

Assessment of Legal Rights of Workers in Bangladesh: A Study on Selected Industrial Sectors

Julia Parveen¹, Moniruzzaman Bhuiyan², Anupam Das Gupta^{3*} and Mohammed Jamal Uddin⁴

¹*Department of Business Administration, Premier University, Chattogram, Bangladesh*

²*Department of Statistics, University of Chittagong, Chattogram, Bangladesh*

^{3,4}*Department of Finance, University of Chittagong, Chattogram, Bangladesh*

¹*julia.parveen13@gmail.com, ²bhuiyan_mz@yahoo.com, ³anupam@cu.ac.bd,*

⁴*jamal@cu.ac.bd*

Abstract

Developing countries are struggling in economic development and trying to achieve sustainable development at a reasonable timeframe while keeping pace with world economic development, with the debate of achieving this goal at the cost of the quality of workers' lives, security, and opportunity. Countries like Bangladesh, which has comparatively cheap labor opportunities, are drawing more attention from concerned authorities (the International Labor Organization). This study aimed to assess some legal issues related to decent work and worker's rights in the selected seven industrial sectors in Chattogram. The study was conducted during the period from June to October 2022 to collect primary data for 392 samples using a structured questionnaire. Descriptive and inferential statistical analyses were then done using SPSS 26. This study revealed a few critical findings. Giving appointment letters and ID cards in sample firms belonging to RMG, health and diagnostic, and beauty parlors is more common than other firms in sectors like restaurants, construction, transport, and aluminum. Maintaining the regulation of daily working hours is more visible in formal sectors, such as RMG and health and diagnostics. At the same time, three-wheeler vehicle' drivers are also motivated to work more time (in this case, 12 hours/7 days with some exceptions) due to earning more money. In this study, emergency fire exits are present in industrial settings, while the remaining respondents disagree in other sectors. Gender discrimination is more evident in the industrial workplace. Based on the findings, we suggest that workers' awareness and the supervision of regulatory agencies are highly sought after in all sectors, including formal and informal. More individual sectoral samples and regional coverage would help the study generalize the findings for policy implications.

Keywords: *Assessment of Legal Rights, Decent work, worker's rights, Bangladesh*

1. Introduction

The economic downturn, vulnerable supply chain due to war, geopolitics, and industrial unrest present challenges to confirming human rights, such as the right to decent work [1][2].

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* Corresponding author

Workers' rights are covered and represented significantly by the concept of decent work. The idea of "decent work" (a comprehensive concept of work and the workplace) was first proposed by the director-general Juan Somavia in 1999 at the IL (International Labour) conference meeting [3][4]. The concept of decent work encompasses the equal rights of men and women in the working environment with adequate opportunity, appropriate remuneration, safety, security, social recognition, and dignity. It incorporates workers' rights in the formal economic sectors and covers unregulated wage workers, self-employed, and home workers. However, ILO pinpoints four apparent dimensions of decent works. These are i) Dignity in the workplace (promotion and other rights at work), ii) Confirmation of gender equality and social equality, iii) freedom of association and collective bargaining, and iv) right to remuneration and social security [4][5]. In many international supply networks, there have been widespread abuses of workers' rights. Production workers in different sectors frequently endure hazardous working circumstances, such as continuously low pay, extensive and typically forced overtime, dangerous workplaces, and restrictions on their ability to organize unions and engage in collective bargaining [6]. Although human rights, gender equality, social security, the right to collective bargaining, etc., are global concerns, regulators and international bodies are more aware of situational analysis in developing and less developed countries.

Developing countries are crawling in economic development and trying to achieve sustainable development within a reasonable timeframe while keeping pace with world economic development [7]. However, debate arises about whether this approach is at the cost of the quality of workers' lives, security, and opportunity. Therefore, countries with comparatively cheap labor opportunities are drawing more attention to concerned authorities like ILO. Bangladesh is no exception due to belonging to a developing nation and being one of the most affordable labor suppliers in the world labor market. Continuous escalation of the SDGs index, such as 109th out of 165 countries in 2021 from 120th out of 157 countries in 2017 [8], drawing researchers' attention to the workers' rights, security, and social position in Bangladesh. Thus, it is time demand to examine the situation of workers in different industrial sectors of Bangladesh. Some sectors are known as labor-intensive or high employment sectors, such as ready-made garments (RMG), transport, health, construction, restaurants, and others, where workers' rights draw attention both locally and globally for accidents and vulnerabilities.

