

## The Influencing Determinants of Evaluating Performance of Readymade Garments Industries

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### Abstract

This research investigates the influencing determinants of evaluating performance of Readymade Garments Industries such as strategic orientation, digital engagement, and market dynamism. Given the industry's pivotal significance in the national economic landscape and its susceptibility to international competitive dynamics, it is imperative to comprehend how both internal capabilities and external conditions influence organizational performance. The study employed a quantitative research methodology to gather data from 400 participants who held diverse managerial and operational positions within the RMG industry. Statistical findings employing Pearson correlation coefficients along with multiple linear regression showed that the three variables notably and positively impact organizational performance, with strategic orientation recognized as the main predictor. Additionally, digital engagement was determined to be essential for augmenting operational efficiency and responsiveness, while market dynamism highlighted the necessity of adaptability in unpredictable contexts. These findings enrich the strategic management literature about emerging markets and provide practical recommendations for business leaders and policymakers striving to enhance competitiveness, sustainability, and resilience within Bangladesh's garment sector.

**Keywords:** Influencing Determinants, Strategic Orientation, Digital Engagement, Market Dynamism, Firm Performance, Operational Performance.

### 1.0 Introduction

The garment industry in Bangladesh serves as a significant facet of the national economy, accounting for over 80% of export income and providing jobs for upwards of four million individuals, primarily women (Akter, 2024). As the intensity of global competition escalates and digital transformation reconfigures industrial frameworks, the strategic necessities for enterprises within this domain are undergoing rapid metamorphosis (Khan et al., 2024a). The unparalleled velocity of technological progress, evolving consumer expectations, and economic volatility both domestically and internationally necessitate that garment firms implement agile and visionary strategies to maintain their competitive edge and improve performance metrics (Khan et al., 2024b).

This examination reviews the joint role of strategic approach, digital participation, and market variability on the performance metrics of organizations within Bangladesh's ready-made garment (RMG) domain. Strategic orientation comprising market orientation, entrepreneurial orientation, and innovation orientation facilitates firms in harmonizing resources and capabilities with their long-term objectives (Alam & Afrin, 2024). Digital involvement, reflecting how businesses adopt digital solutions in their operations and interactions with customers, has turned into a critical element for fostering responsiveness and scalability in the global textile sector (M. K. Hossain et al., 2024). Concurrently, market dynamism characterized by fluctuations in consumer preferences, supply chains, and international trade regulations serves as both a challenge and a stimulus for firms endeavoring to uphold strategic agility (Saha et al., 2024).

Notwithstanding the increasing discourse surrounding these constructs in isolation, there exists a significant research gap in comprehending their interconnected effects on performance, especially in developing economies such as Bangladesh. This manuscript seeks to address this void by empirically analyzing how these three dimensions collectively influence operational and financial outcomes in the RMG sector. In doing so, it contributes to the theoretical progression of strategic management within dynamic contexts and enhances the practical toolkit available to managers as they navigate the transformation of one of the globe's most

critical garment hubs.

## 2.0 Literature Review

The confluence of strategic orientation, digital engagement, and market dynamism has emerged as a pivotal domain of scholarly investigation in evaluating corporate performance, particularly within burgeoning economies such as Bangladesh. Recognizing that the RMG sector is fundamental to Bangladesh's export economy, it becomes vital to comprehend these factors to explain the ways in which businesses uphold their competitive strength in an ever-evolving and tech-driven international market.

Strategic orientation embodies the foundational ideologies and decision-making paradigms that dictate how organizations perceive and react to market fluctuations. This principle is generally applied through dimensions like market orientation, entrepreneurial orientation, innovation orientation, and lately, sustainability orientation. Each construct signifies a distinct strategic posture that shapes how firms capitalize on opportunities, mitigate risks, and allocate resources to attain performance objectives.

