
| RESEARCH ARTICLE

The Effects of Information Technology and Interpersonal Communication on Employee Performance through Employee Engagement: A Conceptual Study

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| ABSTRACT

The increasing adoption of information technology and digitalized work practices has reshaped employee roles and organizational processes in the Ready-Made Garment (RMG) industry in Bangladesh. However, limited attention has been given to how technological resources and workplace communication jointly contribute to employee performance through employee engagement. This study aims to develop a conceptual framework examining the relationships between Information Technology, Interpersonal Communication, Employee Engagement, and Employee Performance in the RMG industry. This conceptual study synthesizes relevant empirical and theoretical literature on Information Technology, Interpersonal Communication, Employee Engagement, and Employee Performance. Guided by JD-R Theory, the study develops a theoretically grounded conceptual framework and research propositions. The conceptual framework suggests that information technology and interpersonal communication enhance employee engagement, which subsequently improves employee performance, highlighting employee engagement as a key mediating mechanism. The study extends JD-R Theory by positioning information technology and interpersonal communication as job resources that enhance employee engagement and employee performance. Practically, it guides managers to strengthen digital infrastructure, communication practices, and employee engagement to improve workforce performance. Empirical studies should test the proposed relationships using robust quantitative or longitudinal designs across diverse RMG organizations and comparable manufacturing contexts.

| KEYWORDS

Information Technology, Communication; Employee Engagement; Employee Performance; Job Demands–Resources Theory

| ARTICLE INFORMATION

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1. Introduction

Employee performance in the RMG industry is crucial for maintaining competitiveness in the global market. Despite the RMG industry in Bangladesh plays a significant role in the country's economy but faces various challenges related to employee performance (Haque & Nishat, 2022 ; Huda, 2022). Lower employee performance can affect to production delays, compromised quality, dissatisfied customers, low operational efficiency, and increased costs, ultimately weakening the industry's global standing and economic contributions in the Ready-Made Garments (RMG) industry. In an era characterized by rapid technological advancements and dynamic workplace demands, organizations within the RMG sector struggle to optimize their human resource potential. Research suggests that

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factors such as effective utilization of information technology, the quality of interpersonal communication, and perceived organizational support are critical in influencing employee performance.

Despite its potential, the adoption of IT in Bangladesh's RMG sector remains limited. Cost constraints, a lack of technical expertise, and resistance to change are some of the primary barriers to IT implementation. Many factories still rely on manual processes, which are prone to errors and inefficiencies. Information technology has revolutionized the way businesses operate, enabling faster communication, improved decision-making, and increased efficiency (Dehgani & Navimipour, 2019); Sarioguz & Miser, 2024). Tarafdar et al. (2015) suggested that IT capabilities enhance individual work performance when combined with user competence. Muqaddim & Hosain, (2021) found a significant relationship between IT adoption and improved task accuracy and production speed in garment factories. Information technology has become a game-changer in workplace efficiency and productivity across industries. In the context of the RMG sector, IT has the potential to address several operational challenges by automating repetitive tasks, improving communication systems, and providing real-time data for decision-making. Another critical problem, interpersonal communication in the RMG sector often suffers from cultural and structural barriers. Hierarchical organizational structures discourage open dialogue, leading to a lack of transparency and trust among employees. Workers may hesitate to voice their concerns or share suggestions, fearing retribution or dismissal. Additionally, language barriers and differences in educational backgrounds can further impede effective communication in diverse workplaces. Interpersonal communication plays a vital role in the workplace by fostering relationships, resolving conflicts, and ensuring the smooth flow of information (Hermawan et al., 2023). In the RMG sector, where teamwork is essential to meet production targets, effective communication can significantly impact performance. Robbins & Judge (2017) confirmed that open communication fosters trust, collaboration, and better performance. Khan et al. (2020) Hasan et al. (2022), in the context of Bangladeshi garments, reported that communication breakdowns between workers and line managers often result in production delays and low morale.

