the Rana Plaza building collapse; the government had temporarily withdrawn its no-union policy and provided an opportunity for the workers to form new trade unions. The government was also under pressure from international organisations such as Accord, Alliance and ILO as well as Western MNCs to form new trade unions. Until early 2016, the trade unions had no legal status inside the EPZ/SEZ area. On the 16th February 2016, the government of Bangladesh gave the approval to draft the Bangladesh EPZ Labour Law 2016, with provisions for forming workers welfare associations, will conduct their activities of trade unions responsibility. The new law ensures the right to join wage bargaining for workers where their representatives would be able to bargain directly with the employers or international managers on major IR/HRM related issues that includes agreeing wages, working hours, appointments, terminations etc. Despite, the new laws, 30 per cent of workers are required to ask the EPZ/SEZ authority for the formation of workers' welfare associations. Nevertheless, while progress has been made on trade union issues, workers continue to face pressure and harassment by employers and management while they attempt to organise themselves.

9.3   Limitations and Recommendations for further Research

9.3.1   Limitations

As part of assessing the degree to which these findings may be relied upon it is appropriate to offer some specificity in the articulation of the limitations of this work. A notable limitation was the language ability of respondents. In addition several employers and trade union officials cancelled their interviews without any formal communication or explanation. An overview of limitations are outlined below:

A. Language Ability of Respondents:
- The study used a questionnaire in the 'Bangla' language for factory workers. This was because the workforces are generally not educated. Unfortunately the majority of respondents even in their native language; were not literate. Consequently the questionnaire was read to the respondents.
- The trade union officials and government officials also had a limited capacity in the use of language other than 'Bangla' and preferred to communicate in their native language.

- Furthermore, the non-Western international managers such as Chinese, Japanese and South Korean also encountered language barriers because the language proficiency at the level required for business communication was not sufficient. Despite the researcher's native fluency in 'Bangla' the kind of international research conducted (e.g. the variety of nationalities of international managers) caused communications issues, which at times was in danger of misinterpretation. However, the theoretical model used for the research was a helpful tool as it clearly reveals the significance of cultural interpretations.

B. Limitation of Sample Sizes:

- A low number of Western international managers interviewed compared to non-Western international managers. This is because the majority of MNCs in the G & T industry in Bangladesh are based on non-Western countries. Thus, increasing the generalizability of the findings would require a similar ratio of Western international managers.

C. Limitation of Secondary Data:

- There is a limited canon of pre-existing research in the area of this study. Consequently, it was not possible to 'build upon' existing work.

The language challenge was addressed by assisting employees by reading the questions and then writing their responses on their behalf verbatim by the researcher. The author's ability to speak Bangla proved invaluable in this process and during the process of communicating with local government officials and trade union activists. However, the researchers of this study were able to overcome this impediment and collected the data, which was helpful for finding a tool to development in the Garment & Textile industry in Bangladesh: a changing global environment.

9.3.2 Recommendations for further Research

Based on the findings, contributions and limitations of this research, there appear to be reasonable grounds to recommend further research. These suggestions are illustrated below:

A. Practical:

- To understand the cultural barriers for international managers, the further research for another industry could be identified how culture affects CSR related issues such as health & safety, working conditions etc.

- Since this research conducts the investigation in around the capital city of Bangladesh in Dhaka, it suggests the further investigation could move to other regions in Bangladesh such as Chittagong.

- The research has involved interviewing a large number of non-Western international managers; it suggests the further investigation could focus on more Western international managers.

B. Recommendations:

- The international managers could provide support for trade union officials to improve the workers capability through a workers education programme.

- The MNCs could encourage their workers to form a trade union or WPC in companies where international managers have played a substantial role.

- The MNCs might provide 1-3 months culture and language training programmes for international managers prior to their arrival in Bangladesh.

- The non-Western international managers may benefit from a special training program for health & safety issues within a multicultural setting.

- Additionally, there are a substantial number of companies mainly doing sub-contracting or producing garment products for local markets, which are not members of any employers association including BGMEA and BKMEA. These companies also need to be inspected by Accord, Alliance or NTPA, as they are not following any government regulations on health & safety and working condition issues.

However, despite the limitations, the study makes a significant contribution to understanding the issue of cultural barriers for international managers. Firstly, it provides unique data from a number of MNCs and local companies in the G & T industry in Bangladesh. Secondly, the study provides empirical evidence to identify cultural barriers that are embedded in a research conceptual model. The model adopted takes a holistic approach, which focuses on cultural barriers, IR/HRM related issues and actors. Finally, the study reveals that an understanding of Bangladeshi

culture can be regarded as an essential tool for international managers with regard to the efficiency, productivity and employment relations of the G & T industry in Bangladesh.

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Appendices

Appendix 1: Survey Questionnaire for International Managers

Date:			

Survey Number:		

SURVEY QUESTIONNAIRE

Research Title: International Managers and Cultural Barriers: An Empirical Study in the Garment and Textile Industry in Bangladesh.

Dear Sir/Madam

I am researching into international managers and cultural barriers: an empirical study in the Garment and Textile industry in Bangladesh. I would appreciate your co-operation in completing the enclosed **CONFIDENTIAL** questionnaire. Your answers will, of course, be treated in the **Strictest Confidence.**

Thank you very much in advance for your co-operation.

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INFORMATION ABOUT THE RESPONDENT

Job Function:	
Country of Origin:	

Please respond to each of the following questions by ticking the number (**e.g.** √) into the appropriate box, which best applies of the answer to you and your company. Please select one from each of the following boxes.

Q1: Length of service in Bangladesh	
1	☐ 0 - 1 Year
2	☐ 1 - 3 Years
3	☐ 3 - 5 Years
4	☐ 5 - 8 Years
5	☐ More than 8 Years

1, 2, 3, 4, 5

☐
1

Q2: Length of international experience	
1	☐ 0 - 3 Years
2	☐ 3 - 5 Years
3	☐ 5 - 8 Years
4	☐ 8 - 10 Years
5	☐ More than 10 Years

1, 2, 3, 4, 5

☐
2

Q3: Number of different countries worked in.	
1	☐ 0 - 1 Country
2	☐ 1 - 2 Countries
3	☐ 2 - 3 Countries
4	☐ 3 - 4 Countries
5	☐ More than 4 Countries

1, 2, 3, 4, 5

☐
3

Q4: Age group	
1	☐ 16 - 25 Years
2	☐ 25 - 35 Years
3	☐ 35 - 45 Years
4	☐ 45 - 60 Years
5	☐ More than 60 Years

1, 2, 3, 4, 5

☐
4

Q5: Level of education	
1	☐ Primary school completion
2	☐ High school completion
3	☐ Technical training
4	☐ Undergraduate
5	☐ Postgraduate

1, 2, 3, 4, 5

☐
5

SURVEY QUESTIONNAIRE

Q1: Language is a central problem for international managers when working with Bangladeshi local managers.	**1, 2, 3, 4, 5**
1 ☐ Strongly agree 2 ☐ Agree 3 ☐ Neither agree or disagree 4 ☐ Strongly disagree 5 ☐ Disagree	☐ **1**

Q2: Local managers encounter language problems when communicating with international managers.	**1, 2, 3, 4, 5**
1 ☐ Strongly agree 2 ☐ Agree 3 ☐ Neither agree or disagree 4 ☐ Strongly disagree 5 ☐ Disagree	☐ **2**

Q3: The proficiency of host language for international manager has an effective impact on work adjustment.	**1, 2, 3, 4, 5**
1 ☐ Strongly agree 2 ☐ Agree 3 ☐ Neither agree or disagree 4 ☐ Strongly disagree 5 ☐ Disagree	☐ **3**

Q4: Language influences the relationship between international managers and local actors (e.g. Trade Unions, Employers Association and Government).	**1, 2, 3, 4, 5**
1 ☐ Strongly agree 2 ☐ Agree 3 ☐ Neither agree or disagree 4 ☐ Strongly disagree 5 ☐ Disagree	☐ **4**

