

Keith Davis's Human Relations Theory could create Human Relations to reach Sound Industrial Relations (SIRs) in the Garment Sector of Bangladesh

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Abstract

Purpose: In this study, an attempt has been made to analyze the prospect of Keith Davis's Human Relations Theory in developing and maintaining SIRs in the garment sector of Bangladesh.

Methodology: A review of the available literature on the Garment sector in Bangladesh revealed that there are frequent industrial unrests in Bangladesh Garment Sector. Still, none of the industrial relations theories can play a role in developing and maintaining SIRs in Bangladesh's garment sector. This condition has enthused the authors to develop a conceptual framework based on Keith Davis Human Relations Theory to create Human relations to reach SIRs in the Garment sector of Bangladesh.

Findings: The study provides a conceptual framework mainly based on Keith Davis's Human Relations Theory which can create human relations to reach SIRs in the garment sector of Bangladesh. Furthermore, the Keith Davis's Human Relations Theory can be considered as the avenue to cover the unitary approach's view and the views of Dunlop System theory, pluralistic theory and social action theory.

Research Limitations: The researchers developed a conceptual framework based on Keith Davis's Human Relations Theory to develop and maintain SIRs in the garment sector of Bangladesh but its empirical study is yet to be conducted.

Originality: The current state of labor relations in Bangladesh's garment industry is discussed in the study. There has been literature on industrial relations, SIRs and Human Relations theory. The relevant literature review shows that not a single study has been conducted to date to investigate if the Keith Davis Human Relations Theory can promote SIRs in Bangladesh's garment sector.

Key Words : Keith Davis's Human Relations Theory, Theories of Industrial Relations, Garment Sector of Bangladesh, Conceptual Frame Work, Industrial Unrest, Sound Industrial Relations(SIRs).

Introduction

Industrial Relations are relationships resulting from the employment of the workers in an industrial establishment. Employers' organization is the focus of industrial relations theory, which emphasizes inter-firm coordination as a distinct process (Ashwin, Oka, Schuessler, Alexander and Lohmeyer, 2020). The question of Industrial Relations wouldn't come if there wouldn't be any industrial revolution i.e., the industrial revolution gave birth to Industrial Relations. And Industrial Relations bring forth to different theories of Industrial Relations. The different authors through their various theories of Industrial Relations attempted to explain Industrial Relations as system at its own domain and subsystem to the larger society, the reasons behind conflicting Industrial Relations, ways to regulate Industrial Relations, and the measures to be taken in developing sound Industrial Relations. There are criticisms of the different theories of Industrial Relations. The SIRs are a way of fostering fair pay and working conditions, along with equality and social justice. It builds rapport and economic performance as mechanisms of good governance, helping to create a highest quality standard for the achievement of the decent work environment at the national level (Hossain and Rahman, 2019). The ability and willingness intended for mutual cooperation of all individuals who work for the organization or an industrial institution would be good or as awaited only if there are SIRs between the management or owners of the organization and the workers and their unions. In order to establish and adopt sustainable working practices for certain groups in the labor market, governments, regulatory organizations, employers, employer associations, and employee representatives have all had to work together (Foster, Masso, and Osila, 2020).

The degree of democracy in Bangladesh is very weak. It is shocking to note that, post-independence, frequent changes in government and the advent of military rule in 1975-1979 and 1982-1990 hindered the social atmosphere for industrial relations in general and trade unionism in particular (Arumugam and Balasundara, 2010). The extent of industrial development in Bangladesh is very negligible. The employment rate is also very low. Thus, the supply of labor is still much higher than the demand for labour because of over population. Therefore, the cost of labor is low. Now these industrial workers are not at all class-conscious. Owing to a very low level of literacy, Bangladeshi workers are absolutely in the dark about their rights and privileges. The labor force participation rate in trade unionism is also low. Leading to inadequate physical health and lack of

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necessary skills, the productivity of Bangladeshi workers is very low. As a result, they cannot lead to a higher degree of profitability for employers, causing their wage levels to stay low. Moreover, weak labor movements have also been blamed for the opportunistic nature of trade union leadership.

