ISSN: 2054-7404
Archives of Business Research; Vol. 14 No. 11 (2026) (01-15)
https://doi.org/10.14738/abr.1411.12596

Management Roles in Support of Logistics & Operations of Readymade Garment Industries for Profitably: A SWOT Analysis on Bangladesh Perspectives

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Abstract: Ready-Made Garments (RMG) sector in economy country-wise is intensively combined with apparel value chains globally. In this journey, Bangladesh is no exception. Mostly, it is the time-sensitive export industry in Bangladesh. With such practices of RMG sector, the logistics and operations performances in business operation must lead to on-time shipment, quality stability, and cost efficiency, which are becoming strategic capabilities rather than back-office activities in today's world. Most importantly, activities such as cutting, sewing, finishing, packing, and then dispatching depend on several factors such as workforce competence, discipline, teamwork, communication and retention. Besides this, Bangladesh heavily relies on seaport-facilities for trade, which may cause congestion and longer dwell times. All these can add uncertainty to shipment schedules. All these factors are shaped by human resource management (HRM) on how the HRM of factories hire, train, deploy and get all the required tasks cost-effectively done. Here the HRM plays direct & indirect roles in strengthening logistics and operations performance in the textile industry. Accordingly, this study advances with SWOT Analysis for discovering how HRM practices can effectively support or hinder logistics & operation-performances within this critical sector, particularly in Bangladesh RMG sector. Thus, this study concludes that the HRM in a factory is a practical lever for improving supply chain responsiveness in labor-intensive textile manufacturing. This study further proposes a set of integrated HR operations actions for Bangladesh-based firms, such as skillful workforce planning, supervisors' development, incentive alignment to delivery & quality and wellbeing and then compliance embedded into daily routines.

Keywords: Human Resource Management, Ready-made Garments (HRM), logistics and operation performance, garment industries, Bangladesh, RMG, on-time delivery (OTD), defects or flaws of products.

INTRODUCTION

Textile industries and Ready-Made Garments (RMG) sector in economy country-wise are intensively integrated with global apparel value chains. On this aspect, this sector in Bangladesh is no exception. It is one of the most time-sensitive export industries in Bangladesh. Besides this, in RMG arena, the buyers frequently operate with short fashion cycles, strict compliance expectations, and then penalty clauses for delayed delivery [2; 3; 8]. With these practices of RMG sector in business-operation, the logistics & operations performances must lead to on-time shipment, quality stability, and cost efficiency, which

are becoming strategic capabilities rather than back-office activities [1; 9] in today's tech-driven world.

Thus, besides focusing on technology and lean tools etc. in both research & practices in today's tech-driven world, the apparel manufacturing in Bangladesh remains labor intensive and day-to-day outcomes in production of RMG sector. Here lean tools mean structured methods & techniques designed to eliminate waste, improve efficiency, and optimize workflow processes, which originated from Toyota Production System [9].

Most importantly here activities or roles include cutting, sewing, finishing, packing, and then dispatching depend on workforce competence, discipline, teamwork, communication and retention [3; 4]. Besides these, Bangladesh heavily relies on seaports for trade, and congestion and longer dwell times, which can add uncertainty to shipment schedules.

All these factors are shaped by human resource management (HRM) on how factories hire, train, deploy and then get done all the required tasks cost-effectively [5; 10]. Here the HRM plays both direct and indirect roles in strengthening logistics and operation-performance in the textile industry. Accordingly, this study advances with aims developing a systematic framework for enhancing HRM in various companies across Bangladesh. Here the current study advances with theoretically evaluating how specific management roles drive logistics, operations, and profitability in Bangladesh's readymade garment (RMG) sector.

The critical roles for the key positions in the Bangladeshi Garments Sector are as follows

- Supply Chain Manager: Oversees material flow from global suppliers to local factories.
- Logistics Manager: Manages shipping, customs clearance, and transport bottlenecks.
- Operations Manager: Balances production lines and minimizes assembly delays.
- Procurement Manager: Sources raw materials cost-effectively.

Expected Outcomes

- Clear mapping of accountability in factory workflows.
- Strategies to cut standard export lead times.
- Actionable policies for reducing operational waste in garments industries in Bangladesh.

