

EVALUATING THE EFFECTS OF ECONOMIC AND POLITICAL CHALLENGES ON ACTIVE FASHIOIN'S BUSINESS AND CUSTOMER SATISFACTION

Active Fashion

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Submitted in Partial Fulfillment of the Requirements for the Degree
Bachelor of Business Administration



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Letter of Transmittal

December, 2025

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688 Beribadh Road, Mohammadpur, Dhaka-1207, Bangladesh

Subject: Submission of Project report on “Evaluating the effects of Economic and Political challenges on Active Fashion’s Business and customer satisfaction.”

Dear Ma’am,

With due respect, I would like to inform you that I have completed my report on Active Fashion. The report paper titled “Evaluating the effects of Economic and Political challenges on Active Fashion’s Business and customer satisfaction” has been prepared for the fulfillment of my report according to the prerequisites of my undergraduate program Bachelor of Business Administration (BBA) in University of Liberal Arts Bangladesh (ULAB). In this report, I have tried my best to compile the concepts which I have learned in my Bachelor of Business Administration along with some experience gathered from the internet for taking relevant information regarding the Report. I hope that it will find your acknowledgment. I am looking forward to your valuable feedback.

Sincerely,

Mohammad Golam Morshed Tasneem

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I am grateful to my supervisor, Nazmun Nur Eva (Senior Lecturer, ULAB), for her advice and encouragement. She patiently provided valuable suggestions, motivation, and thoughtful assistance throughout my report submission process. My successful report would not have been possible without her support and diligent efforts. I used all the resources that were available to me through the internet and google. I collected all the data required for my report.

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List of Abbreviations

ABBREVIATIONS	DEFINITION
RMG	Ready-Made Garment
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
HRM	Human Resource Management
MFA	Multi-Fiber Agreement
GDP	Gross Domestic Product
CSR	Corporate Social Responsibility
SPSS	Statistical Package for the Social Sciences
IDA	International Development Association
BKMEA	Bangladesh Knitwear Manufacturers and Exporters Association
CSR	Corporate Social Responsibility
MFA	Multi-Fiber Agreement
GDP	Gross Domestic Product
IDA	International Development Association
NPL	Non-Performing Loan
BoP	Balance of Payments
FX	Foreign Exchange
CAD	Current Account Deficit
KPI	Key Performance Indicator
SPSS	Statistical Package for the Social Sciences
WFP	World Food Programme
ILO	International Labour Organization

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PART- A

Chapter 1: Internship Preparation

1.1 Introduction

The ready-made garment industry, or RMG as we call it in Bangladesh, is the backbone of our economy. Seriously, it is huge giving tons of people jobs, pulling in foreign cash, and pushing industrial growth. Like, as of now in 2025, RMG makes up around 80% of all Bangladesh's exports. This is totally shaped like how stable our economy is and how we trade globally. But honestly, it is not all smooth sailing. There are a bunch of messy problems with economic stuff, political dramas tangled together. They ripple everywhere, messing up with production, how efficiently things run, even whether customers stay happy. For managers, understanding this chaos is key. They must keep operations solid while still nailing customer service. That is where my internship at Active Fashion came in, they are one of the top knitwear exporters here. As an Assistant Manager Intern, I was not just watching from the sidelines. I got thrown into the deep end: analyzing data, sitting in on strategy talks, even pitching solutions to real problems. Pretty intense for a student, but that is how one can learn.

1.2 Motivation and Learning Expectations

My motivation for applying for the internship at Active Fashion as an Assistant Manager Intern comes from a few different things. As a BBA student in HRM, I have learned a lot about stuff like organizational behavior and management decisions in class. But I know that just learning theories is not enough, I need real-world experience to get good at this stuff. The RMG sector seems fast paced and complicated, which makes it the perfect place to evaluate out my HR knowledge and figure out how things work day-to-day.

I really wanted to see firsthand how big clothing companies manage problems like price changes or political drama. It is one thing to read about strategies in textbooks but seeing them in action would be so much more useful. Plus, I hoped to contribute something helpful while building my management skills. And I was curious about how giant companies keep customers happy that seems super important. To make sure I learn something meaningful, I set specific goals for myself: get better at solving problems strategically, understand real HR work, learn project management tricks, improve how I talk to people and lead teams, and figure out customer satisfaction strategies from the inside. I just want to walk away from this internship feeling more prepared for a real job.

1.3 Internship Search Process

Securing an Assistant Manager internship in Bangladesh's crazy competitive RMG sector took some serious planning and strategy. First up, I had to find companies that were not just big names but let interns get managerial experience. I looked for places with solid organization structures, legit international clients, and good ethics. Active Fashion stood out because they specialize in knitwear, make stuff for men/women/kids, and are super into sustainability.

So, my process had a few steps. Phase one was living online: digging through company sites, industry reports, and news to figure out their vibe and how they operated. Like, Active Fashion's focus on customer satisfaction and treating employees well totally aligned with my HRM obsession. Then came prepping the actual application: my CV, cover letter, and transcripts. My CV spotlighted my BBA in HRM, plus relevant courses like organizational behavior and labor relations. I also threw in academic projects about supply chain stuff and employee engagement. The cover letter, I made sure to exaggerate how stoked I was to help with managerial decisions and customer satisfaction stuff, tying it straight to their goals. Honestly, grinding through all this is what landed me the interview and, eventually, the internship.

1.4 Internship Interview Experience

The interview at Active Fashion House was easy, but still structured. Like, it was not just casual chatting, they really wanted to see if I knew my stuff from my BBA program and could actually things. The people interviewing me were senior managers from operations, marketing, and HR, which makes sense cause the Assistant Manager Intern job kind of touches all that stuff.

We talked about how I would manage real-world problems, like if there was some political drama messing things up or the economy went weird. They asked how I would deal with issues in managing people or keeping customers happy too. Honestly, it was cool because I got to show how my HRM classes apply. Like I mentioned, stuff like finding more suppliers so we are not screwed up if one fails, keeping extra stock just in case, and having clear ways to talk to everyone if something goes wrong. Basically, proving I can think through problems.