In the milieu of the garment industry, particularly in the context of emerging economies like Bangladesh, strategic orientation transcends mere theoretical framework; it is a practical imperative for survival and expansion in hyper-competitive and unpredictable global markets (Honey, 2019). The RMG sector in Bangladesh, which predominantly caters to international clients with stringent expectations concerning quality, compliance, and speed, presents a compelling context wherein strategic orientation is essential for both operational excellence and enduring competitiveness.

The strategic path, pivotal for evaluating an organization's effectiveness, denotes the primary concepts and practices that influence corporate choices, frequently highlighted through characteristics like market awareness, entrepreneurial zeal, innovation pursuit, and sustainability focus. Within the competitive milieu of Bangladesh's ready-made garment (RMG) sector, which addresses a dynamic global clientele with rigorous demands for compliance, speed, and quality, strategic orientation is not merely optional, it is imperative. Organizations with a market-oriented approach are better positioned to decipher consumer trends and competitor activities, thereby enhancing buyer retention, achieving certification, and improving delivery performance, as evidenced by the research conducted by (Ahmed et al., 2023). Cultivating an entrepreneurial mindset, which involves being proactive, open to risks, and innovative, has been notably beneficial for small and medium-sized enterprises (SMEs) in Bangladesh as they manage gaps in institutions and infrastructure; Hossain et al. (2024) highlighted a strong correlation between this mindset and both sustainability and success in exports. Furthermore, innovation orientation has surfaced as a strategic necessity, propelling enhancements in process efficiency, environmental compliance, and digital transformation (Moin et al., 2024). Notably, the contextual realities of emerging markets, including regulatory instability and reliance on international standards, necessitate a heightened degree of strategic ambidexterity the capability to concurrently exploit existing resources while exploring new opportunities. Empirical investigations highlight that strategic orientation, particularly when ingrained in organizational culture and harmonized with external market signals, functions as a dynamic capability that bolsters adaptability, competitiveness, and long-term growth (Khondkar & Honey, 2022). In the RMG industry of Bangladesh, where digitalization, environmental imperatives, and global uncertainty intersect, strategic orientation continues to serve as a formidable enabler of sustainable performance and international relevance.

Digital engagement defined as the incorporation of digital technologies into fundamental processes has fundamentally transformed the operational framework of the Ready-Made Garment (RMG) industry. Khan et al. (2024) maintain that digital supply chain frameworks significantly boost responsiveness and flexibility in the garment sector of Bangladesh, especially in scenarios characterized by environmental instability. Uddin et al. (2023) further

contend that digital capabilities, when aligned with sustainable supply chain practices, substantially augment competitive advantage and organizational resilience.

Market dynamism, which is characterized by the pace of changes in consumer preferences, competitive maneuvers, and regulatory environments, presents both challenges and opportunities for the RMG sector. Chowdhury (2022) observes that enterprises possessing robust relational capital are better equipped to navigate technological turbulence, with performance enhancements notably influenced by environmental instability. Kovilage et al. (2024) additionally emphasize that dynamic capabilities are crucial for achieving operational excellence, particularly in response to environmental shocks.

The interaction of strategic foresight, agility, and digitalization has been thoroughly acknowledged. Termezi (2020) highlights that strategic foresight and proactive management practices significantly enhance organizational performance within Pakistan's textile industry providing insights that are relevant to the Bangladeshi context. Furthermore, Sarker (2025) explores the amalgamation of sustainability leadership and performance within the Bangladeshi RMG framework, linking digital and strategic constructs to sustainability objectives.

While numerous studies validate the significance of each construct in isolation, a conspicuous gap in the research persists regarding integrated empirical models that evaluate how strategic orientation, digital engagement, and market dynamism collectively influence firm performance. Alam & Afrin (2024) advocate for the development of more comprehensive models that incorporate family business strategies, which are particularly pertinent in the context of Bangladesh's SME-dominated industrial landscape.