OBJECTIVES OF THE STUDY

- To identify core management positions supporting factory operations.
- To grasp the importance of effective management practices in RMG sector in Bangladesh.
- To identify challenges relating to good management practices in the RMG sector.

- To suggest effective policy design & practices ensuring efficient management.
- To measure the impact of logistics coordination on export lead times.
- To link operational efficiency to overall profit margins.

METHODOLOGIES USED IN THIS STUDY

It is well accepted that without approach(s), no study will be scientific or reasonably successful in practice. Here the terminology - *methodology* refers to a set of defined norms & procedures that serve as the foundation for any scientific study and serve as a benchmark against the claims or allegations of knowledge evaluated. Thus, the current study advances with conceptual or literature-based SWOT analysis and the process, which can be used classifying evidence into SWOT categories and then describe them transparently. Here SWOT Analysis is utilized theoretically for discovering how HRM practices can effectively support or hinder logistics & operation-performances in Bangladesh RMG sector. Thus, it is expected that the findings of this study will provide value in both theoretical and practical contexts. Also, the current study ensures the important insights for practitioners due to its considerable managerial relevancy.

Importance of using SWOT Analysis in this study

A SWOT analysis can help in readymade garment (RMG) management aligning internal logistics and operations with volatile external markets. It can cut down lead times, lower costs, and mitigate supply chain disruptions. More specifically, it can be instrumental in multi-faucets such as

- Optimizing Low-Cost Labor (Strengths): Helps study how to capitalize on abundant, low-cost workforces and green factory initiatives while managing skill retention.
- Addressing Productivity and Turnover (Weaknesses): Identifies internal HR bottlenecks like high worker turnover, low labor productivity, rigid labor rules, and poor middle-management training.
- Leveraging Market and Training Shifts (Opportunities): Guides HR planning to upskill workers for high-value-added production, automation, and compliance with international brand standards.
- Mitigating External Disruptions (Threats): Prepares HR departments for external pressures such as sudden labor unrest, rising minimum wage mandates, global supply chain shocks, and strict international compliance audits

Core Benefits for Operations Management

- Identifies Internal Gaps: Highlights weaknesses like manual inventory tracking, machine bottlenecks, or port delays so managers can fix them.
- Leverages Strengths: Capitalizes on skilled labor, low-wage structures, and established supplier networks to maximize output efficiency.

- Captures Opportunities: Spots trends like green manufacturing, digital automation, and new trade pacts for faster market entry.
- Mitigates External Threats: Prepares contingency plans against raw material price spikes, sudden trade shifts, and global transport delays.

Thus, it would not be overstated that Human Resource Management (HRM) is linked to effective SWOT analysis in the ready-made garment (RMG) sector ([113]. This is because the garment industry is highly labor-intensive, almost every internal strength and weakness on the factory floor stems from how workers and managers are trained, motivated, and organized.

MANAGEMENT IN THE BANGLADESH RMG INDUSTRIES

This study begins with discussion on the effect of various macroeconomic factors of strength, opportunity, weakness, and threat aspects, which could be vital for better understanding the SWOT analysis in HRM garments industry-sector. The RMG sector in Bangladesh has made substantial contributions to the nation's economic development where cities and rural areas jointly receiving the benefits. Today's apparel manufacturing industries in Bangladesh are expanding or growing on an average at a rate of 20% in each year [6] with little over 75 of export revenues derived from the readymade garment sector [2; 7]. This industry currently employs little over 4.2 million Bangladeshi people in 4,490 operational industrial units in Bangladesh [2].

Here each of these organizations ability to succeed & meet its quality objectives primarily dependents on its human resource capabilities. The companies in the RMG sector in Bangladesh frequently priorities its cost reductions over providing their staff with proper adequate training. But ensuring high-quality performance requires skills development and relevant adequate training. With this shortcoming, the staff-productivity rate in RMG sector in Bangladesh is lower than that of competitors in the world.

It is well recognized that each organization's ability to succeed & meet its quality objectives is mainly dependent on capabilities of its human resources or employees. The companies in RMG sector in Bangladesh very often priorities reducing cost on facilitating proper training their employees [8]. But ensuring high-quality performance requires skill development and training of its employees no matter what level jobs they do. As a result, here the staff productivity rate is lower than that of staff members in any other competitive companies in Bangladesh.