Research indicates that high involvement human resource management (HIHRM), technology adaptation, and innovativeness significantly influence employee technology innovation performance, highlighting the importance of IT in improving employee productivity and innovation capacity (Rubel et al., 2023). However, the communication skills required in this sector, especially individuals' communication, remain inadequately addressed by higher education, resulting in a gap between industry needs and employee capabilities; this gap affects effective interpersonal communication, which is vital for employee engagement and performance in a globalized business environment (Roshid & Kankaanranta, 2023). Moreover, the organizational readiness for adopting advanced technologies like artificial intelligence and big data analytics in the Bangladeshi textile and garment industry is currently low, marked by moderate leadership readiness but significant human, financial, and engagement deficits, which organizational support could help mitigate (Hossain et al., 2024). Collectively, these findings suggest that the integration of information technology capabilities, effective interpersonal communication, and perceived organizational support is essential for enhancing employee engagement and improving employee performance within the Bangladesh RMG industry.

Several studies have explored the relationship between information technology and employee performance (Chege et al., 2020; Sutrisno et al., 2023). Some studies found the relationship between interpersonal communication and employee performance (Susilawati et al., 2021; Lutfi et al., 2022). Furthermore, previous studies found that employee engagement significantly influenced employee performance (Riyanto et al., 2021; Jiatong et al., 2022). There were many studies conducted on employee performance in various disciplines in different countries in the world (Pawirosumarto et al., 2017; Diamantidis & Chatzoglou, 2019; Anakpo et al., 2023). There is no research has been conducted in the relationship between information technology, interpersonal communication, employee engagement and employee performance in the context of RMG industry of Bangladesh. Further, the role of employee engagement as a mediator in this relationship remains underexplored, particularly in the context of the Bangladeshi RMG industry. This research aims to bridge this gap by investigating the relationships between information technology, interpersonal communication, employee engagement, and employee performance in the RMG industry of Bangladesh. It seeks to understand how these factors interact and influence each other to ultimately impact employee performance.

This study aims to examine the effects of information technology and interpersonal communication on employee performance, with particular emphasis on the mediating role of employee engagement. The findings are expected to contribute to the theoretical understanding of organizational and employee performance dynamics within the Bangladesh RMG industry. The study also offers practical implications for RMG stakeholders, policymakers, and industry practitioners by providing insights into the development of effective technological, communicative, and supportive workplace strategies to enhance employee engagement, productivity, sustainability, and industrial competitiveness.

1.1 Research Questions

1. What is the impact of information technology on employee performance in the RMG industry?
2. What is the impact of interpersonal communication on employee performance in the RMG industry?
3. What is the impact of employee engagement on employee performance in the RMG industry?
4. What does employee engagement mediate the relationship between Information Technology and employee performance ?
5. What does employee engagement mediate the relationship between interpersonal communication and employee performance ?