Q5: Nationality affected the relationship between international managers and local managers in with respect to cultural differences.	**1, 2, 3, 4, 5**
1 ☐ Strongly agree 2 ☐ Agree 3 ☐ Neither agree or disagree 4 ☐ Strongly disagree 5 ☐ Disagree	☐ **5**

Q6: Family adjustment is an important problem for international managers.	**1, 2, 3, 4, 5**
1 ☐ Strongly agree 2 ☐ Agree 3 ☐ Neither agree or disagree 4 ☐ Strongly disagree 5 ☐ Disagree	☐ **6**

Q7: Trade union representation at company level has an effective impact on health and safety issues.	**1, 2, 3, 4, 5**
1 ☐ Strongly agree 2 ☐ Agree 3 ☐ Neither agree or disagree 4 ☐ Strongly disagree 5 ☐ Disagree	☐ **7**

Q8: Political parties influence Trade Unions.	**1, 2, 3, 4, 5**
1 ☐ Strongly agree 2 ☐ Agree 3 ☐ Neither agree or disagree 4 ☐ Strongly disagree 5 ☐ Disagree	☐ **8**

Q9: International managers are concerned about health and safety issues in their company.	**1, 2, 3, 4, 5**
1 ☐ Strongly agree 2 ☐ Agree 3 ☐ Neither agree or disagree 4 ☐ Strongly disagree 5 ☐ Disagree	☐ **9**

Q10: International managers follow the health and safety regulations in their company.	**1, 2, 3, 4, 5**
1 ☐ Strongly agree 2 ☐ Agree 3 ☐ Neither agree or disagree 4 ☐ Strongly disagree 5 ☐ Disagree	☐ **10**

Q11: Local politics are very important to understand for international managers.	**1, 2, 3, 4, 5**
1 ☐ Strongly agree 2 ☐ Agree 3 ☐ Neither agree or disagree 4 ☐ Strongly disagree 5 ☐ Disagree	☐ **11**

Q12: Local politics affect international managers work.	1, 2, 3, 4, 5
1 □ Strongly agree 2 □ Agree 3 □ Neither agree or disagree 4 □ Strongly disagree 5 □ Disagree	□ **12**

Q13: Rana Plaza disaster had a global impact.	1, 2, 3, 4, 5
1 □ Strongly agree 2 □ Agree 3 □ Neither agree or disagree 4 □ Strongly disagree 5 □ Disagree	□ **13**

Q14: Pre-departure cultural training is most important for international managers.	1, 2, 3, 4, 5
1 □ Strongly agree 2 □ Agree 3 □ Neither agree or disagree 4 □ Strongly disagree 5 □ Disagree	□ **14**

Q15: My company provided me with Pre-departure cultural training.	1, 2, 3, 4, 5
1 □ Strongly agree 2 □ Agree 3 □ Neither agree or disagree 4 □ Strongly disagree 5 □ Disagree	□ **15**

Q16: Western and Non-Western international managers have a different cultural barrier when working with Bangladeshi local managers.	1, 2, 3, 4, 5
1 □ Strongly agree 2 □ Agree 3 □ Neither agree or disagree 4 □ Strongly disagree 5 □ Disagree	□ **16**

Q17: Overall, international managers are happy to work with local managers.	1, 2, 3, 4, 5
1 □ Strongly agree 2 □ Agree 3 □ Neither agree or disagree 4 □ Strongly disagree 5 □ Disagree	□ **17**

Q18: Is there anything else you would you like to add?

THANK YOU VERY MUCH FOR YOUR TIME AND CONSIDERATION!!!

Appendix 2: Survey Questionnaire for Workforce

Date:		
Survey Number:		

SURVEY QUESTIONNAIRE

Research Title: International Managers and Cultural Barriers: An Empirical Study in the Garment and Textile Industry in Bangladesh.

Dear Sir/Madam

I am researching into international managers and cultural barriers: an empirical study in the Garment and Textile industry in Bangladesh. I would appreciate your co-operation in completing the enclosed **CONFIDENTIAL** questionnaire. Your answers will, of course, be treated in the **Strictest Confidence.** Please send it back to the Head of Human Resources in your company.

Thank you very much in advance for your co-operation.

Md Asaduzzaman Khan
PhD Business and Enterprise (FT)
School of Business
London South Bank University, UK
Email: khanm90@lsbu.ac.uk
Phone: +44 (0)207 815 7442, Mobile: +44 (0)75 8832 9738

INFORMATION ABOUT THE RESPONDENT

Job Function:	

Please respond to each of the following questions by ticking the number (**e.g.** √) into the appropriate box, which best applies of the answer to you and your company. Please select one from each of the following boxes.

Q1: Length of service in current company	**1, 2, 3, 4, 5**
1 ☐ 0 - 1 Year 2 ☐ 1 - 3 Years 3 ☐ 3 - 5 Years 4 ☐ 5 - 8 Years 5 ☐ More than 8 Years	☐ **1**

Q2: Length of service in total	**1, 2, 3, 4, 5**
1 ☐ 0 - 3 Years 2 ☐ 3 - 5 Years 3 ☐ 5 - 8 Years 4 ☐ 8 - 10 Years 5 ☐ More than 10 Years	☐ **2**

Q3: Age group	**1, 2, 3, 4, 5**
1 ☐ 16 - 25 Years 2 ☐ 25 - 35 Years 3 ☐ 35 - 45 Years 4 ☐ 45 - 60 Years 5 ☐ More than 60 Years	☐ **3**

Q4: Level of education	**1, 2, 3, 4, 5**
1 ☐ Primary school completion 2 ☐ High school completion 3 ☐ Technical training 4 ☐ Undergraduate 5 ☐ Postgraduate	☐ **4**

SURVEY QUESTIONNAIRE

Q1: How important are health and safety issues?	1, 2, 3, 4, 5
1 ☐ Very important 2 ☐ Important 3 ☐ Moderately important 4 ☐ Less important 5 ☐ Not important	☐ **1**

Q2: Which of the following is most important for you when you are at work?	1, 2, 3, 4, 5
1 ☐ Health 2 ☐ Safety 3 ☐ Both of the above 4 ☐ Working conditions 5 ☐ Minimum wages	☐ **2**

Q3: Who best represents employees in your company?	1, 2, 3, 4, 5
1 ☐ Yourself 2 ☐ Union representation 3 ☐ Employee representation 4 ☐ Management/Employers 5 ☐ Others (please specify………………..)	☐ **3**

Q4: How would you rate relations between management and employees in your workplace?	1, 2, 3, 4, 5
1 ☐ Excellent 2 ☐ Very good 3 ☐ Good 4 ☐ Satisfactory 5 ☐ Poor	☐ **4**

Q5: Do you work with any International Managers?	1, 2
1 ☐ Yes (if yes, please go to the question number **6 to 18**) 2 ☐ No (if not, please go to the question number **19 to 26**)	☐ **5**

Q6: How important are International Managers for your company?	1, 2, 3, 4, 5
1 ☐ Very important 2 ☐ Important 3 ☐ Moderately important 4 ☐ Less important 5 ☐ Not important	☐ **6**

Q7: How would you rate International Managers behaviour with local employees?		**1, 2, 3, 4, 5**
1	☐ Excellent	
2	☐ Very good	
3	☐ Good	☐
4	☐ Satisfactory	
5	☐ Poor	**7**

Q8: How concerned are International Managers about health and safety at work?		**1, 2, 3, 4, 5**
1	☐ Very concerned	
2	☐ Concerned	
3	☐ Average	☐
4	☐ Less concerned	
5	☐ Not concerned	**8**

Q9: How important are International Managers in implementing the health and safety issues?		**1, 2, 3, 4, 5**
1	☐ Very important	
2	☐ Important	
3	☐ Moderately important	☐
4	☐ Not important	
5	☐ Less important	**9**