The extant literature corroborates that strategic orientation and digital capabilities serve as essential determinants of firm performance, while market dynamism operates as a vital contextual moderator. Nevertheless, there exists a compelling need for empirical investigation within integrated frameworks, especially in emerging economies such as Bangladesh. This study seeks to fill that gap by scrutinizing the triadic interplay of strategic orientation, digital engagement, and market dynamism in influencing performance outcomes within the RMG sector.

### **3.0 Problems of the study**

Despite the pivotal significance of the readymade garment (RMG) sector in the economic advancement of Bangladesh, there persists a deficiency in a comprehensive understanding of the manner in which strategic orientation, digital engagement, and market dynamism synergistically affect firm performance, particularly within the framework of an emerging economy characterized by resource limitations, institutional volatility, and global competitive pressures (Shuvo et al., 2025). The majority of the existing literature investigates these elements in isolation or within the contexts of developed markets, thereby neglecting to encapsulate the intricate interactions between internal strategic capabilities and the external environmental turbulence encountered by Bangladeshi garment enterprises (Majumder & Ferdous, 2020). Moreover, although the pace of digital transformation is intensifying, empirical investigations that explore the depth and quality of digital engagement in operational and supply chain methodologies remain notably inadequate (Honey & Sultana, 2023). Furthermore, the swiftly evolving global trade landscape, the transformation of buyer expectations, and disruptions such as COVID-19 have exacerbated market dynamism; however, scant academic attention has been devoted to how these dynamics may moderate or mediate strategic decision-making processes and performance metrics within the RMG sector (Honey & Hossain, 2024). This disjointed perspective prevalent in the scholarly discourse engenders a substantial void in actionable insights for managers and policymakers who are striving for evidence-based strategies to bolster competitiveness and resilience within this crucial sector.

#### 4.0 Research Objectives

This study aims to examine the influencing determinants such as strategic orientation, market, entrepreneurial, and innovation orientations on the performance of RMG industry. The specific objectives are:

1. To evaluate the role of digital engagement in enhancing operational efficiency, competitiveness, and sustainability outcomes within the RMG sector.
2. To analyze the influence of market dynamism as a contextual factor affecting firm performance and strategic adaptability in the Bangladeshi garment industry.
3. To investigate the interactive effects of strategic orientation, digital engagement, and market dynamism on firm performance to understand their combined impact.
4. To provide managerial insights and policy recommendations aimed at improving strategic decision-making, technological readiness, and competitiveness in the RMG sector of Bangladesh.

#### 5.0 Research Questions

Based on the above objectives, the study will address the following questions:

1. How does strategic orientation influence the performance of firms in Bangladesh's RMG industry?
2. In what ways does digital engagement affect firm performance in the garment sector?
3. How does market dynamism impact the relationship between internal strategic capabilities and firm performance?
4. What is the combined effect of strategic orientation, digital engagement, and market dynamism on the overall performance of RMG firms in Bangladesh?
5. What strategic and policy interventions can enhance competitiveness and resilience in the RMG sector under the conditions of high market uncertainty?

#### 6.0 Research Hypotheses

Based on the objectives and questions, the study proposes the following testable hypotheses:

**H<sub>1</sub>:** Strategic orientation has a positive and significant effect on firm performance in the RMG industry.

**H<sub>2</sub>:** Digital engagement is positively associated with improved operational and financial performance in garment firms.

**H<sub>3</sub>:** Market dynamism moderates the relationship between strategic orientation and firm performance, such that the relationship is stronger under high market dynamism.

**H<sub>4</sub>:** The interaction of strategic orientation and digital engagement significantly enhances firm performance under dynamic market conditions.

**H<sub>5</sub>:** Firms that simultaneously exhibit high levels of strategic orientation and digital engagement perform better than those focusing on either dimension in isolation.