The recent accident in the container depot at Sitakundu (June 4, 2022) had a death casualty of 41 people, including 12 firefighters, shaking the regulators and rethinking Chattogram regarding the safety and security of workers, health support, and other facilities in the working environment [9]. All these circumstances created turbulent conditions for the labor market in different industries in Chattogram. Further, the labor-intensive sectors in Chattogram usually attract daily laborers from across the country (primarily the North Bengal of the country). Those laborers often gather in set locations in different areas to be picked up by contractors. Thus, as a commercial city of Bangladesh, migrating the workforce from outside of Chattogram increases the workers' density on the one hand and the vulnerability of workers' rights, safety, and security issues on the other. Since Chattogram is the country's economic backbone, workers' concerns will confirm the sustainable workforce supply and economic growth. This research analyzes the current situation of Chattogram in terms of implementing decent work issues.

2. Literature review

Workers' rights and decent work are indispensably related. The study's background focuses on relevant investigations related to workers' rights and pinpoints its relevance. For ease of readership, we divide this section into the literature on decent work and workers' rights.

2.1. Decent work

Decent work is a comprehensive concept of work and the workplace that confirms the dignity in the workplace and equal treatment of men and women. Over time, more clarification of decent work has come forward. In the light of the International Labor Organization (ILO), decent work signifies the equal rights of men and women, ensuring appropriate opportunity, remuneration, security, safety in the workplace, dignity, and social recognition. All 120 countries that joined the ILO's Decent Work Country Programme (DWCP) for implementation incorporate DWCPs in their national economic, social, and employment policies, yet to integrate safety and health into the DWCPs [10].

There have been widespread abuses of workers' rights in many international supply networks. Production workers in different sectors frequently endure precarious working circumstances, such as continuously low pay, extensive and typically forced overtime, dangerous workplaces, and restrictions on their ability to organize unions and engage in collective bargaining [6].

However, the condition of decent work depends not only on the country's organization and system but also on the laborers' understanding and valuation of it. Chen et al. [11] found that the valuation of decent work is diversified among the workers. The authors showed that young workers are more responsive to decent work than experienced workers. Young and educated workers value decent work and fair and equitable treatment in the organization. Workers with a low level of education value payments and work duration. Again, white-collar workers are organization-sensitive, and blue-collar workers are benefit-sensitive.

2.2. Workers' rights

Workers are the prime element of production that activates and operates an organization's activities. There are some fundamental rights of workers in the workplace. Bangladesh Labor Law 2006 defines different relations relating to labor rights, such as wages of workers, working hours, right to have security in the workplace, facilities in the workplace, right to trade union, right to leave, retirement benefits, etc. Although there are laws relating to workers worldwide, implementation and compliance issues have also lagged since the initiation of industrialization. Maitland [12] stated that workers are often not free to choose their terms and conditions in the workplace. They usually compromise their work values to them due to payment trade. The author argued by constraining workers' choices, employers are exploiting workers' rights in the workplace.

Although Bangladesh is moving ahead in compliance with workers' rights in the workplace, there is still a debate about how employers play a role in regulatory compliance issues. Most of the time, workers are not concerned about their rights in the workplace, and employers and recruiting agents are taking advantage of such ignorance. The problems are acute in the case of migrated workers. Sha and Bhuiyan [13] expressed that due to legal protection and an appropriate justice system, workers, especially women, are deprived of equal rights in the workplace.

Arguments are also moving forward about the role of political governments in strict rules and regulation of workers' rights. Siddiqui and Uddin [14] argued that two family-oriented major political parties, business people's tendency to satisfy the ruling political party, and people in business's influence in the parliament significantly influence state politics of Bangladesh. Although the Bangladeshi economy is RMG-dependent, workers' rights and even human rights are rarely confirmed in the workplace of RMG sectors. The confirmed death of 112 workers and more than 200 injuries in the fire disaster of Tazreen Fashions in November 2012 shook the whole country about the rights and security of RMG workers. However, these accidents also failed to draw proper attention and care from RMG owners and the Government to take appropriate steps to protect against such losses. As a result, Bangladesh witnessed another accident of RMG that took more than 1080 lives and 2,500 severe injuries in the Rana Plaza disaster on April 24, 2013 [14]. These accidents indicate the significant violation of workers' rights and safety in the workplace and the role of political Government. The day before the Rana Plaza disaster, the media telecasted the cracks in the building. Despite this TV telecast and knowing about the cracks in the construction, the owner of Rana Plaza did not close operations, and workers were forced to work in risky conditions. These activities make the role of Government and Businessmen and their seriousness about workers' rights questionable [14].