Q10: What language do International Managers speak at your place of work?		**1, 2, 3, 4, 5**
1	☐ English	
2	☐ Bangla	
3	☐ Both of the above	☐
4	☐ English with Bangla Translation	
5	☐ Others (please specify………………..)	**10**

Q11: How would you rate International Managers communication skills?		**1, 2, 3, 4, 5**
1	☐ Excellent	
2	☐ Good	
3	☐ Average	☐
4	☐ Below average	
5	☐ Poor	**11**

Q12: Do they speak in your local language?		**1, 2**
1	☐ Yes (if yes, please answer to the question number **13 to 14**)	
2	☐ No (if no, please go to the question number **15**)	☐
		12

Q13: How good is their ability to speak your local language?	**1, 2, 3, 4, 5**
1 ☐ Excellent 2 ☐ Very good 3 ☐ Good 4 ☐ Satisfactory 5 ☐ Poor	☐ **13**

Q14: Do you think that knowledge of local language is important for the working relationship?	**1, 2**
1 ☐ Yes, it is important 2 ☐ Not, it is not important	☐ **14**

Q15: Can you communicate effectively with International Managers?	**1, 2**
1 ☐ Yes (if yes, please go to the question number **16**) 2 ☐ No (if no, please go to the question number **17**)	☐ **15**

Q16: How frequently do you communicate with International Managers?	**1, 2, 3, 4, 5**
1 ☐ On a daily basis 2 ☐ Weekly 3 ☐ Monthly 4 ☐ Occasionally 5 ☐ Not at all	☐ **16**

Q17: Do you think International Managers understand local ways of doing things?	**1, 2, 3, 4, 5**
1 ☐ Perfectly understand 2 ☐ Understand 3 ☐ Average 4 ☐ Less understand 5 ☐ Not understand	☐ **17**

Q18: Overall, how satisfied are you with International Managers?	**1, 2, 3, 4, 5**
1 ☐ Very satisfied 2 ☐ Satisfied 3 ☐ Average 4 ☐ Less satisfied 5 ☐ Not satisfied	☐ **18**

Q19: How effective are local managers at your work?	**1, 2, 3, 4, 5**
1 ☐ Very effective 2 ☐ Effective 3 ☐ Average 4 ☐ Less effective 5 ☐ Not effective	☐ **19**

Q20: How concerned are local managers about health and safety at work?	**1, 2, 3, 4, 5**
1 ☐ Very concerned 2 ☐ Concerned 3 ☐ Average 4 ☐ Less concerned 5 ☐ Not concerned	☐ **20**

Q21: How would you rate local managers communication skills?	**1, 2, 3, 4, 5**
1 ☐ Excellent 2 ☐ Very good 3 ☐ Good 4 ☐ Satisfactory 5 ☐ Poor	☐ **21**

Q22: Are you aware of any co-operative Social Responsibility Policy (CSR) in your company?	**1, 2** ☐ **22**
1 ☐ Yes, I am aware 2 ☐ No, I am not aware	

Q23: How would you rate the relationship between local managers and International Managers?	**1, 2, 3, 4, 5**
1 ☐ Excellent 2 ☐ Very good 3 ☐ Good 4 ☐ Satisfactory 5 ☐ Poor	☐ **23**

Q24: Overall, how satisfied are you with local managers?	**1, 2, 3, 4, 5**
1 ☐ Very satisfied 2 ☐ Satisfied 3 ☐ Average 4 ☐ Less satisfied 5 ☐ Not satisfied	☐ **24**

Q25: Overall, how satisfied are you with the company?	**1, 2, 3, 4, 5**
1 ☐ Very satisfied 2 ☐ Satisfied 3 ☐ Average 4 ☐ Less satisfied 5 ☐ Not satisfied	☐ **25**

Q26: Is there anything else you would you like to add?

THANK YOU VERY MUCH FOR YOUR TIME AND CONSIDERATION!!!

Appendix 3: Survey Questionnaire for Workforces in their native 'Bangla' language

উত্তরদাতার সম্পর্কিত তথ্যঃ-

কাজের ধরণঃ	

অনুগ্রহ করে নীচের প্রত্যেকটি প্রশ্নের সঠিক উত্তরের পাশে (টিক) চিহ্ন দিন, যেটা আপনার কোম্পানীর ক্ষেত্রে প্রযোজ্য। দয়া করে প্রত্যেকটি প্রশ্নের একটি উত্তর দিন।

প্রশ্ন: ১- বতমান কোম্পানীতে কাজের মেয়াদ	
১	☐ ০ - ১ বছর
২	☐ ১ - ৩ বছর
৩	☐ ৩ - ৫ বছর
৪	☐ ৫ - ৮ বছর
৫	☐ ৮ বছরের চেয়ে বেশী

প্রশ্ন: ২ - সর্বমোট কাজের মেয়াদ	
১	☐ ০ - ৩ বছর
২	☐ ৩ - ৫ বছর
৩	☐ ৫ - ৮ বছর
৪	☐ ৮ - ১০ বছর
৫	☐ ১০ বছরের চেয়ে বেশী

প্রশ্ন: ৩ - বয়সের গ্রুপ	
১	☐ ১৬ - ২৫ বছর
২	☐ ২৫ - ৩৫ বছর
৩	☐ ৩৫ - ৪৫ বছর
৪	☐ ৪৫ - ৬০ বছর
৫	☐ ৬০ বছরের বেশী

প্রশ্ন: ৪-শিক্ষাগত যোগ্যতা	
১	☐ প্রাথমিক বিদ্যালয় পর্যন্ত
২	☐ উচ্চ মাধ্যমিক পর্যন্ত
৩	☐ কারিগরি পর্যন্ত
৪	☐ স্নাতক
৫	☐ স্নাকোত্তর

সার্ভে প্রশ্নাবলী

প্রশ্ন: ১-স্বাস্থ্য এবং নিরাপত্তা সংক্রান্ত সমস্যাগুলো কতটুকু গুরুত্বপূর্ণ?	
১	☐ খুব গুরুত্বপূর্ণ
২	☐ গুরুত্বপূর্ণ
৩	☐ মোটামুটি গুরুত্বপূর্ণ
৪	☐ কম গরুত্বপূর্ণ
৫	☐ গুরুত্বপূর্ণ না

প্রশ্ন: ২-নীচের কোনটি আপনার কর্মক্ষেত্রের জন্য সবচেয়ে গুরুত্বপূর্ণ।	
১	☐ স্বাস্থ্য
২	☐ নিরাপত্তা
৩	☐ উপরের দুটো-ই
৪	☐ কাজের পরিবেশ
৫	☐ নূন্যতম মজুরী

প্রশ্ন: ৩-কে আপনার কোম্পানীর কর্মচারীদের সবচেয়ে ভালো প্রতিনিধিত্য করে।	
১	☐ আপনি নিজে
২	☐ ইউনিয়ন প্রতিনিধিত্য
৩	☐ কর্মচারী প্রতিনিধিত্য
৪	☐ ব্যবস্থাপক / মালিকপক্ষ
৫	☐ অন্যান্য (দয়া করে উল্লেখ করুন ....)