The best part was it did not feel super stiff. Because it was more like a conversation, I got a vibe for the company. They seem super into treating people right, both employees and customers, and doing things ethically. That totally matches my own values, so yes, I am pumped to do this internship and hopefully help while I am there.

1.5 About the Organization

Active Fashion is a size-able knitwear producer in Bangladesh that turns out garments for men, women, and children. It employs about five thousand workers plus holds membership in the Bangladesh Knitwear Manufacturers besides Exporters Association. Management priorities are high quality, fresh design, customer satisfaction, and low environmental impact the combination that gives the firm's strong name recognition at home and abroad. Departments for production, marketing, human resources but also quality control operate under clear lines of authority. Management interns observe senior level decisions first-hand and receive assignments that let them contribute. The company pays legal wages, maintains safe conditions as well as limits ecological harm through reduced energy use, lower waste levels, and responsible sourcing of raw materials. These practices align with worldwide standards for ethical business or support long term viability.

Chapter 2: About the Internship

2.1 Position and Work Environment

As an Assistant Manager Intern at Active Fashion, I stepped into a fast-moving RMG setup that pushed me past the usual intern chores. I found myself pulled into real decisions, real pressure, real numbers. I remember walking into meetings where plans shifted mid-sentence, and I would jump in with quick notes or a rough model I had been tweaking the night before. My tasks slid across operations, marketing, HR, and supply chain, so each day felt slightly unpredictable. Some days I would review staffing issues, other days I would dig through sales data that kept throwing odd patterns at me.

The culture surprised me. Managers spoke openly about mistakes, even their own, and honesty made it easier for me to share ideas without second-guessing myself. I tossed out a few suggestions that came straight from classroom theories, and I watched them get reshaped into something usable. It felt good, strange even, seeing those HRM lessons from my BBA shift from tidy diagrams to messy, living problems. I kept catching myself thinking, this is what the textbooks were hinting at but never quite showed.

2.2 Responsibilities and Contributions

My responsibilities at Active Fashion moved in lockstep with both the company's goals and what I needed to grow into someone who can manage people and problems, not just study them. I kept circling back to one central question: how do economic shocks, political heat, and day-to-day operational snags twist business performance and shape what customers feel on their end. That question stayed with me the whole time.

Customer feedback work pulled me into another world. I sat with marketing and sales, combed through interviews, surveys, and long email threads stuffed with tiny complaints. Some comments stung more than expected. I mapped out patterns that kept reappearing, and those notes shaped decisions on how to steady client trust when operations hit bumps.

I supported strategic planning too, tossing ideas into conversations that felt heavier than anything I had done before. Supply chain options, workforce shifts, backup plans for sudden disruptions. I tried to mix HR insight with operations, and that combination landed better than I expected.

My HRM background kept slipping into everything. I helped with engagement ideas, grievance steps that felt more human, and tweaks to evaluation systems that employees might tolerate. I pushed for approaches that

connected morale with output because, honestly, I had seen how quickly a sour workflow can drag down production.

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Most weeks ended with me pulling everything into reports or slides. Clear, sharp, no fluff. Managers leaned on those summaries to decide what to tackle next.

My contributions eventually turned into a few concrete wins for Active Fashion I built an analysis linking political instability with shifting customer sentiment and suggested communication moves to keep client's calm. I helped set up a structured feedback system that captured customer voices instead of losing them in scattered messages. I researched supply chain alternatives, giving the company fresh options when economic pressure grew annoying. I added to a study on labor unrest and employee welfare, laying out practical ways to lift morale, cut turnover, and strengthen the company's reputation.

2.3 Application of Educational Learning

My BBA in HRM gave me the grounding I needed to make sense of the messy, unpredictable situations I walked into at Active Fashion. Organizational Behavior shaped a lot of my thinking. I kept watching how mood shifts on the floor, small conflicts, or silent frustrations could snowball. That background helped me read morale more sharply and spot the roots of labor unrest. From there, the ideas for engagement plans, grievance steps, and performance systems came more naturally.

Strategic HRM pushed me to look at the bigger picture. I had learned to connect workforce decisions with company targets, and I learned on that training when proposing staffing moves that lifted productivity during stretches of political tension. Those moments made the coursework feel oddly alive.

Stakeholder theory stayed in my mind too. Customers pulling one way, employees tugging another, suppliers adding their own pressure, management chasing targets. I spent a lot of time sorting those interests, judging where they met and where they snapped apart. That approach helped me contribute to plans that kept operations steadier and customers happier, even when everything fell slightly off balance.

Marketing classes turned out to be surprisingly useful. They taught me how clients think, what builds trust, what cracks it. That lens made customer feedback easier to decode. Patterns started showing up in tiny comments I might have skipped earlier, and those notes shaped the strategies I suggested when economic or political noise threatened client loyalty.

My research background held everything together. Interviews, raw data, long transcripts that needed sorting. I pulled threads together until they formed something managers could act on. Those skills mattered most when external shocks hit, and we needed to explain shifts in performance or customer sentiment in a way that felt grounded.

All this theory slid into practice during the internship. Concepts I had studied for months had to stand up against real business friction. Some worked neatly, some bent, some surprised me. The mix sharpened my judgment and made my contributions far more concrete than I expected.

2.4 Learning Experience and Insights

One of the biggest shifts during the internship came from learning how to think like a manager instead of a student. I was not parked on the sidelines. I had to speak up, judge tradeoffs, and sit with choices that never felt clean. I kept watching how managers juggled quick fixes with long-range goals, especially during production delays. A staffing decision could boost output for the day but bruise morale if managed carelessly. Seeing that tension up close changed how I approached every task.

Communication hit me harder than I expected. Moving between departments, sharing findings, and joining mixed-team meetings pushed me to explain things sharply without drowning people in detail. I had to persuade, adjust tone, and sometimes walk back an idea when the room shifted. Those moments taught me more than any theory could. Management felt less like issuing directions and more like getting people aligned without forcing it.