Although the Government faced challenging situations in addressing the movement after these disasters, more importers' labor security and safety restrictions emerged. The Government took action against the owners for negligence. However, this is a continuous process to address labor rights issues and security, and the state can play a significant role. As an RMG export country, consecutive accidents shake the whole industry and the part of stakeholders like BGMEA, BKMEA, and BEPZA to protect industry security and labor safety. The Government's role and political system can play an appropriate role in confirming labor rights and protection. Berliner et al. [15] found that labor rights are significantly associated with state capacity. Moreover, the political system consists of powerful opposition parties, union density, labor power, democracy, etc., representing workers' interests and rights nationally.

3. Methodology

3.1. Collection of data and area of study

This study encompasses seven industrial sectors: RMG, construction, hotel and restaurant, health and diagnostic, small transport, beauty parlor, and aluminum. A sample of 392 respondents' data was collected about the compliance of workers' rights in their respective industrial sectors through a structured questionnaire in Chattogram from July to October 2022. The reasons for choosing Chattogram as the study area were its diversity in industrial setup, importance for employment, and economic contribution to the national GDP.

3.2. Variables

The rights that were considered in this study were having a formal appointment letter, having an ID card, working hours, daily wages, privileges of enjoying weekends, whether the workers work during government holidays, whether the workers are terminated without notice, whether the industrial sector ensures emergency fire exit, gender discrimination in terms of distribution of wage by the industrial set up, whether the workplace is hygienic or

not, etc. These rights were extracted from different clauses of Bangladesh Labor Law 2006, and compliance issues with those rights were observed as mandatory in the law.

3.3. Techniques of data collection and analysis

A structured questionnaire was used to conduct the survey. Univariate, Bivariate, and multivariate analyses were performed through IBM SPSS version 26. Descriptive measures of percentage distribution of respondents according to their responses on different categories of workers' rights. A test of independence is performed to reveal the association between different industrial sectors and specific workers' rights. P-value is noticed to assess whether there exists any association between industrial sectors and given workers' rights. Among the seven industrial sectors, Ready-Made Garments (RMG) and Health and Diagnostic sectors are considered formal sectors, and the other five sectors, viz Construction, Restaurants, Small transport, Beauty parlor, and Aluminum goods, were considered informal sectors. The formal sector is coded as 1, and the informal sector is coded as 0. Since our outcome variable holds a dichotomous nature, binary logistic regression is appropriate, and it is performed accordingly in the study. Workers' rights were considered as predictors, and these predictors were made categorical to compare the results with the reference category.

4. Results

4.1. Descriptive statistics

It is observed from [Table 1] that 26.3 percent of respondents are in the RMG sector, which is followed by the health and diagnostic sector with a percentage of 17.6 percent. The rate of respondents in the construction sector is 13.5 percent. Table I reveals that 40.3 percent of respondents have appointment letters, whereas the rest, 59.7 percent, do not have any appointment letters to raise their voices regarding their legal rights with authority. In terms of ID cards, it is observed that 59.8 percent have ID cards, but the rest of the respondents do not have ID cards. As per labor law, a worker must work eight hours per day. It was found that 43.1 percent of respondents complied with the prescribed working hours, but the number of respondents who did not comply with 8 hours was higher than that of their counterparts. It is depicted that a higher number of workers can enjoy the weekend than their non-enjoying counterparts. Most of the workers are observed to work during government holidays, with a percentage of 77.8 percent, in contrast to those who do not work during government holidays, with a rate of 22.2. It is observed from the above table that the authority only terminates the workers with notice in most cases. It was found that 71.7 percent of respondents opined that the industrial set upholds emergency fire exits, and the rest of the respondents said no regarding emergency fire exits. Most of the respondents opined that there exists gender discrimination in the industrial setup. The authority keeps the workplace hygienic in most cases, as revealed from the data collected by the respondents.