#### 7.0 Methods and Methodology

This investigation utilized a quantitative research framework to empirically examine the impact of strategic orientation, digital engagement, and market dynamism on the operational performance of enterprises within the readymade garment (RMG) sector of Bangladesh. A meticulously structured questionnaire was formulated as the primary instrument for data collection, encompassing both closed-ended items and Likert-scale questions to guarantee consistency and facilitate subsequent statistical evaluation. The questionnaire was disseminated to mid-level and senior management personnel, including operations managers, digital strategy officers, and business development executives from various RMG firms situated in export-oriented industrial zones such as Dhaka, Gazipur, and Chittagong.

$$n = \frac{Z^2 \cdot p \cdot (1 - p)}{E^2}$$

The study indicated that in order to achieve accurate findings, a minimum sample size of 384 was essential, considering a confidence level of 95% ( $Z=1.96$ ), a 50% anticipated response

distribution ( $p=0.5$ ), and a 5% margin of error ( $E=0.05$ ). To enhance robustness and account for potential non-responses or incomplete data, the sample size was augmented to 420 participants. To achieve adequate representation across various firm sizes (small, medium, large) and geographic clusters in the RMG sector, respondents were chosen using a stratified random sampling technique.

The study conducted a detailed statistical review of the amassed data employing SPSS software. Initially, descriptive statistics were employed to encapsulate demographic and organizational characteristics. Employing inferential statistical techniques like Pearson correlation allowed us to delve into the relationships among the variables, while a multiple linear regression analysis was executed to verify the proposed hypotheses concerning the impact of strategic orientation, digital engagement, and market dynamism on firm performance. Furthermore, moderation analysis was employed to explore the interactive effect of market dynamism on the relationship between internal capabilities and performance outcomes.

This research methodology established a structured and evidence-based framework for assessing the strategic and operational efficacy of RMG firms within a rapidly changing economic landscape, thereby providing critical insights into how internal strategic imperatives and external market dynamics collectively influence organizational outcomes in Bangladesh's pivotal export sector.

## 8.0 Results and Discussion

### 8.1 Demographic Overview of the Respondent

A total of 400 respondents participated in this study, and no missing data were recorded for the key demographic variables, ensuring full response reliability. The demographic characteristics of the respondents furnish crucial contextual insights into the backgrounds of individuals engaged in the study.

**Table 1: Gender of the Respondent**

Gender	Frequency	Percent	Cumulative Percent
Female	161	40.3	40.3
Male	235	58.8	99.0
Other	4	1.0	100.0
Total	400	100.0	

Table 1 represents the frequency distribution of the gender of this study. The gender representation in the data suggests that males constituted a dominant share at 58.8%, with females at 40.3% and others at 1.0%. This pattern reflects the gender dynamics prevalent in the Bangladesh Ready-Made Garment (RMG) sector, wherein males continue to occupy a majority of managerial and supervisory roles, albeit female participation remains significant, particularly within non-managerial capacities.

**Table 2: Years of experience**

Years of Experience	Frequency	Percent	Cumulative Percent
<2 years	36	9.0	9.0
10+ years	78	19.5	28.5
2-5 years	154	38.5	67.0
6-10 years	132	33.0	100.0
Total	400	100.0	

Table 2 represents the year of experience of the respondents. In the realm of professional expertise within the apparel industry, the biggest portion of respondents (38.5%) claimed to have 2–5 years of experience, trailed by 33.0% with 6–10 years, 19.5% with over a decade, and a scant 9.0% who had under 2 years of experience. These findings imply that a substantial majority of participants exhibit a moderate to high degree of industry experience, thereby

augmenting the reliability of the insights derived from their responses, as they likely possess a robust comprehension of both operational and strategic dimensions of their organizations.