In today's world, the RMG sector has the seventh largest workforce in Bangladesh. So, there are huge opportunities for this industry in Bangladesh for expanding and to be prosperous as years ahead. In this case, it is crucial to focus on the appropriate & effective implementation of HR policies that emphasize quality performance for taking advantage of these opportunities. A recent study on the RMG sector underscored the need to boost worker productivity in readymade garment prices by implementing effective HRM practices [13]. It is well recognized that the RMG sector in Bangladesh encounters many challenges due to globalization [8; 14]. Here several factors, such as i) unsystematic or random recruitment and selection processes ii) lack of training facilities and insufficient financial resources and iii) low level of worker motivation in general, contribute to the low productivity of laborers in today's RMG sector in Bangladesh.

Materials and Distribution in Markets

Competitions domestically & internationally have become challenging. Here customers enjoy having multiple-faucets of possibilities from which they can decide or choose to satisfy their garment-product needs [14]. Therefore, it is crucial to place the product through distributional channel in the same manner ensuring maximum accessibility for customers by marginalizing distribution costs, *i.e.,* for ensuring minimum distribution costs. Accordingly, companies have been trying to solve the distributional problems by building up stocks in different points of the supply chain. The active nature of these markets building up of stocks to be very risky, which leads to potentially unprofitable business in today's RMG sector. In today's world, customers' habits on buying products are always changing [9; 14]. Here the competitors are continually introducing & retreating products from the market where the offer variation leads to errors in building up stocks [12]. Accordingly, the costs of keeping stock are blocking a part of funds, which results in stopping the company from offering low products.

Production and then Marketing them

The logistics management goals are planning & coordinating the necessary activities, achieving the maximum customer-service level at the lowest price without compromising with quality of services. On this matter, logistics management's objectives span the organization starting from raw materials management to the delivery of the final product. Here customers' satisfactions are achieved by coordinating information flow from the market to the suppliers and the materials & products from the suppliers to the customers. Here integration of logistics into the organization offers a unique perspective for the company than that in any other conventional organization. It has been seen for many years now, production & marketing within the same organization are considering it as separate activities, which come very often in conflict. Here department stores were born from the different directions which the departments mentioned. On the other side the production was focused on obtaining higher efficiency through standardization and long production run [6; 9]. On the other side, the marketing department had to launch into the market a large variety of products and to rapidly operate changes to the product (6; 7]. In today's business-driven world, it is not possible for these two departments to operate independently. Here customer orientation concepts and understanding of customer needs are prerequisites for survival in today's world. Accordingly, fundamental changes have been made in today's production-management as an introduction to flexible manufacturing systems, materials requirements & planning and just-in-time methods [6; 8]. In this setup, logistics play a crucial role in keeping competitive advantages. Accordingly, the inclusion of logistics problems in organization's strategy has become mandatory for addressing or marginalizing it for today's companies for its survivals [2; 3; 4]. Here the logistics management tries creating a unique aggregate plan for the entire organization, which will link the stand-alone plans of marketing, distribution, production and then procurement [6; 7].

Efforts on Subcontracting (outsourcing) and Purchasing Cases

The term outsourcing is used when a company decides to purchase from outside certain materials and other services, which were initially performed within the company itself [4].

It allows a company to focus on activities that represent its foremost competences [1; 4]. So that the company can create competitive advantages by reducing its cost [8; 10]. The manager, particularly, the materials manager of the company generally achieves coordination of outsourcing activities. Materials management and logistics terminologies are commonly used with the same purpose & meaning. These are referred to the entire range of management functions [3; 5; 7]. It forms a complete circuit of materials such as i) purchasing and internal control of materials production ii) planning and control of internal processes iii) transport and shipping of finished products. In today's market system, the purchasing department manages the current contracts with the suppliers in multi-faucets [1;2; 5]. In this case, a strategic decision, which is critical for many companies, is choosing between producing or buying a material or a service.