Table1. Percentage distribution of respondents in seven selected industries

Selected Characteristics	Percentage
Sector surveyed	
RMG	26.3(103)
Construction	13.5(53)
Hotel and Restaurant	11.7(46)
Health and Diagnostic	17.6(69)
Small transport	13.3(52)
Beauty parlor	9.9(39)
Aluminum	7.7 (30)
Having a formal appointment letter	
Yes	40.3(157)
No	59.7(233)
Issuance of ID card	
Yes	59.8(234)
No	40.2(157)
Compliance of working hours	
Up to 8 hours	43.1(169)
Above 8 hours	56.9(223)
Enjoying weekend	
Yes	72.4(284)
No	27.6(108)
Needed to work during govt. holidays	
Yes	77.8(305)
No	22.2(87)
Termination from work without notice	
Yes	17.1(67)
No	82.9(325)
Emergency fire exit	
Yes	71.7(281)
No	28.3(111)
Gender discrimination in terms of wage	
Yes	87.9(266)
No	32.1(126)
Hygienic status of the workplace	
Yes	79.1(310)
No	20.9(82)

Source: Authors' compilation using SPSS

4.2. Test of association of different worker's rights with the selected industrial setup

From [Table 2], it is observed that 47.8 percent of the workers in the RMG sector have formal appointment letters, which are followed by the health and diagnostic sector. P value shows that having an appointment letter is highly significantly associated with the industrial sectors that we considered in our study. RMG sectors also mark the highest percentage of workers possessing ID cards, figuring at 32.2 percent, followed by the health and diagnostic sector. It is observed that 22.2 percent of respondents opined that they have ID cards, though the sector is not a formal sector, but the driver must carry ID cards while plying vehicles on the road. The P-value of Chi-square shows a highly significant association between having an ID card and different industrial sectors. Compliance with 8 hours of work per day is mostly performed by the workers of RMG and the health and diagnostic sector, but the other sectors are observed to be low-performing sectors in this regard. P value shows that there is a highly significant variation among the sectors in terms of compliance with prescribed working hours made by the Bangladesh law 2006. Workers' enjoyment of weekends is found to be higher in formal sectors like RMG and health and diagnostic sectors compared to their informal

counterparts. This right has also been found to be significant in the industrial sector. In terms of work during Government holidays, the highest percentage is observed to be in the health and diagnostic sector because this sector deals with human lives. Termination from the service without notice is highly significant in the different industrial sectors. Formal sectors like RMG and Health and diagnostic sectors hold emergency fire exits more than their informal counterparts. It is also observed that gender discrimination in terms of wages and the variable maintaining hygiene in the workplace are observed to be significant.

Table 2. Test of association between workers' rights and different industrial sectors

Workers' right	Different industrial sectors							Chi-square value (df)	P-value
	RMG	Construction	Hotel-Restaurant	Health-Diagnostics	Small transport	Beauty parlors	Aluminum goods		
Have a formal appointment letter									
Yes	47.8(75)	3.20(5)	3.2(5)	33.8(53)	1.9(3)	9.6(15)	0.6(1)	164.879(6)	<0.001
No	11.6(27)	20.2(47)	17.6(41)	6.9(16)	21.0(49)	10.3(24)	12.4(29)		
Having ID card									
Yes	32.2(80)	5.1(12)	3.0(7)	29.5(69)	22.2(52)	5.6(13)	0.4(1)	215.781(6)	<0.001
No	14.0(22)	26.1(41)	24.8(39)	0.00(0)	0.00(0)	16.6(26)	18.5(29)		
Working hours									
Up to 8 hours	31.4(53)	13.6(23)	0.0(0)	29.0(49)	2.4(4)	10.1(17)	13.6(23)	100.066(6)	<0.001
Above 8 hours	22.4(50)	13.5(30)	0.6(46)	9.0(20)	21.5(48)	9.9(22)	3.1(7)		
Enjoying weekend									
Yes	34.9(99)	10.2(29)	4.2(12)	21.1(60)	9.9(28)	9.5(27)	10.2(29)	112.097(6)	<0.001
No	3.7(4)	22.2(24)	31.5(34)	8.3(9)	22.2(24)	11.1(12)	0.9(1)		
Working during Govt. holidays									
Yes	14.8(45)	15.1(46)	14.8(45)	21.6(66)	14.8(45)	11.8(36)	7.2(22)	102.701(6)	<0.001
No	66.7(58)	8.0(7)	1.1(1)	3.4(3)	8.0(7)	3.4(3)	9.2(8)		
Termination from the service without notice									
Yes	43.3(29)	23.9(16)	1.5(1)	14.9(10)	0.0(0)	10.4(7)	6.0(4)	33.905(6)	<0.001
No	22.8(74)	11.4(37)	13.8(45)	18.2(59)	16.0(52)	9.8(32)	8.0(26)		
Emergency Fire exit									
Yes	33.1(93)	6.0(17)	21.6(24)	24.6(69)	18.5(53)	9.3(26)	0.7(2)	182.189(6)	<0.001
No	9.0(10)	32.4(36)	7.8(22)	0.0(0)	0.0(0)	11.7(13)	25.2(28)		
Gender Discrimination									
Yes	27.8(74)	13.9(37)	14.7(39)	22.9(61)	20.6(26)	10.2(27)	22.2(28)	79.379(6)	<0.001
No	23.0(29)	12.7(16)	5.6(7)	6.3(8)	9.8(26)	9.5(12)	0.8(2)		
My workplace is Hygienic									
Yes	31.3(97)	4.8(15)	11.9(37)	21.6(67)	16.8(52)	2.4(2)	1.6(5)	200.673	<0.001
No	7.3(6)	46.3(38)	11.0(9)	2.4(2)	0.0(0)	11.9(37)	30.5(25)		