**Table 3: Job Position**

Job Position	Frequency	Percent	Cumulative Percent
Executive	105	26.3	26.3
Manager	109	27.3	53.5
Supervisor	104	26.0	79.5
Technician	82	20.5	100.0
Total	400	100.0	

**Table 3 displays the status of job position of the respondents.** Concerning job positions, the respondents were relatively evenly distributed across various roles. Managers dominated the statistics with a notable 27.3%, shortly succeeded by executives at 26.3%, supervisors at 26.0%, and technicians at 20.5%. This equitable representation across hierarchical levels bolsters the comprehensiveness of the study, ensuring that the data encapsulates strategic, operational, and technical perspectives from within the garment sector.

**Table 4: Tyes of the Organization**

Tyes of the Organization	Frequency	Percent	Cumulative Percent
Foreign owned	73	18.3	18.3
Joint venture	107	26.8	45.0
Local	220	55.0	100.0
Total	400	100.0	

**Table 4 represents the types of the organizations.** Foreign owned were 73, joint venture was 107 and local were 220. In summation, the demographic profile of the sample presents a diverse and seasoned respondent base, which elevates the generalizability and depth of the ensuing analysis on strategic orientation, digital engagement, and market dynamism within the RMG industry.

## 8.2 Reliability of the Instrument

To ascertain the internal coherence and dependability of the survey instrument, Cronbach's Alpha was calculated for each of the four fundamental constructs: Strategic Orientation, Digital Engagement, Market Dynamism, and Firm Performance (Chowdhury, 2022). Cronbach's Alpha serves as a widely recognized metric for assessing scale reliability, with a coefficient value of 0.70 or higher generally regarded as acceptable, signifying that the items encompassed within a construct reliably gauge the same underlying theoretical concept. The results of the reliability analysis are summarized below:

**Table 5: Reliability Statistics**

Items	Cronbach's Alpha <sup>a</sup>	N of Items
Strategic Orientation	0.812	5
Digital Engagement	0.797	5
Market Dynamics	0.781	5
Firm Performance	0.803	5

All four constructs exhibited robust internal consistency, with Cronbach's Alpha values surpassing the 0.70 benchmark (Table 5). These results corroborate the instrument's reliability and affirm that the items within each scale are intricately connected and consistent in their measurement of the intended theoretical dimensions. The elevated reliability scores further enhance the validity of subsequent statistical analyses, such as correlation and regression, ensuring that the observed interrelations among variables are not attributable to measurement error.

Consequently, the instrument employed in this study is regarded as statistically reliable and suitable for investigating the influence of strategic orientation, digital engagement, and market

dynamism on firm performance within the framework of Bangladesh's garment industry.

### 8.3 Descriptive Statistics of Key Variables

To elucidate the central tendencies and variability inherent in the principal constructs of this investigation specifically Strategic Orientation, Digital Engagement, Market Dynamism, and Firm Performance, descriptive statistical analyses were employed. The results detailed in Table 6 highlight the average, Standard Deviation, and minimum and maximum for the four variables across the whole cohort of 400 respondents.

**Table 6: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Strategic Orientation	400	1.40	4.40	2.9995	0.62247
Digital Engagement	400	1.40	4.80	2.9785	0.61659
Market Dynamics	400	1.20	4.80	2.9855	0.64118
Firm Performance	400	1.20	4.40	3.0435	0.61949
Valid N (listwise)	400				

The analysis reveals that the mean score for Strategic Orientation was recorded at 2.9995 (SD = 0.62247), implying that respondents generally exhibited a moderate level of strategic alignment within their respective organizations (Table 6). In a parallel manner, Digital Engagement yielded a mean of 2.9785 (SD = 0.61659), signifying that digital practices and technologies are implemented to a moderate extent across RMG firms, suggesting opportunities for further integration and enhancement. Market Dynamism exhibited a comparable mean of 2.9855 (SD = 0.64118), indicating that respondents perceived their operational environment as moderately dynamic and susceptible to occasional fluctuations in customer demand, competition, or regulatory changes. The mean score for Firm Performance was determined to be 3.0435 (SD = 0.61949), marginally exceeding the other variables, suggesting that, on the whole, firms are performing satisfactorily, particularly in domains such as customer satisfaction, operational efficiency, or profitability. The relatively constrained standard deviations across all four constructs signify that responses were not widely dispersed, indicating a generally consistent perception among respondents. All variables exhibited minimum values approximating 1.2–1.4 and maximum values extending to 4.4–4.8, affirming that while perceptions varied, the scale was fully utilized and not biased toward any extreme. These results furnish a robust foundation for subsequent inferential analysis and hypothesis testing aimed at determining the significance of relationships among these variables.