প্রশ্ন: ৪-আপনি কিভাবে আপনার কোম্পানীর ব্যবস্থাপক এবং কর্মচারীদের সম্পর্ক নির্ণয় করবেন।	
১	☐ চমৎকার
২	☐ খুব ভালো
৩	☐ ভালো
৪	☐ মোটামুটি
৫	☐ খারাপ

প্রশ্ন: ৫-আপনি কি বিদেশীদের সাথে কাজ করেন।	
১	☐ হ্যাঁ (যদি হ্যাঁ হয় তাহলে অনুগ্রহ করে প্রশ্ন নাম্বার ৬ থেকে ১৮ পর্যন্ত উত্তর দিন)
২	☐ না (যদি না হয় তাহলে অনুগ্রহ করে প্রশ্ন নাম্বার ১৯ থেকে ২৬ পর্যন্ত উত্তর দিন)

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প্রশ্ন: ৬-আপনার কোম্পানীতে বিদেশী ম্যানেজাররা কতটুকু গুরুত্বপূর্ণ?	
১	☐ খুব গুরুত্বপূর্ণ
২	☐ গুরুত্বপূর্ণ
৩	☐ মোটামুটি গুরুত্বপূর্ণ
৪	☐ কম
৫	☐ গুরুত্বপূর্ণ না

প্রশ্ন: ৭-আপনি কিভাবে স্থানীয় কর্মচারীদের সাথে বিদেশী ম্যানেজারদের ব্যবহার মূল্যায়ন করবেন।	
১	☐ চমৎকার
২	☐ খুব ভালো
৩	☐ ভালো
৪	☐ মোটামুটি
৫	☐ খারাপ

প্রশ্ন: ৮-স্বাস্থ্য এবং নিরাপত্তা সম্পর্কে বিদেশী ম্যানেজাররা কতটুকু উদ্বিগ্ন?	
১	☐ খুব উদ্বিগ্ন
২	☐ উদ্বিগ্ন
৩	☐ মোটামুটি উদ্বিগ্ন
৪	☐ কম উদ্বিগ্ন
৫	☐ উদ্বিগ্ন না

প্রশ্ন: ৯-স্বাস্থ্য এবং নিরাপত্তা বিষয়গুলো বাস্তাবায়নে বিদেশী ম্যানেজাররা কতটুকু গুরুত্বপূর্ণ?	
১	☐ খুব গুরুত্বপূর্ণ
২	☐ গুরুত্বপূর্ণ
৩	☐ মোটামুটি গুরুত্বপূর্ণ
৪	☐ কম গরুত্বপূর্ণ
৫	☐ গুরুত্বপূর্ণ না

প্রশ্ন: ১০-বিদেশী ম্যানেজাররা আপনার কর্মক্ষেত্রে কোন ভাষায় কথা বলে।	
১	☐ ইংরেজী
২	☐ বাংলা
৩	☐ উপরের দুটো-ই
৪	☐ ইংরেজীর সাথে বাংলা অনুবাদ
৫	☐ অন্যান্য (অনুগ্রহ করে উল্লেখ করুন ....)

প্রশান ঃ ১১- আপনি কিভাবে বিদেশী ম্যানেজারদের ভাষগত দক্ষতা মূল্যায়ন করবেন।	
১	☐ চমৎকার
২	☐ ভালো
৩	☐ মোটামুটি ভালো
৪	☐ কম ভালো
৫	☐ ভালো না

প্রশ্ন ঃ ১২- তারা কি আপনার দেশীয় ভাষায় কথা বলে।	
১	☐ হ্যাঁ (যদি হ্যাঁ হয় তাহালে প্রশ্ন নাম্বার ১৩ এবং ১৪ এর উত্তর দিন)
২	☐ না (যদি না হয় তাহলে প্রশ্ন নাম্বার ১৫ এর উত্তর দিন)

প্রশ্ন ঃ১৩- তারা আপনার দেশীয় ভাষা বলতে কতটুকু পারদর্শী।	
১	☐ চমৎকার
২	☐ খুব ভালো
৩	☐ ভালো
৪	☐ মোটামুটি ভালো
৫	☐ ভালো না।

প্রশ্ন ঃ ১৪- আপনি কি মনে করেন আপনার দেশীয় ভাষা আপনার কাজের ক্ষেত্রে সম্পর্ক উন্নয়নের জন্য খুব গুরুত্বপূর্ন	
১	☐ হ্যাঁ, এটা গুরুত্বপূর্ন
২	☐ গুরুত্বপূর্ন না

প্রশ্ন ঃ ১৫- আপনি কি বিদেশীদের সাথে খুব ভালো ভাবে কথা বলতে পারেন।	
১	☐ হ্যাঁ (যদি হ্যাঁ হয় তাহালে প্রশ্ন নাম্বার ১৬ নাম্বার প্রশ্নের উত্তর দিন)
২	☐ না (যদি না হয় তাহলে ১৭ নাম্বার প্রশ্নের উত্তর দিন)

প্রশ্ন ঃ ১৬- আপনি কত গন গন বিদেশী ম্যানেজারদের সাথে কথা বলেন।	
১	☐ প্রতিদিন
২	☐ প্রতি সপ্তাহ
৩	☐ প্রতি মাসে
৪	☐ মাঝে মধ্যে
৫	☐ কখনো না

প্রশ্ন ঃ ১৭- আপনি কি মনে করেন বিদেশী ম্যানেজাররা আপনার সংস্কৃতি বুঝতে পারেন।	
১	☐ পুরাপুরি বুঝতে পারে
২	☐ বুঝতে পারে
৩	☐ মোটামুটি বুঝতে পারে
৪	☐ কম বুঝতে পারে
৫	☐ বুঝতে পারে না

প্রশ্ন ঃ ১৮- সামগ্রীক ভাবে আপনি বৈদেশী ম্যানেজারদের উপর কতটুকু সন্তুষ্ট।	
১	☐ খুব সন্তুষ্ট
২	☐ সন্তুষ্ট
৩	☐ মোটামুটি সন্তুষ্ট
৪	☐ কম সন্তুষ্ট
৫	☐ সন্তুষ্ট না

প্রশ্ন ঃ ১৯ দেশীয় ম্যানেজাররা আপনার কর্মক্ষেত্রে কতটা কার্যকর	
১	☐ খুব কার্যকর
২	☐ কার্যকর
৩	☐ মোটামুটি কার্যকর
৪	☐ কম কার্যকর
৫	☐ কার্যকর না

প্রশ্ন ঃ ২০- দেশীয় ম্যানেজারার স্বাস্থ্য এবং নিরাপত্তা সম্পর্কে কতটুকু উদ্বিগ্ন	
১	☐ খুব উদ্বিগ্ন
২	☐ উদ্বিগ্ন
৩	☐ মোটামুটি উদ্বিগ্ন
৪	☐ কম উদ্বিগ্ন
৫	☐ উদ্বিগ্ন না

প্রশ্ন ঃ ২১ আপনি কিভাবে দেশীয় ম্যানেজারদের ভাষগত দক্ষতা মূল্যায়ন করবেন।	
১	☐ চমৎকার
২	☐ খুব ভালো
৩	☐ ভালো
৪	☐ মোটামুটি ভালো
৫	☐ ভালো না।

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প্রশ্ন ঃ ২২- আপনি কি সামাজিক দায়বদ্ধতা নীতি সম্পর্কে অবগত	
১	☐ হ্যাঁ (আমি অবগত)
২	☐ না (আমি অবগত না)

প্রশ্ন: ২৩-আপনি কিভাবে দেশীয় এবং বিদেশী ম্যানেজারদের মধ্যে সম্পর্ক মূল্যায়ন করবেন?	
১	☐ চমৎকার
২	☐ খুব ভালো
৩	☐ ভালো
৪	☐ মোটামুটি ভালো
৫	☐ ভালো না।

প্রশ্ন: ২৪-সামগ্রিক ভাবে আপনি কতটুকু দেশীয় ম্যানেজারদের উপর সন্তুষ্ট?	
১	☐ খুব সন্তুষ্ট
২	☐ সন্তুষ্ট
৩	☐ মোটামুটি সন্তুষ্ট
৪	☐ কম সন্তুষ্ট
৫	☐ সন্তুষ্ট না

প্রশ্ন: ২৫-সামগ্রিক ভাবে আপনি কতটুকু আপনার কোম্পানীর উপর সন্তুষ্ট?	
১	☐ খুব সন্তুষ্ট
২	☐ সন্তুষ্ট
৩	☐ মোটামুটি সন্তুষ্ট
৪	☐ কম সন্তুষ্ট
৫	☐ সন্তুষ্ট না

প্রশ্ন: ২৬-আপনি কি আর কোন কিছু বলতে চান।

আপনার গুরুত্বপূর্ণ সময় দেখার জন্য আপনাকে ধন্যবাদ!!!