4.3. Logistic regression

The significant variables observed in bivariate analysis were used in binary logistic analysis to demonstrate the simultaneous impact of workers' rights on industrial sectors. The results reveal that having ID cards by the workers, Issuance of appointment letters by the authority, compliance with working hours, gender decimation in terms of wages, the existence of fire exit in the industrial setup, and enjoying weekends by the workers are observed to be highly significant with the formal sector. The result shows that the workers who have ID cards are 3.011 times more likely to work in the formal sector than those who work in the informal sector. The workers who have appointment letters are 9.528 times more likely to be in the formal sector than their informal counterparts. The workers in the formal sector comply with the time frame of eight working hours, 3.193 times more likely than their informal counterparts. Ensuring equal wages between male and female workers is 3.065 times more likely in the formal sector than in their informal counterparts. Emergency fire exits are found to be 4.957 times more likely in the formal sector than in their informal counterparts. In terms of termination without notice, formal sectors are 3 percent less likely than informal sectors. Workers in the formal sector are 46 percent less likely to work during government holidays than those in the informal sector. Formal sector workers can enjoy weekends 6.030 times more likely than their informal sector counterparts. Formal sectors are more hygienic than the informal sectors.

Table 3. Logistic regression coefficients and odds ratios of different workers' rights in Chattogram

Selected workers' rights	Regression coefficients	Standard errors	P-values	Odds ratios
Issuance of appointment letter No (RC)	-	-	-	-
Yes	2.254	.337	<0.001	9.528
Having identity cards No (RC)	-	-	-	-
Yes	1.102	.384	0.004	3.011
Compliance of working hours Above 8 hours(RC)	-	-	-	-
Up to eight hours	1.161	.332	<0.001	3.193
Enjoying weekend No (RC)	-	-	-	-
Yes	1.797	.417	<.001	6.030
Needed to work during govt. holidays No (RC)	-	-	-	-
Yes	-.615	.396	.121	.540
The authority does not terminate without notice No	-	-	-	-
Yes (RC)	-.029	.407	.943	.971
We have an emergency fire exit No (RC)	-	-	-	-
Yes	1.601	.485	.001	4.957
Male and female workers get equal wages No (RC)	-	-	-	-
Yes	1.120	.360	0.002	3.065
My workplace is hygienic No (RC)	-	-	-	-
Yes	.229	.539	.670	1.258

5. Discussion

Both descriptive and inferential statistics have shown significant results for most of the variables in assessing the legal rights of workers in Bangladesh with respect to the selected sectors. The study considered the formal and informal sectors.

Having appointment letters from employment firms has been considered one of the strong rights of workers. In this study, 40.3% of respondents were found to have appointment letters, and two sectors- RMG and Health & Diagnostic- were ahead of the rest. Some reasons for such results are that both sectors are more supervised and regulated, and there is a relatively more educated and aware workforce in the industries. Having no appointment letters (59.7%) in the sectors may be due to the informal nature of the sectors, unemployment crisis in the market, lack of awareness of workers, lack of presence of workers' union or collective bargaining agency, and weakness in the application of workers' rights. Almost similar results have been found (59.8% have ID cards and 40.2% are without ID cards) in the case of ID cards, although workers in beauty parlors and small transport have been found with ID cards along with RMG and Health & diagnostic sectors. In the transport sector, here, three-wheeler vehicle drivers responded positively because they considered their driving licenses as ID cards.