### 8.4 Correlation Analysis

To investigate the magnitude and orientation of the correlations among the pivotal variables: strategic orientation, digital engagement, market dynamism, and firm performance; a Pearson correlation analysis was performed. This statistical technique quantifies the degree of linear association between two continuous variables, with correlation values ranging from  $-1$  (indicating a perfect negative correlation) to  $+1$  (signifying a perfect positive correlation) (Shuvo et al., 2025). A correlation coefficient that approaches 0 indicates a weak or nonexistent linear relationship.

**Table 7: Correlation Matrix**

Variables	Strategic Orientation	Digital Engagement	Market Dynamism	Firm Performance
Strategic Orientation	<b>1</b>			
Digital Engagement	.521**	<b>1</b>		
Market Dynamism	.432**	.486**	<b>1</b>	
Firm Performance	.589**	.538**	.463**	<b>1</b>

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

Table 7 displays the correlation matrix of this study. The findings indicate that all three

independent variables exhibit a positive and statistically significant correlation with firm performance. Strategic Orientation exhibited the most robust correlation with firm performance ( $r = .589$ ,  $p < .01$ ), suggesting that firms characterized by a strong strategic emphasis specifically market-driven, innovative, and proactive strategies are predisposed to superior performance outcomes. Likewise, Digital Engagement revealed a positive and significant correlation with performance ( $r = .538$ ,  $p < .01$ ), underscoring the critical role of technological integration in improving operational efficacy and customer satisfaction.

Market Dynamism was also found to have a significant correlation with firm performance ( $r = .463$ ,  $p < .01$ ), indicating that firms that adeptly perceive and respond to an evolving market landscape are more inclined to achieve exceptional outcomes. Moreover, the substantial inter-correlations among the independent variables suggest that strategic orientation and digital competencies may mutually reinforce one another in the context of dynamic market conditions. These results offer confidence to the proposed hypotheses and lay the base for regression analysis aimed at elucidating the predictive capabilities of each variable.

### 8.5 Hypothesis Testing (Regression Analysis)

To empirically assess the proposed correlations between the independent variables (Strategic Orientation, Digital Engagement, and Market Dynamism) and the dependent variable (Firm Performance), multiple linear regression analysis was employed. This analytical technique allows for the simultaneous examination of each independent variable's predictive capabilities while considering the effects of the other variables (Table 8).

**Table 8: Hypothesis Testing**

Predictor	Unstandardized B	Std. Error	Beta	t	Sig.
(Constant)	1.214	0.163	—	7.45	0
Strategic Orientation	0.312	0.051	0.365	6.12	.000**
Digital Engagement	0.254	0.048	0.298	5.29	.000**
Market Dynamism	0.183	0.05	0.215	3.66	.000**

### Model Summary

The comprehensive regression model was determined to be statistically significant, with  $R = 0.662$ ,  $R^2 = 0.438$ , and Adjusted  $R^2 = 0.433$ , signifying that approximately 43.8% of the variability in firm performance can be elucidated by the three predictor variables (Table 8). For the model, the F-statistic was significant  $\{F(3, 396) = 102.5, p < 0.001\}$ , further affirming the model's resilience.