The contribution of the garment sector is the largest regarding the foreign exchange earnings of Bangladesh and its contribution regarding GDP is also leading. Besides, this industry creates the prevalent employment opportunity for both male and female and the employment opportunities for female in the largest level has made the female workers in garment sector to be economically independent. So, Bangladesh would feel proud of its garment sector but there is a hindrance to be proud in this regard because the workers who are the most important patron behind the garment sector's highest contribution in foreign exchange earnings and GDP are not satisfied regarding their wages, employment and conditions of services, welfare, physical work environment, safety, their relationships with their employers and other factors of job satisfaction. The workers' dissatisfaction results in frequent industrial unrests in garment sector of Bangladesh. Bangladesh Labour Law introduced in 2006 but there is absence of proper implementation of the legal provisions of Bangladesh Labour Law excepting compliance factories. Although several researchers have already published several research articles on industrial relations in Bangladesh and other countries around the world; however, not a single study has been conducted to explore if the Keith Davis Human Relations Theory can promote SIRs in Bangladesh's garment sector. In this study an attempt has been made to analyze the prospect of Keith Davis Human Relations Theory in developing and maintaining SIRs in the garment sector of Bangladesh.

Literature Review

Garment Sector in Bangladesh at a glance: In the year 1980, some people from Bangladesh got free training from the Korean Daewoo Company. When those people came back to Bangladesh, they had started business and established their factories. In 1978, Bangladesh had only nine export-oriented garment manufacturing lines. There was very little size for Reaz, Paris, and Baishakhi Garments. The Industrial Relations exporter was Reaz garments. By developing export marketing for a Paris-based business in the year 1978, they expanded their market. The Industrial Relations non-equity joint venture in the garment industry was founded by Dosh Garments Ltd. in 1979. In 1980, padded and non-padded jackets were Industrial Relations exported to Sweden by Young One Bangladesh.

Within a short period of time, the Bangladeshi garment industry was very successful. In 1982, in Bangladesh, only 47 manufacturing units were available. But the number rose to 587 in the years 1984 to 1985. Bangladesh is actually the 12 largest exporters of apparel and Bangladesh has 5000 apparel industries (Ubaidullah, 2015). Bangladesh currently has a total of 4,621 export-oriented garment factories. There are 4 million jobs in the garment sector. Bangladesh's overall exports amount is \$34.13 billion, which constitutes 84.21 percent of total exports in 2018-2019. The GDP contribution is 11.17%. T-shirts, polo shirts, caps, sweaters, pants are the main items of the Bangladeshi garment industry (Akter, 2020).

It has been spreading as the apex exporting industry in the last two decades. Due to the positive economic growth of this sector, Bangladesh's GDP has also been increased considerably. Different types of business are also supported by the continuous growth of the garment industry which are insurance, shipping, hotel, tourism, transportation etc. Almost two million individuals are actively interested in this sector. And more than ten million individuals are now active indirectly. This industry provides job opportunities for both men and women on a wide scale.

As the world economy began to recover from the shock of the corona virus pandemic, the country's export revenues increased by 15.10 percent to \$38.76 billion in FY2021, up from \$33.67 billion in FY20. According to figures issued on Monday by the Export Promotion Bureau, export earnings climbed by \$5.08 billion in FY21 compared to FY20, but were still \$1.77 billion below than pre-pandemic earnings in FY19 (The New Age, 2021). The new age also reported that according to experts and exporters, despite a 15% increase in FY21, export earnings remained below levels seen before the pandemic, and they hoped that export revenue would exceed pre-pandemic revenue during the fiscal year 2021-22.

This presents the greatest opportunity for jobs, particularly for women. This therefore reflects the empowerment of women and provides a route for women to become financially independent and to make social contributions. Moreover, the country's poverty is minimized by the diverse workplace facilities in the garment industry (Hossain et al., 2016). Currently, the number of workers working in garment sector is more than four million who are employed in 4,500 RMG companies of Bangladesh. And among these four million workers, 90% are uneducated womenfolk of the rural areas of Bangladesh. After the Rana Plaza case, the government of Bangladesh has taken new steps in the safety and sustainability of Bangladesh's garment industry. Accord and Alliance Inspection identified a 2 percent safety risk after the Rana plaza and Tazreen fashion incident, while the global average is 4 percent. Bangladesh has the top 3 performing environment-friendly LEED certified garment and textile factories in the world (Elahi et al., 2019).