Appendix 4: Open-Ended Interview Questions for International Managers

Date:	
Interview Number:	

OPEN-ENDED INTERVIEW QUESTIONS
The interview questions are intended for the "International Managers."

Research Title: International Managers and Cultural Barriers: An Empirical Study in the Garment and Textile Industry in Bangladesh.

Dear Sir/Madam

I am researching into international managers and cultural barriers: an empirical study in the Garment and Textile industry in Bangladesh. The objective of the research is to explore the cultural barriers for international managers in Bangladesh. This may contribute to better understanding of the Garment and Textile industry in Bangladesh. Your answers will, of course, be treated in the **Strictest Confidence.**

At the end of the study, I will send you a summary if you so wish of the research findings.

Thank you very much in advance for agreeing to be interviewed.

Md Asaduzzaman Khan
PhD Business and Enterprise (FT)
School of Business
London South Bank University, UK
Email: khanm90@lsbu.ac.uk
Phone: +44 (0) 207 815 7442, Mobile: +44 (0) 75 8832 9738

INFORMATION ABOUT THE RESPONDENT

Job Function:	
Country of Origin:	

Please respond to each of the following questions by ticking the number (**e.g.** √) into the appropriate box, which best applies of the answer to you and your company. Please select one from each of the following boxes.

Q1: Length of service in Bangladesh	**1, 2, 3, 4, 5**
1 ☐ 0 - 1 Year 2 ☐ 1 - 3 Years 3 ☐ 3 - 5 Years 4 ☐ 5 - 8 Years 5 ☐ More than 8 Years	☐ **1**

Q2: Length of international experience	**1, 2, 3, 4, 5**
1 ☐ 0 - 3 Years 2 ☐ 3 - 5 Years 3 ☐ 5 - 8 Years 4 ☐ 8 - 10 Years 5 ☐ More than 10 Years	☐ **2**

Q3: Number of different countries worked in.	**1, 2, 3, 4, 5**
☐ 0 - 1 Country 1 ☐ 1 - 2 Countries 2 ☐ 2 - 3 Countries 3 ☐ 3 - 4 Countries 4 ☐ More than 4 Countries 5	☐ **3**

Q4: Age group	**1, 2, 3, 4, 5**
1 ☐ 16 - 25 Years 2 ☐ 25 - 35 Years 3 ☐ 35 - 45 Years 4 ☐ 45 - 60 Years 5 ☐ More than 60 Years	☐ **4**

Q5: Level of education	**1, 2, 3, 4, 5**
1 ☐ Primary school completion 2 ☐ High school completion 3 ☐ Technical training 4 ☐ Undergraduate 5 ☐ Postgraduate	☐ **5**

OPEN-ENDED INTERVIEW QUESTIONS

1. What was the primary reason behind your decision to come and work in Bangladesh?
2. What are the most challenging aspects of the cultural barriers in terms of relations to the major actors (e.g. Trade Unions, Employers Association and Government) whiles you have been living and working in Bangladesh?
3. What nationality are you? Has your nationality affected your relationship with local managers in with respect to cultural barriers/differences?
4. How important are trade unions in Bangladesh?
5. Have you met with any trade unions official?
   a. If yes, what were their major concerns about working conditions and how are they attempting to deal with them?
   b. If not, why not?
6. How important are health and safety issue to your company?
7. How would you define the role of the trade union at company level within your company on health and safety issues?
8. What is your perception of local politics in Bangladesh?
9. Do these factors impact on your work?
   a. If yes, how? Please explain.
   b. If not, why do you think it does not impact?
10. Do you think that Rana Plaza disaster in the Garment and Textile industry in Bangladesh had an impact on international market?
11. Do you think that your company have a greater awareness of Corporate Social Responsibility (CSR)?
12. What do you perceive to be the fundamental differences of cultural barriers between Western and Non-Western international managers?
13. What key advice would you provide for new international managers regarding cultural barriers when working and living in Bangladesh?
14. Is there anything else that you considering important that we have not yet discussed?

THANK YOU VERY MUCH FOR YOUR TIME AND CONSIDERATION!!!

Appendix 5: Open-Ended Interview Questions for IR Actors

<div style="text-align: right">

Date: ☐ ☐ ☐

Interview Number: ☐ ☐

</div>

OPEN-ENDED INTERVIEW QUESTIONS
The interview questions are intended for the "IR Actors."

Research Title: International Managers and Cultural Barriers: An Empirical Study in the Garment and Textile Industry in Bangladesh.

Dear Sir/Madam

I am researching into international managers and cultural barriers: an empirical study in the Garment and Textile industry in Bangladesh. The objective of the research is to explore the cultural barriers for international managers in Bangladesh. This may contribute to better understanding of the Garment and Textile industry in Bangladesh. Rather than receiving 'yes/no' answers, the questions allow you to give your answers at length if you wish. Your answers will, of course, be treated in the **Strictest Confidence.**

At the end of the study, I will send you a summary if you so wish of the research findings.

Thank you very much in advance for agreeing to be interviewed.

Md Asaduzzaman Khan
PhD Business and Enterprise (FT)
School of Business
London South Bank University, UK
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Phone: +44 (0) 207 815 7442, Mobile: +44 (0) 75 8832 9738

INFORMATION ABOUT THE RESPONDENT

Job Function:	

Please respond to each of the following questions by ticking the number (**e.g.** √) into the appropriate box, which best applies of the answer to you and your company. Please select one from each of the following boxes.

Q1: Length of service in current company	**1, 2, 3, 4, 5**
1 ☐ 0 - 1 Year 2 ☐ 1 - 3 Years 3 ☐ 3 - 5 Years 4 ☐ 5 - 8 Years 5 ☐ More than 8 Years	☐ **1**

Q2: Length of service in total	**1, 2, 3, 4, 5**
1 ☐ 0 - 3 Years 2 ☐ 3 - 5 Years 3 ☐ 5 - 8 Years 4 ☐ 8 - 10 Years 5 ☐ More than 10 Years	☐ **2**

Q3: Age group	**1, 2, 3, 4, 5**
1 ☐ 16 - 25 Years 2 ☐ 25 - 35 Years 3 ☐ 35 - 45 Years 4 ☐ 45 - 60 Years 5 ☐ More than 60 Years	☐ **3**

Q4: Level of education	**1, 2, 3, 4, 5**
1 ☐ Primary school completion 2 ☐ High school completion 3 ☐ Technical training 4 ☐ Undergraduate 5 ☐ Postgraduate	☐ **4**

OPEN-ENDED INTERVIEW QUESTIONS

1 Have you met with any international managers?
2 How would you see them differently from local managers?
3 Have you experienced any problems working with international managers?
4 Do you approach them differently?
5 Do you feel it is important for international managers working with local actors (e.g. Trade Unions, Employers Association and Government) to understand the Bangladeshi culture?
6 What is the significance of culture on health and safety issues?
7 How important are trade unions in the Garment and Textile industry in Bangladesh?
8 Do you think international managers are helpful for union representation at company level?
9 Do you think international managers need to have a clear understanding of local politics and behaviour?
10 Do you think Western & Non-Western international manager in Bangladesh have significantly different understanding of the cultural barriers when working with Bangladeshi local managers?
11 Is there anything else that you considering important that we have not yet discussed?

THANK YOU VERY MUCH FOR YOUR TIME AND CONSIDERATION!!!

Appendix 6: Participant Information Sheet for International Managers and IR Actors

Participant Information Sheet

Title of Research: International Managers and Cultural Barriers: An Empirical Study in the Garment and Textile Industry in Bangladesh.

You are being invited to take part in a research study. Before you decide it is important for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully. Talk to others about the study if you wish.

Ask us if there is anything that is not clear or if you would like more information. Take time to decide whether or not you wish to take part.