Maintaining the regulation of daily working hours is more visible in formal sectors, such as RMG and Health & Diagnostics. In the RMG sector, workers have been found to have more working hours because of mutual benefit. Sometimes, employers are required to engage workers for extra time to maintain the shipment schedule while workers are motivated to get higher wages this month. The health & diagnostic sector, mostly hospitals, runs the operations 24 hours with three working shifts. In this sector, daily working hours are highly supervised and regulated. The aluminum sector follows workers' compensation mostly based on productivity rather than fixed working hours. Three-wheeler vehicle drivers are also motivated to work more time (in this case, 12 hours and seven days with some exceptions) due to earning more money. Workers in the construction sector work from sunrise to sunset as an industry practice in our country due to the informal nature of the sector, as well as the fact that any government or non-government organization does not monitor them.

Regarding enjoying the weekend holiday, most of the workers have been found to have positive responses (72.4%), although most of them need to work on government holidays (77.8%). The results in this regard are expected as RMG follows their prefixed holidays in a calendar year, for which sometimes workers need to work on some government holidays while three-wheel vehicle drivers are free and more prone to work on government holidays due to higher earnings. Similar practices are well evidenced in other sectors, such as hospitals, diagnostics, restaurants, and construction. Moreover, workers are sometimes happy to have extra wages that make their living comfortable.

In this study, most of the respondents said in the formal sector that emergency fire exits are present in industrial settings, while the remaining respondents disagreed. This is found in RMG, Construction, Hotel, and Restaurant, Health, and Diagnostic setup. The reason behind this is continuous fire occurrence in Bangladesh and global interference, as well as strong control and monitoring by the BGMEA in our country. Hotel and health sectors are also at high risk of fire accidents. The owners of these types of businesses are now more conscious about human rights than in previous times because of raising the voices of consumer groups and activities taken by the trade unions.

Most of the respondents believe that gender discrimination exists in the industrial workplace. Gender discrimination is highly observed in construction because female workers

are assigned jobs without any formal system or employment criterion. Most of the women are poorly paid in this sector. Also, hotels and restaurants appoint women on a contractual basis. Female workers are more reluctant and vulnerable than males in terms of their rights. However, in the transport sector, there is no issue regarding discrimination because, in our country, female workers or drivers are absent in small transport.

Regarding hygiene, most respondents also reported that the authorities keep the workplace hygienic. Some observations have been made on the issue of hygiene during the data collection. In most beauty parlors and health-diagnostic, the employer maintains hygiene. Still, in the RMG, restaurant, and aluminum, it is not so standard because the workers on the production floor are under capacity with respect to the number of workers. The owners of these sectors are in opportunistic conditions due to the unemployment crisis in Bangladesh.

6. Recommendation

Based on the findings and discussion, we can recommend policy implications. Regulatory agencies seek heightened awareness from workers in all sectors, formal and informal. A collective bargaining platform with a positive and collaborative nature is essential. Finally, Government support and cooperation are highly needed to make the rules and regulations more pragmatic and practiced with the positive support of employers, social workers, and academic or training institutes.

7. Conclusion

This study delves into the empirical investigation of workers' legal rights in selected industrial sectors of a sample developing country, Bangladesh. Developing countries need help in economic development and trying to achieve sustainable development at a reasonable timeframe while keeping pace with world economic development. However, debate arises about whether this approach is at the cost of the quality of workers' lives, security, and opportunity. This study aimed to assess some legal issues related to decent work and workers' rights in the selected sectors in Chattogram and revealed a few critical findings. Giving appointment letters and ID cards in sample firms belonging to RMG, health & diagnostic, and beauty parlors is more common than in other firms- restaurant, construction, small transport, and aluminum sectors. Maintaining the regulation of daily working hours is more visible in formal sectors- RMG and health & diagnostic. At the same time, small transport drivers are motivated to work for more time because they earn more. Emergency fire exits are found in industrial settings like RMG and the health sector, whereas fire exits are uncommon in other sectors. Gender discrimination is prevalent in industrial workplaces. Increased awareness among workers and supervision by regulatory agencies are necessary in all industries.

In conclusion, all concerns in the industry must come forward to ensure the workers' rights. Only regulatory pressures or government enforcement are not sufficient; workers' concerns about their rights and the role of bargaining agents are also important. Focusing on seven industrial sectors and one division may be a study limitation. Future researchers can address the issues in selected sectors by incorporating all divisions or extending to more industrial sectors.

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