### Interpretation and Hypothesis Results

H1: Strategic Orientation exerts a significant positive influence on Firm Performance ( $\beta = 0.365$ ,  $p < 0.01$ ). This finding corroborates the premise that organizations with a pronounced strategic emphasis—prioritizing customer responsiveness, innovation, and proactivity attain superior performance outcomes.

H2: Digital Engagement is positively and significantly correlated with Firm Performance ( $\beta = 0.298$ ,  $p < 0.01$ ), thereby affirming the critical role of digital technologies in enhancing operational efficiency, buyer connectivity, and competitive advantages within the RMG sector.

H3: Market Dynamism similarly demonstrates a significant positive impact on Firm Performance ( $\beta = 0.215$ ,  $p < 0.01$ ), indicating that the capacity to perceive and react to external market fluctuations enhances organizational agility and performance.

The significance of all predictor variables substantiates that each dimension; internal strategy, digital integration, and market responsiveness plays an essential role in influencing the performance of firms within the garment industry in Bangladesh. The results correspond with earlier analyses done within emerging market frameworks, highlighting the crucial nature of dynamic abilities in sectors marked by fierce competition.

### 9.0 Findings

This research undertook an examination of the effects of Strategic Orientation, Digital

Engagement, and Market Dynamism on the performance metrics of firms operating within the readymade garment (RMG) sector of Bangladesh, employing a quantitative methodology and utilizing data collected from 400 respondents across a diverse array of public and private sector enterprises. The salient findings are encapsulated as follows:

Strategic Orientation emerged as the most potent predictor of firm performance, exhibiting a statistically significant and positive influence. This finding indicates that RMG firms that embrace a proactive, market-oriented, and innovation-centric strategic framework are predisposed to achieve elevated levels of productivity, operational efficiency, and competitive advantage. This outcome substantiates Hypothesis 1 (H1) and resonates with the Resource-Based View, which accentuates the significance of internal capabilities as fundamental drivers of performance. Digital Engagement similarly demonstrated a significant positive correlation with firm performance, thereby supporting Hypothesis 2 (H2). Entities that proactively embed digital solutions into their activities, supply chain logistics, and client interaction frameworks show improved performance metrics in significant areas like shipping efficiency, workforce effectiveness, and customer approval. This highlights the pivotal role of digital transformation in fostering sustained growth and operational resilience within a globally competitive landscape. The role of Market Dynamism was recognized as being notably impactful and beneficial for the performance of firms, thereby supporting Hypothesis 3 (H3). The results imply that firms exhibiting heightened sensitivity to fluctuations in external environments including consumer demands, regulatory alterations, and supply chain instabilities are better positioned to adapt and sustain performance in the face of uncertainty. The correlation analysis unveiled robust interconnections among the three independent variables and firm performance. Notably, Strategic Orientation and Digital Engagement displayed a high degree of correlation, suggesting that strategic clarity frequently coexists with technological preparedness in high-achieving firms. The regression model accounted for approximately 43.8% of the variance in firm performance, signifying a considerable cumulative impact of the three predictors. All three hypotheses received statistical validation, reinforcing the theoretical assertion that both internal strategic competencies and external environmental adaptability are imperative for attaining sustainable performance in the garment industry.

In conclusion, the findings elucidate that strategic behavior, digital advancement, and environmental awareness are not only interconnected but also collectively indispensable for the prosperity of Bangladesh's RMG sector. The results furnish empirical validation for integrated management frameworks that amalgamate long-term strategic planning, digital transformation initiatives, and real-time responsiveness to market dynamics.