Dear Participant

I would like to invite you to participate in a face-to-face interview regarding what are the cultural barriers for international managers in the Garment and Textile industry in Bangladesh. This research is particularly interested to look at some issues that include international management, cultural barriers, working conditions, health and safety, trade unions etc.

The aim of this research is to evaluate the significance of cultural barriers for international managers in the Garment and Textile industry in Bangladesh.

It is up to you to decide whether or not to take part. If you do, you will be given this information sheet to keep and be asked to sign a consent form. You are free to withdraw anytime up to the submission of the dissertation and without giving a reason. A decision to withdraw, or a decision not to take part, will not affect my program of study.

If you are willing to participate, you will be invited to come to the organisations head quarter and/or branch office for an interview lasting approximately 15-30 minutes long at a mutually agreeable date and time. The researcher has a planned to visit in Bangladesh on March 10, 2016 and return to UK on April 10, 2016. During the interview, the researcher will ask you to get permission for record the conversation as well as take notes. If you do not wish to be recorded, the researcher will take notes only.

It is unlikely that you will gain any personal benefit from participating in this research. However, the information you share with the researcher will help to understand the cultural barriers for international managers in the Garment and Textile industry in Bangladesh. Some individuals may gain some benefit from having the opportunity to discuss this topic with a receptive listener.

All information received from you will be handled in a **confidential** manner and stored in a locked filing cabinet and on a password-protected computer in an environment locked when not occupied. Only the researcher and supervisor will have direct access to the information. Any reference to you will be coded. This information will be held one year after a doctorate has been awarded.

This study is being completed as part of a Doctor of Philosophy (PhD) at London South Bank University. It has been reviewed and ethically approved by the London South Bank University Research Ethics Committee.

If you have a concern about any aspect of this study, you should ask to speak with the researcher who will do his best to answer your questions. You can contact:

Name: Md Asaduzzaman Khan
Contact number: +(44) 0207 815 7442
Email: khanm90@lsbu.ac.uk

If you wish any further information regarding this study or have any complaints about the way you have been dealt with during the study or other concerns you can contact: **Professor Karl Koch** at +(44) 0207 815 8268, who is the Academic Supervisor for this study. Finally, if you remain unhappy and wish to complain formally, you can contact the Chair of the University Research Ethics Committee. Details can be obtained from the university website:

https://my.lsbu.ac.uk/page/research-degrees-ethics

Appendix 7: Cross-tabulations and Frequencies

A. Level of education * Age group Cross-tabulation

			Age Group				Total
			16-25 Years	25-35 Years	35-45 Years	45-60 Years	
Level of Education	Primary School Completion	Count	3	10	5	0	18
		% within Level of education	16.7%	55.6%	27.8%	0.0%	100.0%
		% within Age group	37.5%	25.0%	25.0%	0.0%	25.4%
		% of Total	4.2%	14.1%	7.0%	0.0%	25.4%
	High School Completion	Count	5	25	10	1	41
		% within Level of education	12.2%	61.0%	24.4%	2.4%	100.0%
		% within Age group	62.5%	62.5%	50.0%	33.3%	57.7%
		% of Total	7.0%	35.2%	14.1%	1.4%	57.7%
	Technical Training	Count	0	2	0	0	2
		% within Level of education	0.0%	100.0%	0.0%	0.0%	100.0%
		% within Age group	0.0%	5.0%	0.0%	0.0%	2.8%
		% of Total	0.0%	2.8%	0.0%	0.0%	2.8%
	Undergraduate	Count	0	1	5	2	8
		% within Level of education	0.0%	12.5%	62.5%	25.0%	100.0%
		% within Age group	0.0%	2.5%	25.0%	66.7%	11.3%
		% of Total	0.0%	1.4%	7.0%	2.8%	11.3%
	Postgraduate	Count	0	2	0	0	2
		% within Level of education	0.0%	100.0%	0.0%	0.0%	100.0%
		% within Age group	0.0%	5.0%	0.0%	0.0%	2.8%
		% of Total	0.0%	2.8%	0.0%	0.0%	2.8%
Total		Count	8	40	20	3	71
		% within Level of education	11.3%	56.3%	28.2%	4.2%	100.0%
		% within Age group	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	11.3%	56.3%	28.2%	4.2%	100.0%

B. Employee level * How would you rate international managers communication skills Cross-tabulation

			How would you rate international managers communication skills?				Total
			Excellent	Good	Average	Below Average	
Employee Level	Junior Staff	Count	2	12	8	2	24
		% within Employee Level	8.3%	50.0%	33.3%	8.3%	100.0%
		% within How would you rate international managers communication skills?	25.0%	52.2%	40.0%	40.0%	42.9%
		% of Total	3.6%	21.4%	14.3%	3.6%	42.9%
	Senior Staff	Count	5	9	7	2	23
		% within Employee Level	21.7%	39.1%	30.4%	8.7%	100.0%
		% within How would you rate international managers communication skills?	62.5%	39.1%	35.0%	40.0%	41.1%
		% of Total	8.9%	16.1%	12.5%	3.6%	41.1%
	Management Staff	Count	1	2	5	1	9
		% within Employee Level	11.1%	22.2%	55.6%	11.1%	100.0%
		% within How would you rate international managers communication skills?	12.5%	8.7%	25.0%	20.0%	16.1%
		% of Total	1.8%	3.6%	8.9%	1.8%	16.1%
Total		Count	8	23	20	5	56
		% within Employee Level	14.3%	41.1%	35.7%	8.9%	100.0%
		% within How would you rate international managers communication skills?	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	14.3%	41.1%	35.7%	8.9%	100.0%

C. Employee level * How frequently do you communicate with international managers Cross-tabulation

			How frequently do you communicate with international managers?			Total
			On a Daily Basis	Weekly	Occasionally	
Employee Level	Junior Staff	Count	4	4	11	19
		% within Employee Level	21.1%	21.1%	57.9%	100.0%
		% within How frequently do you communicate with international managers?	16.7%	66.7%	61.1%	39.6%
		% of Total	8.3%	8.3%	22.9%	39.6%
	nior Staff	Count	12	2	6	20
		% within Employee Level	60.0%	10.0%	30.0%	100.0%
		% within How frequently do you communicate with international managers?	50.0%	33.3%	33.3%	41.7%
		% of Total	25.0%	4.2%	12.5%	41.7%
	Management Staff	Count	8	0	1	9
		% within Employee Level	88.9%	0.0%	11.1%	100.0%
		% within How frequently do you communicate with international managers?	33.3%	0.0%	5.6%	18.8%
		% of Total	16.7%	0.0%	2.1%	18.8%
Total		Count	24	6	18	48
		% within Employee Level	50.0%	12.5%	37.5%	100.0%
		% within How frequently do you communicate with international managers?	100.0%	100.0%	100.0%	100.0%
		% of Total	50.0%	12.5%	37.5%	100.0%

D. Country of origin * Level of education Cross-tabulation

			Level of Education				Total
			Primary School Completion	Technical Training	Undergraduate	Postgraduate	
Country of Origin	Western	Count	0	0	1	4	5
		% within Country of Origin	0.0%	0.0%	20.0%	80.0%	100.0%
		% within Level of Education	0.0%	0.0%	11.1%	26.7%	18.5%
		% of Total	0.0%	0.0%	3.7%	14.8%	18.5%
	Non-Western	Count	1	2	8	11	22
		% within Country of Origin	4.5%	9.1%	36.4%	50.0%	100.0%
		% within Level of Education	100.0%	100.0%	88.9%	73.3%	81.5%
		% of Total	3.7%	7.4%	29.6%	40.7%	81.5%
Total		Count	1	2	9	15	27
		% within Country of Origin	3.7%	7.4%	33.3%	55.6%	100.0%
		% within Level of Education	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	3.7%	7.4%	33.3%	55.6%	100.0%

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E. Management level * Language is a central problem for international managers when working with Bangladeshi local managers Cross-tabulation