In such practices, a company's character can intensively be changed by this type of make-or-buy decisions, which has a vital importance for the productivity & competitiveness of a company [1; 5; 7]. So, in today's world, managerial way of thinking has changed dramatically in recent years. In this journey, it has ensured increasing global competition, reduction of cost pressures and then decreasing & focusing on the company's core competences in today's business-driven world [3].

Today, the "make" option is preferred by many large organizations, which results in an upstream development and then creation of many production units and assembly lines [3; 9]. In today's practices, a huge portion of purchases are made for raw materials, which are then internally processed. In today's, most business management tends to favor flexibility, focus on company's strong points, to get closer to clients' needs and to emphasize productivity and competitiveness. All these aspects support the idea of buying from the outside.

On cost controlling issues, the company's purchasing department is the most critical area [4]. This is because two thirds of the product costs are acquired elements in today's business world practices, at least in garments industries [2; 5]. In this case, the design is the most expensive part of a product [2; 5]. But this is true just when the manufacturing and the purchasing links are not functioning properly. The purchasing department is responsible for knowing and controlling these phenomena[2]. Here the purchasing department must be familiar with the materials, the performance, the availability and the suppliers. Accordingly, it is essential to know what part of the product aesthetic and what part is functional. This department is mostly directed to other sources, like the Institute for Supply Management.

THEORETICAL FRAMEWORK FOR RMG SECTOR IN BANGLADESH

Human Resource Management (HRM) practices directly impact logistics and operational outcomes because supply chains inherently rely on human behavior, coordination, and technical precision. While a business might invest in sophisticated machinery or advanced software, these assets remain underutilized without human alignment.

Effective HRM acts as the bridge that translates technological and structural investments into measurable operational Key Performance Indicators (KPIs) like faster lead times, lower defect rates, and optimal inventory turnover.

HRM Practice	Behavioral & Cognitive Mechanism	Direct Operational & Logistics Outcome
Selective Hiring & Talent Acquisition	Filters for technical competency (e.g., managing automated sorting systems or demand sensing algorithms) and adaptive problem-solving skills.	Reduces order lead times and minimizes handoff friction between warehouses and freight forwarders
Targeted Training & Upskilling	Build specific technical capabilities (e.g., using AR/VR for warehouse microlearning, data analytics) and fosters teamwork.	Lowers defect and rework rates, speeds up production line changeovers, and increase overall labor productivity.
Behavioral Reward Management	Aligns employee incentives with operational metrics, neutralizing the "distrust" dispatchers or drivers might have toward new algorithmic routing.	Improves on-time delivery rates and increases "logistics agility" at the speed at which a firm adapts to disruptions.
Flexible Scheduling & Well-being Initiatives	Tackles chronic burnout, mitigates labor shortages, and satisfies the physical demands of high-volume fulfillment centers.	Drastically reduces costly employee turnover, preserving institutional knowledge and maintaining steady line stability.
Decentralized Decision-Making	Empowers frontline workers and autonomous teams to resolve dynamic logistical blocks without waiting for top-down approval.	Enhance operational flexibility and supply chain resilience when navigating real-time port delays or custom complications.

To understand why this relationship exists, operations strategy relies on two main theoretical pillars:

- *The Resource-Based View (RBV)*: According to the Resource-Based View framework, competitors can easily copy physical infrastructure. However, the complex, socially engineered combination of human talent, organizational culture, and cross-departmental coordination is rare, valuable, and hard to imitate—creating a sustained operational advantage.
- *Organizational Commitment as a Mediator:* HR strategies do not automatically fix an assembly line or speed up a truck. Instead, practices like transparent performance communication and clear goal setting build deep organizational commitment. Psychological commitment alters daily human behavior, motivating workers to proactively share knowledge, collaborate, and practice continuous improvement

In the garments and apparel industry, operations are defined by high labor intensity, razor-thin margins, extreme seasonal demand shifts, and strict buyer compliance. Because fabric costs represent up to 60–70% of a garment's total value, and sewing remains heavily reliant on manual human dexterity, HRM practices do not just support the operation—they directly control material yield, factory efficiency, and compliance viability.

How Do Specific HRM Practices Impact Garment Operations?