Labor unrest is a common occurrence in Bangladesh's garment industry. Workers violently protesting and agitating has become a garment industry staple (Choudhury and Rahman, 2017). These researchers explored the primary causes and repercussions of worker unrest in Bangladesh's ready-made garment sector. Wage concerns, lack of leisure and holidays, overall working climate, etc. are all factors that contribute to labor discontent. Confrontation between garment workers and law enforcers causes industrial catastrophe (Islam & Ahmad, 2010).

On January 11, 2010, garment workers rioted for benefits like paid vacation and lunch. 30 clothing factories were shut down, and 40 workers were injured. On April 28, 2010, the garment workers started another movement to raise their monthly compensation from \$25 to \$70. This movement harmed 30 persons and affected 22 RMG factories (Choudhury and Rahman, 2017).

The primary cause of labor unrest in Bangladesh garment sector is the lack of labor law enforcement. In Bangladesh, the most of the industries are not equipped to comply with ILO conventions and industrial rules. They are not fully aware of the rights of workers regarding wages, safety, security, etc. In addition, the workers still have no adequate knowledge regarding labor law and their rights (Hossan et al., 2012). It is trepidation of the domestic and internal spectators that the legal provisions, ILO conventions, ethics relevant for this sector are barely complied with by the RMG sector and this situation has created the workers' lives distressful (Islam et al., 2018). The labour unrests of Bangladesh mainly occur because of health and safety issues, low wages, working hours, the relationship between the employers and the labour unions, and political issues (Roy, 2020). The primary cause for labor strife is unpaid wages. The low pays and unsafe working environment generate employee dissatisfaction.

The industrial unrest is also caused by excessive overtime, lack of leisure and holidays (Ahmed et al., 2013). The companies are facing problems regarding working-hours and production targets due to workers' unrests. It also impedes export earnings and negatively affects the image of our country to the foreign buyers. The main reasons for labor unrest are lack of extra benefits and anomalies in overtime payment, delayed festival bonus, deficiency of training program on motivation, incompatible perception regarding the wealthy persons, and minimum wage claims. The causes of industrial unrest demand the attention of Bangladesh's policy makers who are supposed to make policies to eliminate or minimize the labor unrests in Bangladesh's garment sector (Islam & Ahmed, 2014). The SIRs activity should concentrate on safety programs and ensure that workers practice safe actions. Workers with a deep understanding of their fellow workers and superiors and a sense of belonging to their organizations demonstrated excellent safety records (Jannadi, 1995).

Different Theories of Industrial Relations: The different social theorists analyzed the Industrial Relations, its structures, and procedures by major five theories: unitary theory, conflict theory, social action theory, Dunlop system theory, and Marxist theory (Farnham & Pimlott, 1995). In the following section, a focus has been given on these various Industrial Relations theories.

Unitary approach: The conjecture on the basis of which the unitary approach has been formulated is such that a community of people works in an organization under a single structure, common values, interests and goals. The conflict of interest remains absent between the suppliers of labour and suppliers of capital. Making decisions regarding running an enterprise and dealing with people are the managers and employers' prerogatives and responsibilities (Fox, 1966). The dispute is an illogical practice and the company is affected by labor unions. Authoritarianism and paternalism are the foundation of the unitary theory. Unanimity and industrial harmony are accentuated (Ross, 2008). So, the unitary approach is an attractive approach for authoritarian managers and employers.

Pluralistic approach: The Pluralistic Perspective interprets a post-capitalist society where the dissemination of authority and authority in the community is relatively common, and management is separated from ownership. This perspective also views separation, approval and institutionalization of governmental and industrial conflict (Salamon, 2001). The inherent conflicts of interests that exist among these discrete groups generate an enduring situation of forceful tension that needs to be managed to serve the interest of sustaining a feasible collective structure (Fox, 1966). Trade unions as legitimate challenges to managerial rule or prerogatives and emphasize competition and collaboration. This perspective acknowledges trade unions as appropriate representative organizations which facilitate groups of employees to impact management decisions. The pluralist perspective is significantly pertinent over unitary approach regarding the study of Industrial Relations in several big organizations where trade unions exist and compatible with development in present-day society (Ross, 2008).