The volatile nature of the RMG sector kept everyone on their toes. Political flareups, sudden labor issues, odd economic swings arrived without warning. I watched managers switch plans fast, explore new suppliers, or set up backups before problems snowballed. Their adaptability made me rethink how I approached uncertainty. I started planning two steps ahead, even if my ideas were not perfect.

Ethical and sustainable practices stood out too. Active Fashion tried to weave responsibility into daily decisions, not treat it like an extra. I saw how fair treatment, safe processes, and transparent actions-built trust with clients and employees. Understanding that mix shaped my idea of what modern management should look like. It is not only about output or revenue; it is about choices that keep the company steady for the long run.

Chapter 3: Self-Reflection

3.1 Positive and Negative Aspects of the Internship

My internship at Active Fashion felt like a bridge built in real time, carrying me from classroom ideas into problems that refused to stay neat. The role pushed me straight into strategic conversations, not the usual intern sidelines. I had to weigh in on how the company overseen economic shocks, political flareups, and workforce tension. Those discussions showed me how tangled the RMG sector in Bangladesh can get, and I kept thinking how none of this fit the tidy diagrams I had memorized earlier.

The work environment lifted the whole experience. People shared ideas freely, tossed suggestions across departments, and did not blink when interns spoke up. That openness sharpened my thinking. I learned to explain my points without rambling, to negotiate without sounding pushy, and to read a room before stepping in. Moving between operations, HR, marketing, and supply chain meetings taught me how managers juggle productivity, morale, and client expectations, sometimes with a calm that looked almost practiced.

My academic background kept surfacing in ways I did not expect. Concepts from HRM have turned into working tools. Stakeholder theory helped me sort through what employees wanted, what clients expected, how suppliers reacted. Strategic HR ideas guided my suggestions when morale dipped or when political unrest made steady output tricky. Organizational behavior theories suddenly mattered when I watched tension ripple through teams after a long shift. I felt a strange confidence growing every time theory and practice aligned.

Being inside the RMG sector gave me a closer look at the machinery behind supply chains rushing or stalling, production targets wobbling after political noise, clients reacting sharply to delays. Watching managers think ahead and adjust plans taught me how constant anticipation the industry demands.

The challenges, though, showed up quickly. The pace could knock the wind out of me. Unplanned issues popped up, and I had to shift between tasks faster than I liked. During a stretch of labor unrest in Dhaka, I found myself helping HR and operations negotiate fixes while production deadlines loomed. It forced me to make decisions faster, sort priorities, and stay calm when the pressure climbed.

Cross-functional expectations added another layer. I had to contribute to HR discussions for one-minute, operational fixes the next, and strategy planning right after. It stretched me, sometimes more than I wanted, but it raised my ability to absorb information and turn it into something usable.

There were moments when hierarchy slowed things down too. A few of my suggestions needed extra layers of approval, and the delays felt frustrating. I learned to stay patient, adjust my approach, and push gently instead of stepping back.

3.2 Areas for Personal Improvement

Looking back on my time as an Assistant Manager Intern, I started noticing habits that needed sharpening. I joined strategic discussions, but I did not always push myself to speak with the kind of confidence I had. Some moments called for bolder, data-backed suggestions, and I hesitated. I need to train myself to step in sooner, offer clearer ideas, and treat initiative as something routine, not something I wait to be invited into.

I also saw gaps in how I built relationships across the company. I talked with plenty of people, yet I did not form as many deeper professional ties as I could have. Stronger connections would have opened doors to different viewpoints, even informal mentorship. Those relationships make teamwork smoother, and they help in solving tricky problems where no one person sees the whole picture.

Time management under pressure evaluated me constantly. The pace in the RMG sector can twist your day without warning, and I had stretches where tasks piled up faster than I could sort them. I got the work done, but not as smoothly as I wanted. I need to get better at ranking priorities, cutting unnecessary steps, and keeping deadlines from creeping up on me.

I noticed something else too. My problem-solving approach worked, but it lacked structure at times. I relied on intuition mixed with theory, which helped, but a more organized method like laying out a quick SWOT, mapping a process, or using a risk grid would have made my recommendations clearer and stronger. Managers respond better when ideas land with structure.

And then there is the technical side. I could have managed large datasets with more precision if I had mastered tools like SPSS or pushed deeper into Excel tricks. Better visualization software, sharper analytics skills, and stronger comfort with HR tech would have helped me turn complex information into something crisp and usable. I want that edge to go forward.

3.3 Recommendations for Personal Growth

Based on what I have thought I have seen a few ways I can grow as a person and as a boss.

- Improve your mind and how it works, take classes, and simulations to help me better see how a problem an issue can be and how it should be solved.

- Get better at speaking, write and talk to others from other countries to help me get better at speaking and convincing them as well.
- Be more and better at problem solving, learn about HR analytics, data visualization, and project management tools to help make smarter choices.
- Make more connections with others, go to classes, and meet new friends and mentors to get to know others and learn more about the job.

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- Be tough and learn how to stay calm, make better decisions, and let my head make the final choice when I know there is a lot of pressure on me.
- Do the right thing, always look at how a company should manage a company with care and help who it needs the most, see if the company should give everything, they can help others and how the company should treat their workers.

Chapter 4: Personal Development Plan

4.1 Career Goals

My time as an Assistant Manager Intern at Active Fashion has made me what I want to do in my life much clearer. During the time I have spent with the company I have learned more about the skills, abilities, and mindset needed to work as a manager in the RMG industry. When I got this job, I was able to work with decision making, collaborating with people, running things, and making customers happy, which all helped me understand what I want to do in the future. In the long run, I hope to be a smart person working with companies and they come to me for advice to help them get through the hard times with the economy, politics, or things that can make it hard to run the business while keeping the people and the customers happy. If I have this job, I can help the textile industry grow more and make sure the factories stay strong, do good, and are a good company to work for. My long-term goal is to learn more about how to be good and honest with the people I work with and do good things for the world. The RMG business is pushed by what people all over the world want and need from us. If I learn how to do this, I can tell people how to run their businesses and be honest so they can do well, and people will want to work for them for a long time.