HRM Practice	Behavioral & Operational Mechanism	Direct Apparel KPI Impact
Skill-Based Grading & Line Balancing Recruitment	Multi-skilling operators (e.g., training a worker to handle both basic overlock and complex collar attachments) allows supervisors to balance lines dynamically when workers are absent	Minimizes Bottlenecks & WIP: Reduces Work-in-Progress (WIP) pileups at specific sewing tables, increasing overall Line Efficiency (DHU/EQL).

Ergonomic Training & Modern Piece-Rate Incentives	Modern Piece-Rate Incentives Transitioning from pure piece-rate (which rewards speed over quality) to quality-bonus structures, combined with ergonomics to reduce physical fatigue.	Lowers DHU (Defects per Hundred Units): Drastically cuts down on sewing reworks (like puckering or uneven hems), saving fabric costs and reducing fabric wastage.
Strict Social Compliance & Welfare Management	Proactive monitoring of working hours, fair wages, safety drills, and anti-harassment mechanisms to satisfy international brand audits (e.g., WRAP, BSCI).	Secures Brand Export Orders: Prevents blacklisting by global buyers. Directly reduces order cancellation risks and shipping delays due to sudden labor unrest.
Cross-Functional S&OP Collaboration Training	Training merchandising, procurement, and production planning teams to communicate via shared digital platforms (like PLM/ERP) rather than working in silos.	Shortens Time-to-Market: Speeds up the critical Pre-Production (PP) meeting approval phase, preventing delays in fabric cutting and fabric sourcing
Supervisor Leadership & Communication Coaching	Moving factory floor line-chiefs away from aggressive verbal pressure toward collaborative problem-solving and technical coaching.	Reduces Absenteeism & Migration: Garment factories suffer from high monthly turnover (often 5–10%). Also, better floor management stabilizes lines, retaining institutional layout knowledge.

The Financial & Waste Elimination Reality

In garment manufacturing, the relationship between HR and operations is explicitly visible through Lean Manufacturing principles: They are

- *Defect Waste (Rework):* If an unmotivated or poorly trained operator sews a sleeve incorrectly, it must be unpicked. This ruins the fabric grain, wastes sewing thread, and slows down the subsequent pressing and packing sections.
- *The Absenteeism Cascade:* Because sewing lines function like a human conveyor belt, if a critical "helper" or "special machine operator" is absent and HR has no multi-skilled backup ready, the output of the entire 40-person line drops by 30–50% for that shift, killing the day's Cut-to-Ship ratio.

ECONOMICS OF LOGISTICS & OPERATION PERFORMANCES IN RMG SECTOR: WAY TO OPERATE EFFECTIVELY

Logistics and operation performances directly dictate profitability in the Ready-Made Garment (RMG) sector by controlling the cost of goods sold (COGS) and lead times in multi-faucets [9, 12]. Based on discussions with senior level officers in RMG sector, it can contribute to multi-faucets. They are as follows

A. Maximize margin and mitigate vulnerabilities

Maximize Margin Mechanics

- Optimize inventory velocity: Fast throughput reduces warehousing capital lockup.
- Minimize stockout penalties: Efficient tracking prevents air freight emergency costs.

- Enhance labor productivity: Streamlined factory floors maximize standard minute value (SMV).Consolidate freight networks: Bulk shipping lowers per-unit transport expenses.

Mitigate Supply Chain Vulnerabilities

1. Implement dual-sourcing strategies:
    - Source raw materials from multiple verified geographic regions.
    - Reduce reliance on a single fabric or trim supplier.
    - Prevent total production halts during regional trade disruptions
2. Deploy near-shore warehousing:
    - Hold buffer stock closer to major consumer markets.
    - Shorten the final distribution leg to retail stores.
    - Adapt quickly to sudden seasonal fashion demand shifts
3. Invest in predictive analytics:
    - Monitor real-time shipping data to foresee port congestion.
    - Adjust production scheduling based on fabric arrival forecasts.
    - Optimize yarn procurement cycles using historical price trends
4. Executing operational cost reductions
    - Standardize cutting patterns: Minimize fabric wastage to reduce material bills.
    - Automate material handling: Use conveyor systems to reduce internal transit times.
    - Negotiate long-term freight rates: Lock in carrier contracts to avoid spot market spikes.