Marxist approach : Marxist Perspective is based on the view that private ownership exists in the production system and is induced by profit. Managers exert control over production and they are the emissaries of owners. The theory of surplus value developed by Marx claims for the necessities for class conflict to bring social

change. Social change is necessary to cease the discrepancy between owners of the capital and suppliers of the labour. Marxist Perspective views industrial strife as similar to social and political battles. And according to the Marxist view, pluralism is nothing but an illusion. At best, trade unions can attenuate inequality, but they cannot reinstate power balance Marchington (1982). The law allows the employer to pass an order, and the workers must comply with their employers' demands (Hyman, 1975).

Dunlop system theory: Dunlop (1958) deserves the credit to apply the system concept in Industrial Relations. Dunlop (1958) argues that “An industrial-relations system at any one time in its development is regarded as comprised of certain actors, certain contexts, an ideology which binds the industrial-relations system together and a body of rules created to govern actors at the workplace and work community”.

Social action theory: The social action approach views the organization from the point of the individual partakers or actors who have their own goals. This standpoint contemplates conflicts of interests as usual manners and organizational life fragments (Ross, 2008). It is credited to Max Weber (1864- 1920); a German Sociologist. Social action theory contributes to sociology, and its credit goes to Max Weber (1864-1920). Social action theory differs from system theory. The theory intends to discover the reasons for the individual's specific course of action. This theory differs from the systems approach because the system theory views behavior as an outcome of the system's structure and procedures. Social action emanates from the hopes, customs, attitudes, values, proficiencies, circumstances and aims of the individuals who are working in the organization. The social action theory emphasizes that individuals hold freedom of action at a certain degree and capability to impact actions in the way that he/she considers to be necessary or precise (Salamon, 2001).

Implications of the above Literature Review for the Present Study: The above literature review conducted on garment sector in Bangladesh at a glance reveal that although the garment industry in Bangladesh creates job opportunities for male and female, among the workers of garment sector 90 percent are women. The job opportunities created for women in Bangladesh made them economically independent, empowered and capable to provide service to the society. Besides, Bangladesh's GDP has been positively affected by the growth of garment sector and the garment sector is the highest foreign exchange earners in Bangladesh. The different industries of Bangladesh such as insurance, shipping, hotel, tourism, transportation etc. have been supported a lot by the garment sector of Bangladesh. But with all these positive sides, the dark side of garment sector of Bangladesh is that industrial unrest is a common phenomenon in Bangladesh garment sector. The workers' deprivation regarding wage, health, hygienic and safe work environment, welfare, working hours, etc. create huge dissatisfaction which in turn create industrial unrest. The key reason behind the industrial unrest is the absence of application of labour law i.e. its application is at a negligible to count stage. The employers are not fully aware about the legal rights of the workers and the workers also lack appropriate knowledge regarding their legal rights.

If focus is given on Industrial Relations practice in the garment sector of Bangladesh, it can be easily observed that the employers in the garment sector of Bangladesh are practicing the unitary approach in its rudimentary form which is not a sound approach because the unitary approach in its rudimentary form is an attractive approach for authoritarian and paternalistic managers and owners. But we can't accept the exercise of authoritarianism. Then what is about the prospect of pluralistic approach for sound Industrial Relations practice in Bangladesh's garment sector? There are distinct sectional groups, each with its interests, objectives and leadership. Still, workers' trade unions in Bangladesh garment sector remain the weakest sectional group, whereas pluralistic approach acknowledges trade unions as appropriate representative organization to impact management decisions.

If focus is given on Industrial Relations practice in the garment sector of Bangladesh from Dunlop's System Theory perspective, it is observed that Industrial Relations in the garment sector of Bangladesh have been emerged as a system in its domain and are affected by the larger society as a subsystem of the larger community and are impacting larger society. Although there are interactions among the actors, those are not functional enough to develop a functional body of rules i.e., there is provision of the body of regulations such as collective bargaining, conciliation, arbitration etc., according to Bangladesh Labour Law, but there is seldom practice of these body of rules. And there is an absence of common ideology between employers and workers. From the perspective of the Social Action Approach, it has been observed that the efforts to consider and practice the understandings of interpersonal relationships in Bangladesh's clothing sector are missing. If researchers concentrate on IR practice in the garment sector of Bangladesh from the point of view of Marxist Approach, they may conclude that because capitalist society is predominant in Bangladesh, there are complex disputes between employers and there is no equal distribution of revenue. So, the above analyses simply reveal that unitary approach in its rudimentary form is being applied in the garment sector of Bangladesh and pluralistic approach, Dunlop system theory, Marxist theory and social action theory- neither of these theory can play a functional role in developing and maintain sound Industrial Relations in garment sector of Bangladesh.