4.2 Skills Development

The internship highlighted the necessity of developing a diverse set of skills to succeed as a future manager in the RMG sector. The following areas are prioritized for my personal development:

4.2.1 Technical and Analytical Skills

Technical skills are incredibly good for making good choices. They help you pick out all the info you need. When I was on my job I saw where people used that skill to learn how to see what the customer liked from them or how the company ran. To get better at that I plan to:

1. Advance data analysis skills- I want to learn how to use a lot of tools likes SPSS or excel. I want to learn how to do a lot of stuff like KPIs and info on the company.
2. Develop process mapping and operational analysis skills- I want to learn how to plan for how work gets done and see how good or bad it is.
3. Understand predictive and strategic analytics- I want to learn how to make plans and make guesses on what could go wrong or how to fix it so that next time we can do the work better.

4.2.2 People Skills and Speaking Skills

It is important to be able to talk good to people and collaborate well with them. I saw during my job that the boss was able to talk good and work with all the other groups and help them get things done how they should. I plan to make these skills better by:

- Enhancing verbal and written communication, I want to do courses to enhance communication for other people at work to understand me and be able to talk to other groups.
- Strengthening negotiation and conflict resolution abilities, I want to do enhance my people handling skills and practice how to manage fights with other people and how to get them to listen.
- Building professional relationships and networking- I want to go meet other people at work and make a lot of friends that can help me.

4.2.3 Personal and Professional Growth

Personal development is continuous and extends beyond the technical and managerial dimensions. The internship shed light on those areas that some of them need improvement:

- Time Management and Prioritization: Develop and apply routines to juggle multiple priorities, time management plan that is aligned to the specifics of a project, and the workloads trying, applying approach to manage the pressure.
- Coping with stress and change: Use coping strategies for handling organizational changes, managing your own stress and staying effective in times of uncertainty.
- Mindset for constant learning: Pursue lifelong learning opportunities, including certifications, workshops, and courses of study at academia to stay current and competitive.

Executive Summary

The ready-made clothing industry powers much of Bangladesh's economy, about 80% of its exports, and supports more than four million jobs, either straight or through linked sectors (BGMEA, 2024). Take Active Fashion: it is a solid-sized maker and seller of knits, holding weight in this field. Still, like others in the business there, it battles many hurdles, not just money troubles but also political chaos and workforce headaches. Global sales keep shifting; the local currency loses value; fabric prices climb; on top of that, worldwide price surges plus regional conflicts mess up delivery chains (World Bank, 2024). Political chaos, like protests, shutdowns, or unclear rules, throws off manufacturing plans and messes up shipping times, hitting how happy customers stay (The Business Standard, 2025). On top of that, when workers protest about pay issues, poor conditions, or lack of care, it shakes daily operations even more, sometimes forcing factories to pause and hurt the brand's image. This project digs into how deeply money troubles, government actions, and workforce tensions impact both running the business smoothly and keeping buyers satisfied at Active Fashion. It uses a combo of methods: checking public industry documents along with talking one-on-one to ten managers. Findings show financial stress and unstable policies go together with slow output, late shipments, and weaker consumer confidence. Labor issues make things tougher, so smart planning and better staff communication are necessary. Research shows stronger results come from spreading out suppliers while setting up solid emergency plans. Worker support efforts should get more focus, while green practices help meet worldwide standards. Using tech like AI boosts prediction skills and keeps operations running smoother. Bottom line: Bangladesh's garment industry will not thrive on money alone, it hinges on how well firms such as Active Fashion handle shifting politics and workforce demands. Practical steps laid out here reduce threats, keep buyers happy, and build lasting success, all helping the sector stay vital to the national economy.

Chapter 1: Introduction

1.1 Research Background

The Ready Garments industry in Bangladesh has an important part in the national economy. This is because around 80% of income that is from exports comes from this industry, while providing jobs for countless people along its network (BGMEA, 2024; Light Castle Partners, 2025). Growth kicked off fast back in the late 1970s, helping the country become the second top clothing exporter globally, right behind China. Within that field, knitwear stands out as a major part of overseas sales, and firms such as Active Fashion focus fully on global orders.

Even though things have grown a lot, the sector still struggles with inside and outside pressures. When money shifts around and like currency changes or higher expenses, it shakes how smoothly factories run (World Bank, 2024). Government issues, like sudden strikes, unclear rules, or worker demonstrations, tend to slow output while raising costs and hurting public image. On top of that, people on the floor deal with low pay, unsafe spaces, and poor treatment and this sparks anger among staff, drags down efficiency, and leaves buyers unhappy (Ahmed et al., 2019; Labour Review, 2024).

Active Fashion makes and ships knitted clothes at medium or larger scales. It runs by stressing good standards, eco care, plus happy buyers. Being part of BKMEA means it must stay sharp in daily work despite tough local social, money-related, and government conditions. Knowing how financial difficulties affect things and also leadership choices alongside worker concerns and helps keep operations steady while holding on to clients.

1.2 Research Objectives

The main goal here is checking how money issues plus government problems affect Active Fashion's daily work, along with client happiness. Worker protests matter too. Key aims also involve looking at how staff dissatisfaction influences service quality while digging into management responses during tough times. Another point focuses on tracking sales shifts when policies change suddenly. Also worth exploring is whether supply delays hurt brand trust over time.

1. To check how changing order sizes affect the business, while higher manufacturing expenses add pressure, yet worldwide demand keeps shifting unpredictably.
2. To check how unrest like protests or unclear rules affects what customers think about a brand, using shifts in tone and flow for each part while swapping common links with fresh ones and no stiff terms, no fluff, keeping it short and smooth without stretching ideas too far.
3. To check how unhappy workers, due to pay issues or unsafe conditions and impact daily tasks as well as repeat customers.

4. To boost resilience yet keep operations running smooth when problems hit and try small fixes that work. While cutting delays, they also focus on what customers really want, so they stay happy even under pressure.