			Language is a Central Problem for International Managers when Working with Bangladeshi Local Managers				Total
			Strongly Agree	Agree	Neither Agree or Disagree	Disagree	
Management Level	Junior Manager	Count	2	4	1	1	8
		% within Management Level	25.0%	50.0%	12.5%	12.5%	100.0%
		% within Language is a Central Problem for International Managers when Working with Bangladeshi Local Managers	50.0%	30.8%	16.7%	25.0%	29.6%
		% of Total	7.4%	14.8%	3.7%	3.7%	29.6%
	Middle Manager	Count	0	5	2	1	8
		% within Management Level	0.0%	62.5%	25.0%	12.5%	100.0%
		% within Language is a Central Problem for International Managers when Working with Bangladeshi Local Managers	0.0%	38.5%	33.3%	25.0%	29.6%
		% of Total	0.0%	18.5%	7.4%	3.7%	29.6%
	Senior Manager	Count	2	4	3	2	11
		% within Management Level	18.2%	36.4%	27.3%	18.2%	100.0%
		% within Language is a Central Problem for International Managers when Working with Bangladeshi Local Managers	50.0%	30.8%	50.0%	50.0%	40.7%
		% of Total	7.4%	14.8%	11.1%	7.4%	40.7%
Total		Count	4	13	6	4	27
		% within Management Level	14.8%	48.1%	22.2%	14.8%	100.0%
		% within Language is a Central Problem for International Managers when Working with Bangladeshi Local Managers	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	14.8%	48.1%	22.2%	14.8%	100.0%

F. Age group * Language influences the relationship between international managers and local actors Cross-tabulation

|			Language Influences the Relationship between International Managers and Local Actors				Total
			Strongly Agree	Agree	Neither Agree or Disagree	Disagree	
Age Group	25-35 Years	Count	0	4	1	1	6
		% within Age Group	0.0%	66.7%	16.7%	16.7%	100.0%
		% within Language Influences the Relationship between International Managers and Local Actors (e.g. Trade Unions, Employers Association and Government)	0.0%	36.4%	11.1%	50.0%	22.2%
		% of Total	0.0%	14.8%	3.7%	3.7%	22.2%
	35-45 Years	Count	2	5	4	1	12
		% within Age Group	16.7%	41.7%	33.3%	8.3%	100.0%
		% within Language Influences the Relationship between International Managers and Local Actors (e.g. Trade Unions, Employers Association and Government)	40.0%	45.5%	44.4%	50.0%	44.4%
		% of Total	7.4%	18.5%	14.8%	3.7%	44.4%
	45-60 Years	Count	1	2	3	0	6
		% within Age Group	16.7%	33.3%	50.0%	0.0%	100.0%
		% within Language Influences the Relationship between International Managers and Local Actors (e.g. Trade Unions, Employers Association and Government)	20.0%	18.2%	33.3%	0.0%	22.2%
		% of Total	3.7%	7.4%	11.1%	0.0%	22.2%
	More than 60 Years	Count	2	0	1	0	3
		% within Age Group	66.7%	0.0%	33.3%	0.0%	100.0%
		% within Language Influences the Relationship between International Managers and Local Actors (e.g. Trade Unions, Employers Association and Government)	40.0%	0.0%	11.1%	0.0%	11.1%
		% of Total	7.4%	0.0%	3.7%	0.0%	11.1%
Total		Count	5	11	9	2	27
		% within Age Group	18.5%	40.7%	33.3%	7.4%	100.0%
		% within Language Influences the Relationship between International Managers and Local Actors (e.g. Trade Unions, Employers Association and Government)	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	18.5%	40.7%	33.3%	7.4%	100.0%

G. Management level * Trade union representation at company level has an effective impact on health & safety issues Cross-tabulation

|			Trade Unions Representation at Company Level has an Effective Impact on Health and Safety Issues					Total
			Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
Management Level	Junior Manager	Count	0	1	2	3	2	8
		% within Management Level	0.0%	12.5%	25.0%	37.5%	25.0%	100.0%
		% within Trade Unions Representation at Company Level has an Effective Impact on Health and Safety Issues	0.0%	20.0%	50.0%	25.0%	40.0%	29.6%
		% of Total	0.0%	3.7%	7.4%	11.1%	7.4%	29.6%
	Middle Manager	Count	1	1	1	4	1	8
		% within Management Level	12.5%	12.5%	12.5%	50.0%	12.5%	100.0%
		% within Trade Unions Representation at Company Level has an Effective Impact on Health and Safety Issues	100.0%	20.0%	25.0%	33.3%	20.0%	29.6%
		% of Total	3.7%	3.7%	3.7%	14.8%	3.7%	29.6%
	Senior Manager	Count	0	3	1	5	2	11
		% within Management Level	0.0%	27.3%	9.1%	45.5%	18.2%	100.0%
		% within Trade Unions Representation at Company Level has an Effective Impact on Health and Safety Issues	0.0%	60.0%	25.0%	41.7%	40.0%	40.7%
		% of Total	0.0%	11.1%	3.7%	18.5%	7.4%	40.7%
Total		Count	1	5	4	12	5	27
		% within Management Level	3.7%	18.5%	14.8%	44.4%	18.5%	100.0%
		% within Trade Unions Representation at Company Level has an Effective Impact on Health and Safety Issues	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	3.7%	18.5%	14.8%	44.4%	18.5%	100.0%

H. Country of origin * Western and non-Western international managers have a different cultural barriers when working with Bangladeshi local managers Cross-tabulation

			Western and Non-Western International Managers have a Different Cultural Barriers when Working with Bangladeshi Local Managers					Total
			Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly Disagree	
Country of Origin	Western	Count	1	2	1	0	1	5
		% within Country of Origin	20.0%	40.0%	20.0%	0.0%	20.0%	100.0%
		% within Western and Non-Western International Managers have a Different Cultural Barriers when Working with Bangladeshi Local Managers	20.0%	18.2%	20.0%	0.0%	100.0%	18.5%
		% of Total	3.7%	7.4%	3.7%	0.0%	3.7%	18.5%
	Non-Western	Count	4	9	4	5	0	22
		% within Country of Origin	18.2%	40.9%	18.2%	22.7%	0.0%	100.0%
		% within Western and Non-Western International Managers have a Different Cultural Barriers when Working with Bangladeshi Local Managers	80.0%	81.8%	80.0%	100.0%	0.0%	81.5%
		% of Total	14.8%	33.3%	14.8%	18.5%	0.0%	81.5%
Total		Count	5	11	5	5	1	27
		% within Country of Origin	18.5%	40.7%	18.5%	18.5%	3.7%	100.0%
		% within Western and Non-Western International Managers have a Different Cultural Barriers when Working with Bangladeshi Local Managers	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	18.5%	40.7%	18.5%	18.5%	3.7%	100.0%