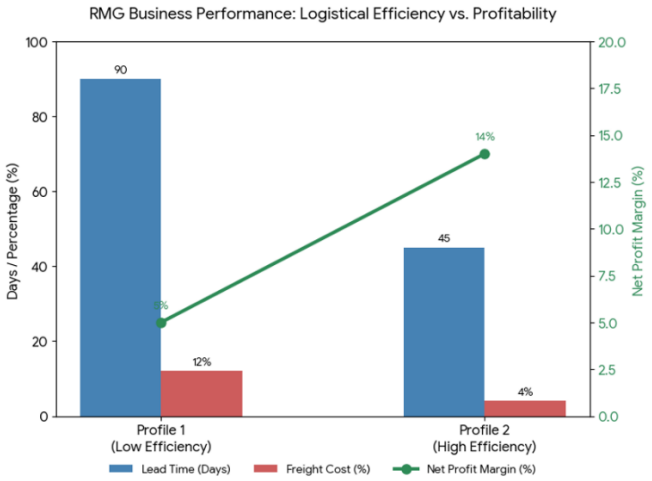
In summary, operational cost reduction in RMG sector can be completed Operational cost reduction in RMG sector = $f(X_1, X_2 \ldots X_n)$

Where

- X_1 = Raw Material Procurement
- X_2 = Lean Manufacturing i.e. (SMV Optimization)
- X_3 = Consolidated Freight Forwarding
- X_4 = On-Time Retail Delivery

In logical format, it can be written as follows

[Raw Material Procurement] ➔ [Lean Manufacturing (SMV Optimization)] ➔ [Consolidated Freight Forwarding] ➔ [On-Time Retail Delivery].



The Core Economic Directives

- Lead time compression yields margin expansion: Cutting lead time in half (from 90 to 45 days) eliminates expensive emergency air freight and prevents order cancellations.
- Logistics cost control protects profitability: Reducing freight and warehousing expenses from 12% to 4% of total revenue injects capital directly back into net profits.
- Working capital velocity accelerates cash rotation: Shorter operational cycles mean fabric expenditures are converted back into retail revenue twice as fast, minimizing bank loan dependency.

Operational Excellence vs. Inefficiency: The Profile Matrix

Operational Metric	Traditional (Low Efficiency)	Optimized Profile (High Efficiency)	Strategic Leverage Point
Lead Time	90 Days	45 Days	Eliminates fashion obsolescence risks.
Logistics & Freight Cost	12% of Revenue	4% of Revenue	Avoids reliance on last-minute spot shipping.
Net Profit Margin	5%	14%	Direct outcome of lower operational waste.
Primary Freight Mode	Reactive Air Freight	Proactive Ocean Freight	Reduces per-unit transport expenses drastically.
Inventory Turnover	4x per year	8x per year	Frees up factory floor space and cash flow.

B. Economic Value Chain Breakdowns

1. Procurement & Inbound Logistics:

- High-performance scales down raw material holding costs through Just-In-Time (JIT) trim delivery.
- Low performance suffers from fabric delays, causing idle labor lines and high fabric storage fees.

2. Factory Floor Operations (SMV Optimization):

- High-performance syncs cutting and sewing schedules perfectly with inbound material arrivals.
- Low-performance forces rushed production lines, causing high defect rates and costly re-work loops.

3. Outbound Logistics & Customer Satisfaction:

- High-performance hits strict international retail delivery windows via cheaper sea routes.
- Low-performance misses production milestones, triggering punitive late discounts or forced air freight.

4. Customs Efficiency: The speed and simplicity of border clearance;

Customs efficiency means how fast and easy it is for goods to pass through border checks. High efficiency cuts down waiting times, lowers shipping costs, and helps supply chains run without big delays. Keyways to Improve Speed are as follows

- Digital forms: Use online systems instead of paper files.
- Single window: Set up one single digital place to share all trade data with the government.
- Smart risk checks: Scan cargo based on risk levels instead of checking every single box.
- Pre-arrival clearance: Send and check paperwork before the goods arrive at the border.