1.3 Research Questions

On basis of the objectives of the research, this study attempts to solve the followings:

1. What happens to Active Fashion when export orders go up or down and also when making staff get pricier? How do shifts in global sales interest plus manufacturing expenses shape their results?
2. How does chaos in politics influence how happy buyers are, their trust in a company, also how smoothly things run day to day?
3. How does worker unrest shape the internal processes and consumer perception of Active Fashion?
4. How could the business adjust to lower threats while staying strong over time?

1.4 Research Significance

This work matters and here is why. For one, it shows what actual problems garment makers in Bangladesh deal with daily, this industry powers a big chunk of the country's income. When leaders grasp how money issues, government actions, and worker concerns connect, they can build smarter plans to manage threats while staying strong in the market. Another point: it adds useful knowledge to existing studies about who gets affected by business choices, especially in growing markets where HR and production face constant pressure. On top of that, results from this could help officials, factory owners, and experts shape rules and habits that keep the clothing industry steady, fair, and built to last.

1.5 Scope of the Research

This research focuses specifically on Active Fashion and its operations within the knitwear segment. While the findings are contextualized within the broader Bangladeshi RMG sector, the primary data collection and analysis are limited to the company's management perspective and publicly available sector data. The study covers the period from 2023 to 2025, a time of significant economic and political fluctuations in Bangladesh, providing a relevant and timely assessment of the challenges faced by RMG manufacturers.

Chapter 2: The Literature Review

2.1 Background of the Ready-Made Garments Sector in Bangladesh

The Ready-Made Garment scene powers most of Bangladesh's money flow overseas about 80%, while giving jobs to more than four million people right on site (BGMEA, 2024; Light Castle Partners, 2025). Knitwear, one focused part of that market, grew fast because buyers worldwide want good clothes without high tags. What helps Bangladesh stand out? Cheap pay rates go together with trained staff and solid factory setups (Nayan, 2025).

Even though it has had wins, the industry deals with lots of hurdles and like shaky economies, unstable governments, worker disputes, along with growing worldwide focus on eco-friendly and fair practices. These issues hit how smoothly things run, how workers feel, plus whether customers stay happy (Ahmed et al., 2019; IEOM Society, 2024).

2.2 Economic Challenges

Economic stress in the RMG industry often comes from shifting order volumes, uncertainty in world markets, higher prices for supplies, yet weaker local currency (World Bank, 2024). Research suggests tight finances at RMG factories may cause late output, lower product standards, also trouble keeping up with overseas buyers hurting how happy clients stay (Hasan, 2017; Doshi, 2008).

Take slow global economies and orders drop when overseas buyers pull back. That hits factories hard, messing up their cash flow. Companies such as Active Fashion keep running even with less income, so they tweak output timing or delay staff bonuses now and then. On top of that, power shortages plus shipping delays in Bangladesh jack up expenses, making it tougher to stay profitable (Fibre2Fashion, 2024).

2.3 Political Challenges

Unrest tied to politics like protests, shutdowns, or unclear rules affects garment factory output just as much. Reports from The Business Standard (2025) along with Prothom Alo English (2024) show that constant turmoil in key zones including Dhaka and Chattogram halts manufacturing runs, pushes back deliveries, while also shaking buyer confidence.

Research shows political chaos makes overseas customers feel less safe, so they might skip buying again or stop trusting the brand (Corrigan, 2024; IEOM Society, 2024). On top of that, when workers get stressed amid unrest, their output drops hurting daily operations even more.

2.4 Labor Unrest and HRM Implications

Labor issues in Bangladesh's garment industry come from poor pay, unsafe work conditions, long shifts, or bad leadership (Ishtiaq Uddin & Tangem, 2015; Labour Review, 2024). Walkouts and demonstrations usually lead to brief closures, lower output, yet late shipments. According to Hossain (2024), firms lacking solid worker involvement plans tend to face more staff leaving, along with weaker performance.

Looking at HR management, taking care of staff well-being helps keep things calm while boosting output. Letting employees join in decisions can build trust instead of tension. Open talk between workers and managers plays a big role here too. Companies focusing on training see better results over time. When safety gets attention, people show up more often. Health efforts link to stronger commitment from the team. Research backs this idea with real data (Ahmed et al., 2019; Wadud et al., 2014).

2.5 Customer Satisfaction and Brand Loyalty

Happy customers in clothing manufacturing hinge on smooth operations, good-quality items, yet fast shipping times. Research from Kumar's team in 2019 along with data from Opensend in 2025 shows trust builds when products meet standards while arriving consistently on schedule besides fair company behavior.

Protests, worker walkouts, or shaky economies hit how buyers see a brand. Say shipments stall or items do not match standards trust dips fast, deals get axed, customers stay away (Corrigan, 2024; Metro Shipping, 2024). Using smart CRM tools while keeping chats open helps calm frustration when things go sideways (PeopleMetrics, n.d.; Jain et al., 2018).

2.6 Theoretical Framework

This study builds on Stakeholder Theory (Freeman, 1984), along with RBV from Barney (1991). Instead of focusing only on profits, it looks at how companies need to meet the needs of everyone involved, like workers, buyers, suppliers, or local communities, if they want to last. When it comes to garment manufacturing, treating staff fairly, keeping clients happy, and trusting your vendors go hand in hand when getting things done right.

The RBV idea points out that standing out comes from using unique strengths tied to a company like people, tools, or how things are run. Active Fashion stays strong by keeping talented staff on board while also focusing on flexible supply chains rather than just relying on cost cuts. Sustainability is not an afterthought either; it is built into daily operations through steady updates instead of one-off campaigns. These factors shape results and keep customers happy at the same time according to Groyyo Consulting's 2024 report.

2.7 Sustainability and Ethical Practices

Global shoppers now want brands to act responsibly, Active Fashion must meet eco-rules, treat workers fairly, or risk losing trust (Tex Garment Zone, 2025; UNIDO, 2024). Firms that focus on real community impact tend to keep customers longer, boost staff morale, yet stand out in crowded markets (Mottaleb & Sonobe, 2011; Zarif Munir et al., 2023).

To sum up, studies show economic swings, political issues, or worker conflicts strongly affect how factories run plus how happy buyers are in the garment industry. Using smart people management alongside solid partner ties while focusing on eco-friendly steps could help firms such as Active Fashion reduce threats yet stay ahead without relying too much on usual fixes.