The concept of Human Relations Theory of Keith Davis and its components have enthused the authors to analyze the prospect of Keith Davis Human Relation Theory in developing and maintaining SIRs in the garment sector of Bangladesh.

Research Methods and Material

Considering the purpose of this research, it was appropriate to collect data from secondary sources. The authors have always been cautious about the study's goals and have collected data to achieve the objective. Searches of peer-reviewed academic literature were conducted using databases such as Web of Science, Sage Publications, EBSCO and Scopus. Many peer-reviewed journals, conference proceedings, and edited books in economics and management sciences are covered by these databases (Anees-ur-Rehman, Wong, & Hossain, 2016).

The time span was chosen to be from 1958 to the present, which is July 31, 2021. Journal articles were considered as a priority in search engines. Three of the authors were involved in extracting significant information from the publications, and the exclusion criteria are incomplete information or documents, as well as relevance to the subject of present investigation. The researchers discussed in depth on the relevance, clarity, and reliability of the articles and documents before selecting them for study. In review articles, this technique is considered standard (Anees-ur-Rehman, Wong, and Hossain, 2016; Dahlander and Gann, 2010).

A comprehensive review of the literature inspired the authors to create a conceptual framework based on Keith Davis Human Relations Theory. The data collected can be processed and analyzed to make this study useful to professionals, researchers, planners, policymakers, and academics in the field concerned.

Discussions

Human relations affect performance (Rivera, 2002). Maintaining healthy employee relations in an organization is a necessary condition for organizational accomplishment. The cogent employee relations are vital for high-efficiency and human contentment (Pilbeam & Corbridge, 2002). The successful human relations in the organization construct congruence, whips up employee satisfaction and augments employees' work efficiency. The study endorses managers of construction firms to initiate excellent human relations in their corporate goals to enjoy benefits from the practice of human relations. Besides money, employees have numerous needs which the organizations cannot satisfy with money. Teams and groups of the organization have dominant impacts and the evidence regarding these impacts was brought into light in 1972 by Hawthorne studies conducted by Elton Mayo and his associates. Nevertheless, there is dearth of enormous research on human relations and its impact on organization's productivity (Arthur-Aidoo et al., 2015). The employees do not give their outstanding accomplishment in the workplace unless or until they are happy with supervisors, government, or even with their co-workers. Effective human relations must be maintained in organizations to succeed and maintain the success. If an organization is to prosper, the relationships among the people in that organization must be observed and sustained (Blyton et al., 2008). Keith Davis in the book of *Industrial Relations: Emerging Paradigms* by Singh (2008) stated Human Relations Approach brings out particular policies and techniques to increase both employees' and workers' upstanding, competence and job satisfaction. Human Relations is the "integration of people into a work situation that motivates them to work together productively, co-operatively and with economic, psychological and social satisfaction". Human Relations Theory suggested a range of steps to improve human relations that are two-way communication, management development, considering place of work as social system, group dynamics management, participatory governance, etc. (Singh, 2008). From the perspective of the Human Relations Theory mentioned by Keith Davis, this study focuses on the practice of Industrial Relations in the garment sector in Bangladesh to see whether or not there is a lack of human relations in this sector in the Bangladesh.

The study found that effective and efficient two-way communication, which is one of the measures to be taken to develop and maintain SIRs remains absent in the Bangladesh garment sector. The most important feature of crafting any work atmosphere is the plan that contacts the entire workforces and supervisor with manifold networks of communication. Decent communication may be considered as the critical constituent of effectual human relations (Highland, 2007). Another measure of human relations also is absent in the garment sector of Bangladesh that is considering workplace as social system. Employers in the garment industry do not view the workplace as a social system.

Another indicator of human relations is management development. The Ministry of Labour and Employment's Industrial Relations Institute (IRI) provides training to both workers and managers on Industrial Relations and labor law. In addition, training is provided by BGMEA, BKMEA, ILO and various NGOs to actors of Industrial Relations. But the question is whether there is development of those actors regarding industrial relation and what is about the implementation of their learning from these training programs. The absence of SIRs reflects the reality of the absence of requisite Knowledge, Skills and Attitudes (KSAs) among actors of garment sector in Bangladesh.