C. Main Benefits

- Lower costs: Saves money on storage and late fees at ports.
- More trade: Helps local and global businesses move products faster.
- Less hassle: Stops human errors and cuts down face-to-face paperwork steps.

SWOT ANALYSIS ON HOW HRM PRACTICES CAN SUPPORT OR HINDER LOGISTICS & OPERATIONS PERFORMANCES

A SWOT analysis is a strategic planning framework, which can be utilized by evaluating a business, project, or personal venture in multi-faucets such as roles of HRM in any production sector such as RMG sector.

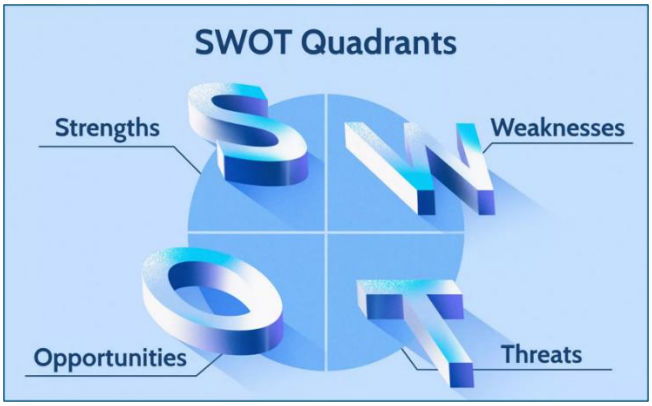


Fig 1: SWOT Analysis on Logistics & Operations ensuring cost-effectiveness in RMG Sector

It begins with identifying four elements: 1) Strengths (internal advantages) 2) Weaknesses (internal limitations) 3) Opportunities (external market possibilities) and 4) Threats (external risks) [11]. Accordingly, the expected findings of this analysis can be instrumental to decisionmakers capitalizing on advantages, correct deficiencies, exploit favorable trends, and protect against external risks. By categorizing both controllable internal factors and uncontrollable external forces, you can build a realistic, data-driven strategy. Accordingly, for ensuring effective roles supporting Logistics & Operations Cost-effectively in Textile Industry underpinning SWOT Analysis are presented below.

Internal Strengths (HRM Drivers for Performance)

- Abundant Operational Labor Pool: HR department can effectively tap into a massive, highly responsive domestic labor ecosystem. This massive workforce will allow factories to scale up operational assembly lines rapidly during peak shipping seasons, such as pre-Eid export rushes.
- Structured Compliance and Safety Frameworks: Like the post-Rana Plaza reforms have forced HR, Admin, and Compliance departments to standardize workplace safety, the HRM of the RMG sector can enforce safety protocols for directly minimizing operational downtime, which are caused by workplace accidents or structural hazards.
- Industrial Engineering (IE) Synergy: The RMG sector can promote or inspire team-members to work closely with Industrial Engineering departments for designing highly optimized task allocations. This collaboration will improve line efficiency, reduce material waste on the factory floor, and accelerate overall operational cycle times.
- Strong Labor-Intel Alliances: Experienced HRM managers can maintain active grievance handling channels and then they can make efforts transparent employee communication. This active management can mitigate the risk of sudden labor unrest, keeping logistics and shipment timelines steady.

Internal Weaknesses (HRM Bottlenecks)

- Severe Deficit in Specialized Logistics Talent: HR recruitment functions frequently struggle to source highly skilled logistics and supply chain professionals. The majority of personnel handling port documentation, warehouse route, and complex import-export schedules rely on informal experience rather than standardized training.
- High Attrition and Employee Turnover: Low floor wages and demanding work hours trigger persistent employee turnover. This constant churn disrupts operational continuity and forces HR to waste resources on repetitive onboarding instead of specialized skills development.
- Lagging Digital Literacy and Skill Gaps: As factories adopt the ERP (Enterprise Resource Planning) systems and warehouse management platforms, the HR training frameworks often fail to keep pace. A major gap exists in training workers to navigate automated material tracking or lean inventory tools.
- Fragmented Administrative Focus: In many smaller factories, HR is treated purely as a clerical unit for payroll and attendance rather than a strategic asset. This administrative focus leaves little room for building performance-linked incentives that drive logistical speed

External Opportunities (Leveraging HRM for Growth)