Chapter 3: Research Methodology

3.1 Research Design

This report uses an exploratory approach to explore how money issues, government policies, and workforce problems affect Active Fashion's daily work plus client happiness. A non-numerical method works well when looking into personal views, real-life situations, or company behaviors in messy environments (Creswell & Creswell, 2018).

This method looks at the firm's management struggles, also what those mean for staff routines or keeping customers happy. Because it is a hands-on kind of research, it digs into how leaders make choices, whether workers feel involved, and how tough the organization is when things go wrong.

3.2 Sampling

The research picks ten managers from various teams, like operations, marketing, finance, or HR, at Active Fashion using target selection. These individuals got picked because they have dealt with running daily tasks, managing workers, plus managing clients over time.

Purposive sampling helps zero in on people who have seen how money troubles and power shifts shake up a workplace so their real-life experience shapes the findings. Instead of guessing, it uses firsthand accounts to spotlight smart ways teams get managed when things go off track.

3.3 Data Collection

Interviews that were not fully scripted made it easier to dig into key points without losing a steady approach from person to person (Kvale & Brinkmann, 2009). These kinds of talks gave room to follow up on surprising answers but still hit the main questions every time.

Topics that came up during the talks were:

1. Worries about money issues that hit day-to-day work, like shaky order numbers, rising supply prices, or tight budgets.

2. Dealing with political unrest, like protests, shutdowns, or unclear rules, shakes up manufacturing while also messing with how happy buyers stay.
3. Worker well-being issues alongside rising staff complaints, plus ways to boost team involvement.
4. Ways bosses use to keep customers happy when outside problems hit.
5. Tips from team leaders on boosting workplace strength plus lifting staff spirits.

3.4 Data Analysis

Interview info got checked using a theme-based method, based on Braun and Clarke's 2006 approach with six stages:

1. Familiarizing myself with the info: I went through the transcripts repeatedly, just to really get where people were coming from.
2. Producing first labels: Common thoughts, problems, or trends got marked step by step. Like how walkouts slowed output, low team spirit during tough times, also frustrated buyers when shipments lagged.
3. Looking for common ideas: codes got sorted into bigger categories showing clear trends among people. Main topics covered money struggles, shaky governments, worker complaints, how companies manage staff, also efforts to keep customers happy.
4. Looking at themes: They got tweaked so they fit the info better while staying different from each other.
5. Figuring out each theme's meaning helped show what it covers and also how it ties into the study's goals. Naming them came next, making sure labels matched their focus while keeping things straightforward and not just slapped on randomly.
6. Putting together the report: Insights got grouped by common topics, backed up with actual words from people involved and this showed how they saw things or what they went through.

3.5 Ethical Considerations

Fair rules were followed closely when gathering info, also while checking it.

1. Informed consent: All participants got clear info on why the study was done, then agreed to take part before answering questions.
2. Confidentiality: Privacy kept safe by hiding who joined plus where they are from.

3. Voluntary participation: People could leave the study whenever they wanted, no problem at all.
4. Transparency and integrity: info got written down right, checked carefully, so results show what people really said, no slant. Ideas stayed true, not twisted by opinion or guesswork. Every step kept close to real talk, nothing added, nothing left out on purpose.

3.6 Limitations

Though qualitative research gives deep, detailed understanding, there are drawbacks: however, these do not cancel out its value; still, they are worth noting carefully, especially when results cannot be measured easily or repeated smoothly.

Just ten managers took part, so results might not reflect the whole field. Findings could differ elsewhere due to small numbers. A larger group may show different patterns. Limited reach means cautious conclusions. Not enough data to apply widely.

Subjectivity: Answers can show individual opinions, background, or views. So, insights from various teams were mixed in to balance it out.

Scope: This research looks only at views from managers, leaving out customers and staff, which might miss how changes affect everyone involved.

Even with these limits, looking closely helps uncover real details about how companies manage strategy, manage staff, or keep customers happy when facing money issues, government changes, or workforce problems. This way of studying things makes sure results fit the actual situation, hold up well, and connect straight to boosting strength and long-term success at Active Fashion.

Chapter 4: Data Analysis and Interpretation

4.1 Introduction

This part shares what is found from talking to ten managers at Active Fashion. To get a clear picture, it is investigated how shifts in the economy, shaky politics, or worker protests affect daily work, people management, and keeping customers happy. Braun and Clarke's method from 2006 was used to spot patterns in what they said. Results fall into five main topics; money-related stress, political uncertainty, workforce tensions tied to HR issues, ways to keep clients satisfied, along with how the company adapts and responds under pressure.

4.2 Theme 1: Economic Pressures

People kept pointing to money troubles as a big reason behind everyday problems at work. Bosses mentioned that order numbers changed often, materials got pricier, while markets worldwide stayed shaky.

A supervisor mentioned:

"Sudden cancellations or reductions in international orders disrupt our production schedules and cash flow. It creates uncertainty in planning and often forces us to renegotiate with suppliers at short notice."

One more person chimed in:

"Increases in yarn prices and energy costs directly affect our profitability. We try to absorb some costs, but it sometimes compromises our ability to invest in innovation or quality improvements."

The interviews show money issues impact HRM in a roundabout way, tight budgets make it harder to provide rewards or perks, so staff motivation might drop because of that.

HRM Implications:

- Managers highlighted the importance of flexible workforce management during economic downturns.
- Some departments implemented cross-training of employees to maintain productivity while controlling labor costs.

Impact on Customer Satisfaction:

- Delays in production due to economic constraints were reported as a frequent source of customer complaints.

- Management emphasized proactive communication with buyers to maintain trust despite operational disruptions.

4.3 Theme 2: Political Instability

Protests and strikes made things tough for daily operations. Some folks mentioned rallies messing up travel routes, holding back supplies, while deliveries got pushed further due to chaos on roads.

The marketing manager said:

"During strike days, our trucks cannot leave factories. This not only delays shipments but also affects our reputation with international buyers who expect timely deliveries."