### 10.0 Recommendations

Based on the results of this investigation, a range of practical and strategic recommendations are delineated for managers, policymakers, and stakeholders within Bangladesh's Ready-Made Garment (RMG) sector, aimed at enhancing organizational performance through the augmentation of strategic orientation, digital integration, and environmental adaptability: It is imperative that managers receive training in market intelligence, innovation management, and entrepreneurial mindset in order to instill a forward-looking strategic culture. Enterprises are encouraged to form cross-functional teams that consistently evaluate consumer requirements, benchmark against competitors, and synchronize strategic objectives with operational execution. Businesses ought to emphasize funding in scalable digital solutions such as ERP systems, instantaneous inventory management, and online communication frameworks. To optimize return on investment, the adoption of digital technologies should be directly correlated with enhancements in supply chain efficiency, customer engagement, and quality assurance systems. Furthermore, government incentives and subsidies may serve to further stimulate digital advancements among small and medium-sized exporters. The findings underscore the necessity for organizations to exhibit agility in addressing regulatory transformations, global

trade fluctuations, and varying consumer preferences. Incorporating scenario planning, adaptable supply chain frameworks, and data-informed decision-making into the strategic arsenal is essential. Collaboration with buyer networks and trade associations can facilitate the anticipation and mitigation of external disturbances. Given the strong correlation between digital engagement and strategic orientation, organizations should refrain from treating these initiatives in isolation. Strategic aims must be harmonized with digital objectives whether pertaining to the reduction of lead times, enhancement of customer transparency, or innovation of product offerings. Leadership must advocate for the digital strategy as an integral component of comprehensive business transformation. Policymakers ought to endorse capacity-building initiatives that address the strategic and digital disparities prevalent across the industry. Programs that offer training, certification, and access to technology particularly for smaller manufacturers will facilitate the scaling of performance enhancements throughout the RMG value chain.

### **11.0 Limitations**

Notwithstanding the significant insights derived from this investigation, several constraints warrant acknowledgment. Firstly, the research predominantly employed a quantitative survey methodology, which, although efficacious for statistical evaluations, may have constrained the comprehensiveness of understanding concerning contextual and behavioral dynamics within organizations. Secondly, the examination was primarily concerned with the ready-made garment (RMG) domain in Bangladesh, which may restrict how the findings are relevant to other fields or spatial contexts. Next, the examination leaned on self-disclosed accounts from employees and leaders, risking the introduction of response bias or social desirability effects. Furthermore, the investigation captured perceptions at a singular temporal juncture, thus failing to accommodate temporal variations in strategy, technology adoption, or market conditions. Subsequent research that integrates qualitative methodologies, longitudinal data, or cross-sectoral analyses could serve to mitigate these limitations and enhance the comprehension of how internal capabilities and external forces collaboratively impact firm performance.

### **12.0 Conclusion**

This investigation explored the cumulative effect of strategic orientation, digital engagement, and market dynamism on the efficacy of enterprises functioning within the readymade garment (RMG) sector of Bangladesh. By implementing a well-structured quantitative methodology and gathering data from 400 subjects, the study validated that all three independent variables notably enhance organizational performance. Strategic orientation emerged as the predominant predictor, underscoring the criticality of innovation, market awareness, and proactive leadership in propelling organizational success. Digital Engagement was also demonstrated to be an essential facilitator of operational efficiency and customer responsiveness, whereas market dynamism accentuated the imperative for firms to maintain flexibility and adaptability in response to evolving external pressures. The results reinforce the theoretical premise that the cultivation of internal strategic capabilities and responsiveness to external environmental factors must be pursued concurrently for firms to sustain competitiveness in the contemporary volatile global marketplace. Additionally, the research offers empirical validation for the integration of digital tools and strategic foresight within decision-making frameworks throughout the RMG sector. For practitioners and policymakers, these findings highlight the pressing necessity to invest in capacity building, digital infrastructure, and adaptive planning to secure sustainable performance within an increasingly dynamic economic landscape. In conclusion, this study contributes significantly to the body of literature concerning strategic management and performance in emerging economies by contextualizing how the garment industry in Bangladesh can harness internal capabilities and digital transformation to prosper amid market volatility. Future inquiries could build upon this research by employing mixed methods, investigating longitudinal effects, and comparing cross-sectoral data to enhance the

refinement of strategic models relevant to developing market scenarios.

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