What about the presence of participatory governance and group dynamics management, then? According to Newstrom and Davis (2004), participation inclines to enhance motivation since employees' sense more acknowledged and engaged in this circumstance. And can improve the employees' self-worth, job satisfaction, and collaboration with management. The outcomes are abridged conflicts and tension. It can minimize the employee turnover and absenteeism since participation creates such impression among employees that they are working in a better environment and they are providing better service in their jobs. The action of participation by and off itself initiates improved communication since people jointly talk over work issues. The workers get more information from management regarding the finance and functions of their organizations. A research on employee relationships with top-level management in the Bangladesh Garments Sector found that top-tier decisions are made by 60% and 25%, 10% and 5% by medium-level, bottom-level and workers, respectively. So, only 5% workers participate in decision making whereas workers are doing the major work for the garments sector (Ahammad et al., 2017).

According to Rogers (2010) the majority of the garment workers in Bangladesh are not the members of trade unions and the majority of the leaders of trade unions are occupied to discharge the interest of the owners of the garment factories and the trade union leaders who are not cooperating the employers are being hassled by the employers. According to Huda et al. (2011), the inhuman treatment in many cases regarding the workers of garment sector of Bangladesh reveal the information concerning improper attitudes of the employers towards trade union which is formal group. The owners of garment factories rather than dispiriting workers' trade unions must inspire trade union workers, make the workers aware of their privileges, duties and accurately establish their rights and responsibilities to their employers.

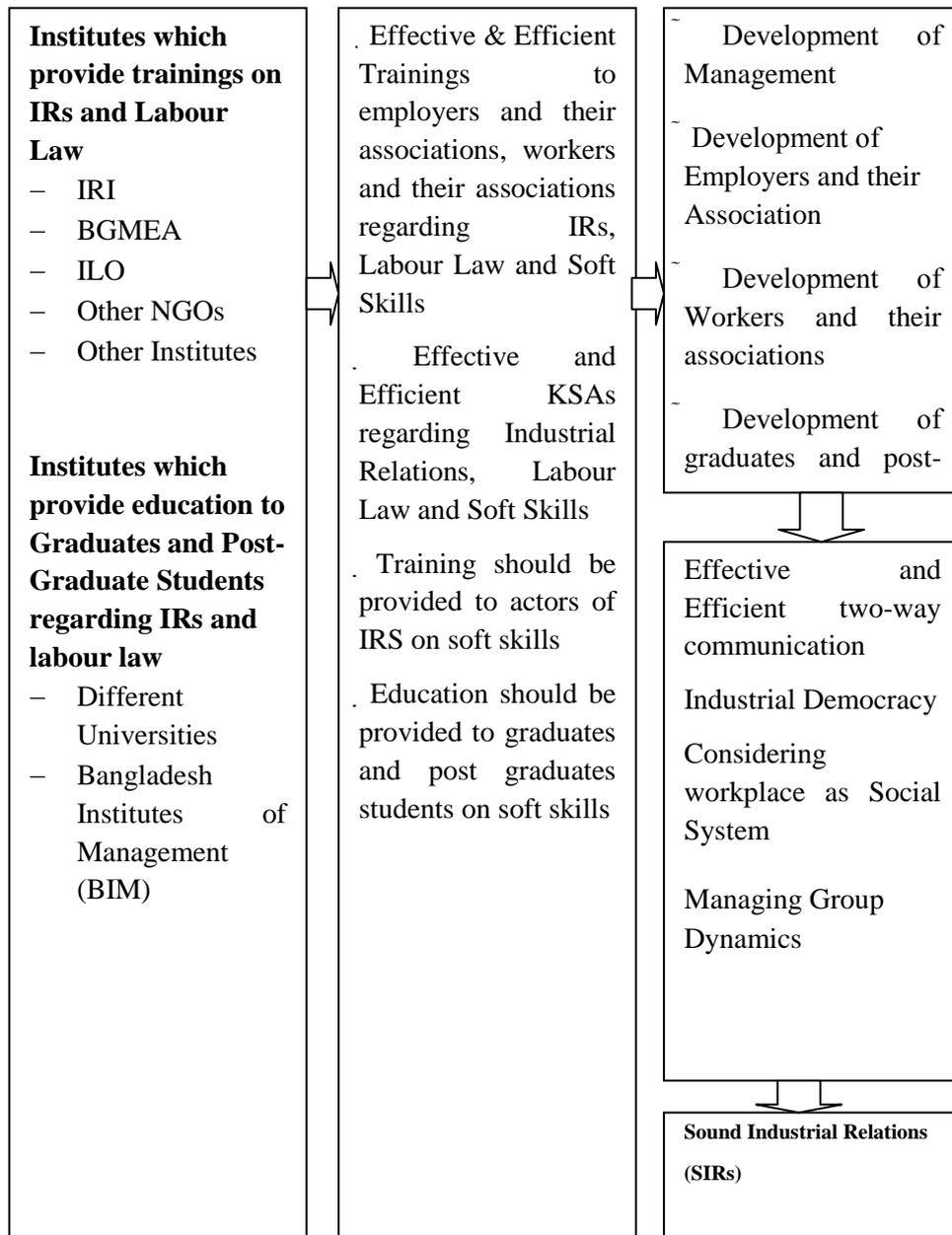
Even though workers have been given the right by Bangladesh Labor Law to develop trade unions, trade unions practice in garment sector of Bangladesh is frustrating. Maximum of the cases employers don't like the trade union practice. The workers in maximum of the cases lack awareness regarding the trade union. Trade unions lack organizational power because majority of trade union leaders are self-seekers, workers lack moral dedication to trade union, and due to weak economic situation and high staff turnover workers do not continue strike. This picture is more or less common to all industrial sectors in Bangladesh. According to Hossain and Akter (2016) the frequent dialogue and fast and visible tripartite process is required for making sure the protection at workplace and arranging wages. It also ensures satisfactory work environment in the garment sector. Tripartite process confirms the active contact between the government, employees and employers as they are representative, similar and an unbiased social associate. So, the frustrating situation is there regarding the participatory approach and managing group dynamics. It should be mentioned here that managing group dynamics include managing both formal and informal groups. The dissatisfactory social and psychological environment of the garment sector in Bangladesh reflects a frustrating situation concerning the managing of informal groups also.