A different supervisor mentioned:

"Policy changes and uncertainty in labor laws make it challenging to plan long-term investments, affecting employee training and production planning."

HRM Implications:

- Political unrest was found to increase employee anxiety and reduce motivation, especially among production staff.
- Management responded by implementing flexible work schedules and offering additional support to employees during high-risk periods.

Impact on Customer Satisfaction:

- Customers are sensitive to delays caused by political instability. Management emphasized transparent communication and timely updates to minimize dissatisfaction.
- Some buyers shift orders to alternative suppliers during prolonged periods of unrest, highlighting the strategic importance of mitigating political risks.

4.4 Theme 3: Labor Unrest and HRM Challenges

Labor troubles which are often about pay, unsafe setups, or tough shifts. Workers sometimes walked out or pushed back at the plant, slowing things down on the floor.

- An HR manager noted:

"Workers sometimes protest over delayed wage payments or perceived unfair practices. Even a single-day strike can delay multiple shipments, impacting customer confidence."

A different person mentioned how key it is to get workers involved.

"We have started regular feedback sessions and introduced welfare programs to address concerns proactively. Satisfied workers are productive workers, and it reflects our service quality."

HRM Strategies Observed:

Worker care efforts: Health screenings, safety lessons, also some extra pay now and then.

Letting staff share thoughts and getting them into daily talks about how things run.

Ways to fix fights: Set up simple ways people can complain so arguments do not get worse.

Impact on Customer Satisfaction:

1. Good HR practices cut downtime while boosting steady output.
2. Workers who feel good tend to do better work, which leads to happier customers because things arrive on schedule without mistakes.

4.5 Theme 4: Customer Satisfaction Strategies

Managers stressed staying ahead of problems to keep customers happy, even when facing money issues, government changes, or worker shortages.

Chatting now and then about how things are going keeps everyone calm. Updates on when stuffs made show you care. Talking through backup ideas makes folks feel safe. Sharing shipping data builds good vibes.

Quality stays on track through regular checkups plus close oversight, keeping things steady when hiccups happen.

Feedback Systems: The team started gathering client opinions in an organized way, so they can spot issues while boosting support quality.

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A marketing boss mentioned:

"Even during strikes or material shortages, we keep our buyers informed. Transparency has helped us retain long-term clients."

HRM Connection:

- Customer satisfaction depends on a motivated, trained workforce capable of maintaining high production standards.
- Managers highlighted cross-functional collaboration between production, HR, and marketing teams as essential for aligning employee performance with customer expectations.

4.6 Theme 5: Organizational Resilience and Strategic Responses

The last ideas about how companies manage tough times. Bosses talked about different ways they deal with money issues or government changes, using backup plans, shifting focus, relying on team feedback, or staying flexible when things get shaky.

Get supplies from different places, this keeps things running if one source fails.

Backup plans: creating different timelines for making stuff in case things get held up.

Staff growth: Putting resources into learning plans that boost output while building flexibility.

Sustainability efforts: matching how we work with eco-friendly shifts worldwide, this helps us stand out more in the market.

A top team leader said: "Our strategy is to anticipate risks rather than react. We train staff for flexibility, maintain buffer stocks, and communicate proactively with clients. These measures help us maintain resilience and satisfaction even during turbulent times."

4.7 Summary of Findings

The thematic analysis indicates that:

1. Funding squeezes mess with daily work plus staff well-being, this quietly drags down how happy customers feel.

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2. Unrest in government messes up manufacturing while slowing down transport, which ramps up worker pressure yet delays shipments.

3. Labor issues might mess up daily work, yet smart management moves can reduce the fallout.

4. Serving customers well means staying in touch, while making sure things run smoothly, even when outside pressures hit. Instead of just reacting, teams gather insights through follow-ups that help tweak how they operate over time.

5. Companies stay strong by preparing ahead, building their teams, also using smart long-term methods this keeps operations running while earning steady client confidence.

Chapter 5: Recommendation and Conclusion

5.1 Recommendations

According the qualitative findings from the interviews with management staff at Active Fashion, the following recommendations are proposed to enhance business resilience, HRM practices, and customer satisfaction amid economic, political, and labor challenges:

5.1.1 Strengthening Human Resource Management (HRM)

Employee Engagement Programs:

Set up steady check-ins, give workers credit when due, also let them join key choices, this lifts spirits while cutting down workplace tension.

Set up clear training plans that build abilities while boosting how happy workers feel. Regular sessions each month about leading teams, staying safe, working well these boost worker confidence while lifting spirits (Wilson & Brown, 2023).

Conflict Resolution and Grievance Redressal:

Develop clear, transparent procedures for addressing employee complaints promptly to prevent strikes or disruptions.

Introduce an anonymous feedback system where employees can report issues without fear of reprisal.

Flexible Workforce Management:

Cross-train employees to manage multiple roles, allowing continuity during economic or political disruptions.

Introduce flexible work schedules during high-risk periods (e.g., strikes, raw material delays) to maintain production efficiency.

5.1.2 Enhancing Operational Resilience

Supply Chain Diversification:

Get basic stuff from several sellers so you are not stuck with just one. Keep extra supply of key materials to manage delays when protests or politics cause issues.

1. Contingency Planning:

- Build backup plans for making products and quick actions if emergencies hit, keep deliveries on track when things go wrong.
- Use real-life situations to guess future money troubles or government changes. Think ahead by imagining different twists that could happen.

2. Technology Integration:

- Set up ERP tools to see things more clearly, while tracking manufacturing, stock levels alongside delivery timelines with live updates.
- Study trends with numbers to guess changes in demand while improving how you use supplies, because planning ahead helps avoid waste.

5.1.3 Customer Satisfaction and Retention

1. Proactive Communication:

- Let people know if things might take longer, what is causing issues, also how you are fixing them, this helps them rely on you.
- Try CRM apps to keep an eye on how happy customers are, fix issues fast when they come up (Opensend, 2025).

2. Quality Assurance:

- Boost checks on product quality so items still match global norms when operations get tough.
- Check things now and then, so results stay on track.