- Green HRM Integration: Global buyers increasingly prioritize environmental accountability. HR can champion "Green HRM" practices—training staff in waste reduction and eco-friendly inventory handling—which enhances factory standing and secures long-term contracts with international supply chains.
- Institutional Skill Partnerships: Up-skilling partnerships with academic entities, specialized institutes, and organizations like the BGMEA enable HR to build dedicated talent pipelines. Targeted diplomas in Lean Logistics and Supply Chain Management can quickly bridge the talent gap.
- Cross-Functional ERP Implementation: Collaborating with IT to roll out integrated systems like SAP or specialized apparel ERPs gives HR real-time performance analytics. This allows the department to map workforce performance data directly against on-time shipment metrics.
- Automation-Driven Upskilling: As automation alters cutting and sewing floors, HR can proactively design change management strategies. Upskilling operators to oversee automated machinery drastically shift performance from manual speed to tech-driven precision.

External Threats (Challenges Demanding HR Resilience)

- LDC Graduation Impact: Today, it is well acknowledged that the upcoming graduation of Bangladesh from Least Developed Country (LDC) status will phase out the privileges of crucial trade privileges and duty-free access [1; 2]. To survive shrinking margins, HR must aggressively boost labor productivity for offsetting the losses of trade preferences.

- Systemic Port and Infrastructure Friction: Recurrent port congestion at Chattogram and transportation bottlenecks create severe external delays. These disruptions place immense operational stress on HR. It must handle the resulting overtime demands, worker fatigue, and sudden shift adjustments safely.
- Intense Regional Cost Competitiveness: Competitors like Vietnam and India boast highly streamlined logistics networks. If Bangladesh's textile HR architectures fail to rapidly evolve from manual labor management into strategic, efficiency-driven systems, the country risks losing global market share.

Strategic HRM-Logistics Matrix

The HRM-Logistics can be summarized as follows in a Matix form

HRM Strategic Focus	Operational Impact	Logistical Outcome
Targeted Logistics Recruitment	Eliminates documentation errors and port delays.	Reduces overall lead times significantly.
Lean Manufacturing Training	Minimizes fabric waste and manufacturing bottlenecks.	Ensures steady throughput for packaging lines.
Incentivized Performance Appraisals	Boosts workforce morale and line output efficiency.	Maximize on-time delivery rates to shipping ports.
Dynamic Overtime & Compliance Safety	Reduces burnout and keeps labor relations stable.	Avoid operational shutdowns during seasonal supply spikes.

CONCLUSION

Ready-Made Garments sector in economy country-wise is deeply mixed with global apparel value chains services. On this issue, Bangladesh is no exception. It is well recognized that these are time-sensitive export industries in economy country-wise such as Bangladesh. With such practices of the sector in business-operation, logistics & operations performances must lead to on-time shipment, quality stability, and cost efficiency. It is becoming a calculated capability rather than a back-office activity in today's tech-driven world. Most importantly here cutting & sewing cloths, finishing, packing and then dispatching depend on workforce skills, competence, discipline, teamwork, communication, and retention. Besides these, Bangladesh heavily relies on seaports for trading, and congestion and longer dwell times, which can add uncertainty to shipment schedules. Despite having remarkable growth rate of RMG sector in Bangladesh, it is unfortunate that the HRM practices implementation has not been received the attention it deserves from the outset. All these factors are shaped by HRM on how factories hire, train, deploy and get all the required tasks cost-effectively done in a timely fashion. Here HRM plays direct & indirect roles in strengthening logistics and operations performance in the garment industry. Accordingly, this study carried out SWOT Analysis to discover how HRM practices can effectively be supported or hinder logistics & operation-performances within this critical sector. This study provides important benefits for owners and for those involved in policy and decision-making processes in the RMG sector. Based on this analysis, it can be concluded that HRM is a practical lever for improving supply chain responsiveness in labor-intensive in the industry. It further recommends a set of integrated HR operations actions for Bangladesh-based firms. Accordingly, the recommended actions are: i) skill-driven workforce planning ii) effective supervisor

development iii) incentive alignment to timely delivery & quality of services, wellbeing & compliance should be embedded into daily routines.

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