Actually, the proper practice of Human Relations Theory developed by Keith Davis can play a dynamic role in developing and maintaining SIRs in garment sector of Bangladesh. The question is how to practice it? In this study a conceptual framework has been developed mainly on the basis of the different measures of human relations mentioned by Keith Davis. This study proposes that the different training programs on Industrial Relations and labor law offered by the relevant institutes must be effective and efficient. As we know that the various steps of training programs are training needs assessment, designing training programs, implementing training programs, evaluating training programs, and checking and ensuring the implementation of learning from training programs. So, suppose there is an absence of the effective and efficient implementation of any step of the training programs offered on Industrial Relations and Bangladesh labor law. In that case, the return from these training programs will not create expected contributions in developing and maintaining sound industrial ties in garment sector of Bangladesh. For instance, if the concerned parties after the completion of a training program don't check and ensure learning from training programs, it does not matter whether the actors of the garment sector's Industrial Relations have learned or not, the training programs will be worthless.

There has been scarce erudite responsiveness to the impact of organization culture on training efficacy (Palthe & Kossek, 2003). The commitment of topmost authority, back up, lack of direction and investigation from the topmost authority, drawback in leadership and deficiency of backing from colleagues existed as some of the

dynamics that can impact training efficacy (Tahilramani, 2013). Actors of industrial relation in garment sector must be given training on soft skills. It's repeatedly said that a candidate can get the chance to appear before an interview board for his or her hard skills but it is the soft skills which is required to get the job and carry on the job (Vasanthakumari, 2019). It has been proved by the studies of Stanford Research Institute and the Carnegie Mellon Foundation conducted among Fortune that 75% of the extended job achievement emanates from command over soft skill and the rest i.e., 25% emanates from hard skills. A research conducted by the Researchers at Boston University; University of Michigan's Ross School of Business revealed that the workers who are trained in soft skills show 12% more productivity than the workers who are not trained in soft skills. Another research conducted by McDonald in UK forecasted that deficiency of soft skills will be held more than half a million individuals back from their jobs during 2020 (Doyle, 2020). Harvard University reported that the 85% credit for achieving success goes to soft skills and 15% credit goes to technical skills (Vasanthakumari, 2019). Soft skills are in fact healthy supporters of communication and performance. Soft Skills are acknowledged as connectors that shape the gap and tie relationships amongst the people at the workstation, bring forth enhanced output and performance (Tripathy, 2020). It doesn't matter whether a person works in IT sector or manufacturing sector or he or she works in a family-owned business or in a multinational company, soft skills are those skills that are undeniably crucial for achievement (Ramesh & Ramesh, 2014). "Soft skills are a combination of people skills, social skills, communication skills, character or personality traits, attitudes, career attributes, social and emotional intelligence, intelligence quotients, that enable people to navigate their environment, work well with others, perform well, and achieve their goals with complementing hard skills" (Doyle, 2020).