3. Customer Feedback Integration:

- Set up a clear way to gather insights to keep getting better.
- Make updates using what you learn, this shows you are listening while proving you care about happy customers.

5.1.4 Strategic and Sustainability Initiatives

1. Sustainability Practices:

- Use greener ways to make products, save power with smarter tools, while cutting down trash - keeps up with what buyers worldwide want (Tex Garment Zone, 2025).
- Focus on CSR efforts, like worker support schemes, to boost how people see the brand.

2. Market Diversification:

- Break into new global areas to lessen dependence on one location, while tapping fresh opportunities elsewhere.
- Check out small markets like green sweaters or planet-safe clothes, try these to pull shoppers who care about nature.

3. Crisis Management Planning:

- Create a clear plan for handling crises when money problems or government issues pop up. Use quick steps to act fast if things go wrong suddenly.
- Get staff and bosses ready for crises, this keeps work running smoothly when trouble hits.

5.2 Conclusion

The research on Active Fashion shows how money changes, government issues, or strikes hit daily work, team mood, plus client happiness, each factor tied closely to the next. Results highlight that staff's handling, smooth operations, yet strong customer bonds keep the company steady through difficulties.

Key insights include:

1. **Economic Pressures:** Economic pressures make it tough to plan work schedules because order numbers keep changing, which messes up budgeting and this then affects how well staff are treated while also shaping what customers experience in subtle ways.
2. **Political Instability:** Protests, sudden shutdowns, or unclear rules can halt output and delay shipments, planning ahead helps cope. While strikes slow things down, shaky policies add confusion, so they stay alert about matters. Shutdowns hit hard; when transport freezes, delays pile up unless teams act fast. Unrest messes with supply chains.
3. **Labor Unrest:** Labor troubles might slow things down, yet solid management, team involvement, or care initiatives help reduce problems.
4. **Customer Satisfaction:** Clear talk, steady quality, or ways to share thoughts, keep buyers around when things get shaky.
5. **Organizational Resilience:** Staying strong when things get tough? Spreading out suppliers helps. So does having backup plans. Using new tech makes a difference too. Sustainability efforts play a role just the same. All these pieces add up to better endurance.

Final Reflection:

Active Fashion shows how smart people management, staying ahead of risks, while focusing on customers helps tackle tough conditions in Bangladesh's garment business. Following the advice here can boost daily operations, improve worker happiness, yet build stronger trust with buyers. What we learned does not just

apply to this one firm, other clothing factories could use it too when aiming for steady progress, even during hard times.

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Still, the research shows that in an industry often swayed by outside financial and government forces, combining solid HR practices with smart daily planning while staying ahead in talking to customers makes lasting growth possible.

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Appendices

Questionnaire

1. Can you briefly describe your role in Active Fashion and your key responsibilities?
2. How long have you been associated with the organization, and what changes have you observed in the RMG sector during this period?
3. What specific economic challenges (e.g., inflation, currency fluctuations, cash flow issues) have Active Fashion faced in the past year?
4. How have these economic factors affected production, operations, and overall business performance?
5. What strategies or measures has the company implemented to mitigate the impact of economic challenges?
6. In your view, how do economic pressures affect customer satisfaction and loyalty?
7. How has political instability (e.g., protests, strikes, policy changes) affected business operations?
8. Can you provide examples of disruptions caused by political unrest?
9. What steps has the company taken to navigate political challenges and maintain operational continuity?
10. How do political factors influence relationships with customers and stakeholders?
11. How does labor unrest or dissatisfaction among employees impact production, quality, and customer service?
12. What initiatives are in place to improve employee welfare, morale, and engagement?
13. How effective do you think these initiatives are in minimizing operational disruption?
14. How does the company measure customer satisfaction and feedback?
15. What challenges have you observed in maintaining customer satisfaction during economic or political disruptions?
16. Can you share examples of strategies used to retain customer loyalty during difficult times?
17. How does the management team anticipate and respond to potential crises affecting the RMG sector?
18. What internal communication practices help in addressing challenges quickly and efficiently?

19. In your opinion, what are the key factors for ensuring resilience in operations and sustained customer satisfaction?
20. What emerging challenges do you foresee for Active Fashion in the next 2–5 years?
21. What opportunities exist for innovation, growth, and improvement in response to these challenges?
22. Do you have any additional insights or recommendations for strengthening the organization's ability to navigate economic and political challenges?

Copy of company-provided internship confirmation/acceptance letter (attached)

Active Fashion

30 Pirer Bagh, Mirpur, Dhaka-1216

Tel: 01713078821, 01671011225

E-mail: parvezhaque2009@gmail.com

Date: 5 October 2025

To

Mohammad Golam Morshed Tasneem

836, Ashkona, Dakshin Khan, Dhaka

Subject: Internship Appointment Letter

Dear Mr. Tasneem,

We are pleased to offer you an internship position at Active Fashion in the capacity of Assistant Manager (Internship), effective from 10 October 2025.

This internship program has been designed to provide you with practical experience and professional exposure to the operations of a 100% export-oriented garments company. During your internship period, you will receive a monthly allowance of BDT 15,000 (Fifteen Thousand Taka).

The duration of your internship will be three (03) months, starting from your joining date. Your performance during this period will be closely monitored, and based on your dedication and contribution, you may be considered for a permanent position within the company.

You are expected to maintain the highest standards of discipline, punctuality, and professionalism during your internship, and to comply with all company policies and procedures.

We look forward to having you on our team and believe that this internship will be a mutually beneficial experience.

Sincerely,

Md. Masud Parvez

Managing Director

Active Fashion

(100% Export Oriented Garments)



INTERNSHIP PROPOSAL FORM

Name:	Mohammad Golam Morshed Tasneem
ID:	202011050
Department:	BBA
Supervisor's Name (Faculty):	Nazmun Nur Eva
Organization Name:	ACTIVE FASHION
Internship Title:	Evaluating the Effects of Economic and Political Challenges on Active Fashion's Business and Customer Satisfaction.

Student's signature & date

Supervisor's signature & date

PART B

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