I. Trade unions representation at company level has an effective impact on health & safety issues.
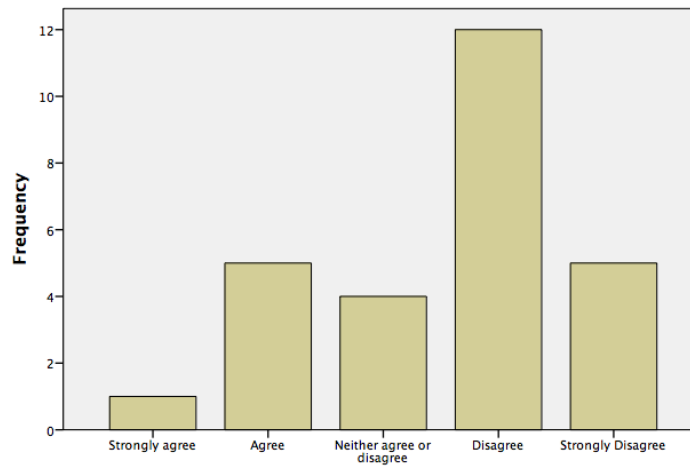
J. Western and non-Western international managers have different cultural barriers when working with Bangladeshi local managers.
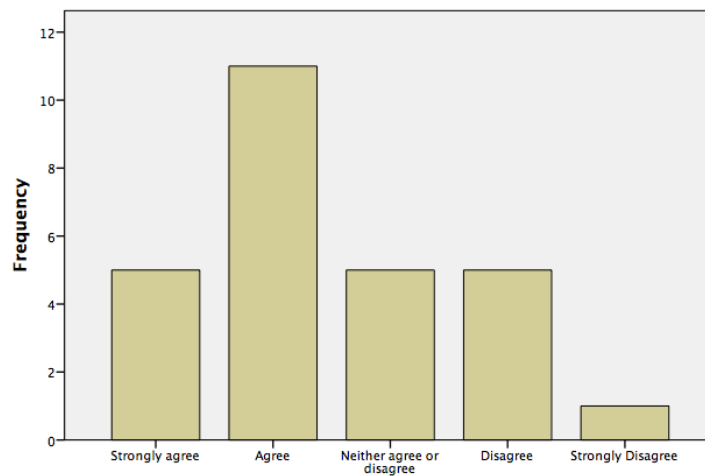
Appendix 8: Details of Interviewees

A. International Managers

Date	Interview Number	Country of Origin	Company Focus	Job Function
13/03/2016	IM: 10	South Korea	Packaging	General Manager
	IM: 11	South Korea	Packaging	Executive Director
14/03/2016	IM: 12	Sri Lanka	Woven garments	Executive Director
16/03/2016	IM: 3	France	Interlining manufacturing	Financial Controller
	IM: 1	India	Finished RMG products	Chief Executive Officer
18/03/2016	IM: 15	India	Knit & woven	Operation Director
	IM: 4	Sri Lanka	Finished RMG products	Country Manager
20/03/2016	IM: 13	Turkey	Finished RMG products	Country Manager
24/03/2016	IM: 14	India	Garment accessories	National Head-Business Development
	IM: 2	Sri Lanka	Woven bottoms	Chief Financial Officer
	IM: 8	India	Woven bottoms	Head of Quality
25/03/2016	IM: 7	Sri Lanka	Woven bottoms	Head of HR & Compliance
	IM: 20	Sri Lanka	Woven bottoms	Management Accountant
	IM: 6	Sri Lanka	Woven bottoms	Production Manager
	IM: 5	Sri Lanka	Woven bottoms	Manager Operation & Washing
28/03/2016	IM: 19	India	Readymade garments and denim fabric	General Manager
29/03/2016	IM: 17	British	Woven tops and bottoms	Managing Director
	IM: 16	Japan	Garment accessories	Managing Director
31/03/2016	IM: 18	Italy	Knitting and other knitting products	Managing Director
	IM: 9	China (Hong Kong)	Textile dyeing	Group General Manager

Source: Authors Compilation, (2017)

N.B.: Data Inferred from Interview with International Managers

B. Industrial Relations (IR) Actors

Date	Interview Number	Company Focus	Job Function
07/03/2016	IR: 1	Accord on Fire & Building Safety in Bangladesh	Head of Public Affairs and Stakeholders Engagement
15/03/2016	IR: 12	Trade Union (Bangladesh Garments and Industrial Sromik Federation)	Organiser
17/03/2016	IR: 2	ILO	RMG programme manager
	IR: 6	ILO	Senior communication officer
23/03/2016	IR: 13	Trade Union (Bangladesh Garments and Industrial Sromik Federation)	President
23/03/2016	IR: 11	Woven and sweater manufacturing	Managing Director
26/03/2016	IR: 5	Sweater manufacturing	Director (Commercial)
	IR: 7	Sweater manufacturing	Director (Technical)
28/03/2016	IR: 10	Trade Union (Bangladesh Centre for Workers Solidarity)	Executive Director
30/03/2016	IR: 14	Woven garments	Director
9/04/2016	IR: 3	Woven garments	Director (Admin, HR & Compliance)
31/03/2016	IR: 15	Ministry of Labour and Employment, Bangladesh	Deputy Secretary
2/04/2016	IR: 9	BGMEA	Senior Vice President
4/04/2016	IR: 8	BKMEA	1st Vice President

Source: Authors Compilation, (2017)

N.B.: Data Inferred from Interview with IR actors

Appendix 9: Summary of Selected Cultural Factors

A. International Managers

Major Characteristics	Characteristics	Response Rate (%)
Language as Barrier of Cultural Understanding	Main Barrier	65
	Barrier	35
Understanding of Health & Safety	Perfectly Understood	100
Perception of Local Politics	Extremely Poor	60
	Poor	25
	Good	5
	No Comments	5
	Not Identified	5
Attitude Towards Trade Unions	Extremely Critical	25
	Critical	30
	Good	20
	Neutral	15
	Not Identified	10
Significance of Local Language	Extremely Significant	40
	Significant	60
Awareness of CSR	Highly Aware	55
	Aware	45
Nationality Influence on Relationship with Local Managers	Not at All	80
	Sometimes	20
Differences between Western & non-Western International Managers	Significant Differences	45
	Differences	20
	No Differences	35

Sources: Author's Compilation, (2017)

N.B.: Data Inferred from Interview with International Managers

B. Industrial Relations (IR) Actors

Major Characteristics	Characteristics	Response Rate (%)
Experiencing Problems Working with IM	Various Occasion	13.34
	Limited Occasion	33.34
	Not at All	53.34
Significance of Understanding Bangladeshi Culture	Extremely Significant	40
	Significant	40
	Not Significant	20
Significance of Culture on Health & Safety Issues	Extremely Significant	33.34
	Significant	20
	Not Identified	46.67
Attitude Towards Trade Unions	Extremely Critical	13.34
	Critical	33.33
	Good	53.33
Significant of Understanding Local Politics and Behaviour	Extremely Significant	53.34
	Significant	20
	Not Significant	26.66
Differences between Western & Non-Western International Managers	Significant Differences	40
	Differences	46.67
	Not Differences	13.33

Sources: Author's Compilation, (2017)

N.B.: Data Inferred from Interview with International Managers

Appendix 10: Abstract of Paper Presented at the BAM2016 Doctoral Symposium at Newcastle University Business School, Newcastle, U.K.

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Title: Recent Development in the Garment & Textile Industry in Bangladesh in the Changing Global Environments for the Industry.

Abstract

This paper considers the recent development in the Garment & Textile industry in Bangladesh after the Tazrin Fashion fire and Rana Plaza disaster on 2012 & 2013, which killed more than 1,252 workers. Based on a review of the literature, the research develops a framework to identify the recent development in the Garment & Textile Industry in Bangladesh of a number of selected issues. A particular focus is the issue of international managers in the Garment & Textile industry with regard to cultural barriers. Hypothesis derived from these theories are tested with data from a number of international managers, employees, employers, employers association, trade unions official and government officials. Initial results reveal: language, culture, and political understanding may be significant. The outcome of the analysis for case studies would provide the best explanation for the research.

Keywords
International Management, and Garment & Textile Industry in Bangladesh.

Appendix 11: Ethical Approval Letter

London South Bank
University

<div align="right">

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Ref: UREC 1548

</div>

Md Asaduzzaman Khan
368 Rhodswell Road
London
E14 7UF

Tuesday 22 March 2016

Dear Asad

RE: International Management and Cultural Barriers: An Empirical Study in the Garment and Textile Industry in Bangladesh

Thank you for submitting this proposal and for your response to the reviewers' comments.

I am pleased to inform you that full Chair's Approval has been given by Vice Chair, Daniel Frings, on behalf of the University Research Ethics Committee.

I wish you every success with your research.

Yours sincerely,

N.Mitchell

Nicola Mitchell

Secretary, LSBU Research Ethics Committee

cc:

Prof Shushma Patel, Chair, LSBU Research Ethics Committee