Actually, excellent Knowledge, Skills and Attitudes (KSAs) of the actors regarding Industrial Relations, Bangladesh Labour Law and soft skills among actors will carry through other human relations requirements: effective and efficient two-way communication, industrial democracy, considering the workplace as a social system, and managing group dynamics. And the fulfillment of the different requirements of human relations in the garment sector in Bangladesh will introduce human relations over there which in turn will develop and maintain SIRs in the garment sector of Bangladesh. It should be mentioned here that the graduates and post-graduates' students who are attending courses offered on Industrial Relations and labour law must give their utmost efforts to develop requisite KSAs regarding Industrial Relations and labour law. Besides they must give their utmost efforts to learn soft skills also. The universities and other institutes who are offering courses on Industrial Relations and labor law, these institutes and their concerned faculty members must have awareness about the significance of KSAs of the relevant students regarding Industrial Relations, labour law and soft skills because these students are the future employers. According to Keith Davis Human Relations is the "integration of people into a work situation that motivates them to work together productively, co-operatively and with economic, psychological and social satisfaction". And the human relations will bring forth SIRs in the garment sector of Bangladesh.



Conceptual Framework based on Human Relations Theory of Keith Davis

Furthermore, the Human Relations Theory of Keith Davis can be considered as the avenue to cover the view of unitary approach in its ideal form. According to Provis (1996), the unitary approach creates the foundation for modern human resource management developments; particularly it prognosticates shared interests, customs, and values. Human Relations Theory can also cover the view of pluralistic approach because it will create the scope for collective bargaining. HR relations theory will cover the social action approach's scope because, according to social action approach, the organization's environment is affected by individual and group behavior. Human Relations Theory can cover the concept of Dunlop System theory because the implementation of Human Relations Theory will create the possibility of creating a functional body of rules to regulate actors' behavior and a common ideology between employers and workers. The paper highlighted the conceptual framework developed by researchers mentioned in Figure 1 is about how the actors of the garment sector in Bangladesh can develop and maintain SIRs based on Human Relations Theory of Keith Davis.

Conclusion

According to Zwick (2017), industries are constantly rebuilt and reinvented as a result of fierce competition. Winners and losers are recognized when a large disruption occurs. The study's authors also pointed out that, historically, consumers and financial interests have gained, while middle-class workers in disrupted industries have suffered, which is a tendency that has formed over time. A pattern has formed as a result of the similar

restrictions faced by executives to keep expenses as low as feasible. The findings of this study will help take a crucial decision for employers and their association, workers and their association, relevant government bodies, relevant training institutes, and academics in taking measures to ensure the development and implementation of required KSAs for the actors of Industrial Relations in the garment sector of Bangladesh for developing and maintaining human relations in the garment sector of Bangladesh. Human Relations in the Garment sector of Bangladesh will bring out SIRs in Bangladesh garment sector. This study recommends a comprehensive research to explore the practice of training in Bangladesh for the different actors in Bangladesh's garment sector.

Future Research

The current study suggests further research on the applicability of Human Relations Theory in other industrial sectors in Bangladesh. Moreover, Keith Davis' Human Relations Theory can be viewed as a route for covering the unitary approach's viewpoint as well as the perspectives of Dunlop System theory, pluralistic theory, and social action theory. The conceptual framework proposed in this study, along with future empirical facts, would give the necessary guidance for relevant parties in Bangladesh's garments manufacturing sector to develop and maintain SIRs in the garment sector of Bangladesh.

Compliance with Ethical Standards

Conflict of Interest: There isn't any sort of conflict of interest on the part of the authors.

Human and Animal Rights: There were no human subjects in this study. This study did not utilize any animal testing.

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