1.2 Research Objectives

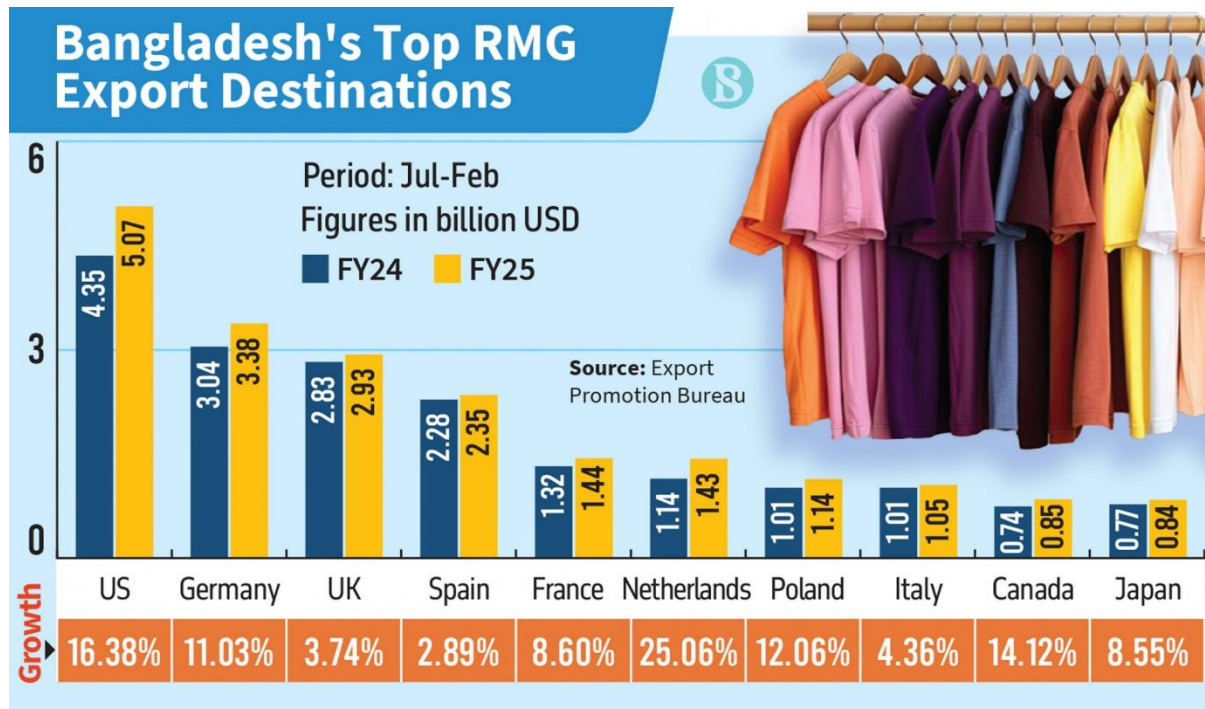
1. To investigate the relationship between information technology and employee performance in the RMG industry.
2. To examine the relationship between interpersonal communication and employee performance in the RMG industry.
3. To examine the relationship between employee engagement and employee performance in the RMG industry.
4. To analyze the mediating role of employee engagement in the relationship between IT and employee performance.
5. To determine the mediating role of employee engagement in the relationship between interpersonal communication and employee performance.

2. Literature Review

2.1 Background of Bangladesh's RMG Industry

The Ready-Made Garment (RMG) industry is the backbone of Bangladesh's economy, accounting for a substantial portion of the country's export earnings and providing employment to millions of workers, predominantly women. Since its emergence in the late 20th century, the RMG sector has grown rapidly, transforming Bangladesh into one of the world's leading apparel exporters. The Bangladesh RMG industry around 4500, a leading global apparel sourcing hub, employs more than 4 million workers and contributes more 10.35% to the GDP in FY 2022-23 (BGMEA, 2024). The readymade garments industry acts as a catalyst for the development of Bangladesh. The "Made in Bangladesh" tag has also brought glory for the country, making it a prestigious brand across the globe. Bangladesh, which was once, termed by cynics a "bottomless basket", has now become a "basket full of wonders." The country with its limited resources has been maintaining 6% annual average GDP growth rate and has brought about remarkable social and human development (BER, 2023). Bangladesh is a trusted hub of apparel sourcing across the globe. More than 150 countries import ready-made garments from Bangladesh. The sector accounts for 83% of total export earnings of the country (BGMEA, 2024).

The figure shows Bangladesh's major Ready-Made Garment (RMG) export destinations during July–February, comparing FY2024 and FY2025. The United States remained the largest export market, increasing from US\$4.35 billion to US\$5.07 billion (16.38%), followed by Germany (US\$3.38 billion) and the United Kingdom (US\$2.93 billion). Notably, exports to the Netherlands recorded the highest growth (25.06%), followed by the United States (16.38%), Canada (14.12%), Poland (12.06%), and Germany (11.03%). Overall, the data demonstrate the strong international demand and export significance of Bangladesh's RMG industry, particularly in major Western markets.



Source: Uddin, 2025; The Business Standard, 2025

2.2 Challenges of the Ready-Made Garment (RMG) Industry

Despite the substantial contribution of the Ready-Made Garment (RMG) industry to Bangladesh's economic development, employment, and export earnings, the sector continues to face several challenges that constrain employee performance and organizational productivity. One major concern is the skills gap, as technological transformation is increasing the demand for workers with technical, digital, and adaptive capabilities. The World Bank (2024) emphasizes that Bangladesh needs to strengthen workforce skills to respond to changing technological requirements and achieve higher productivity. Similarly, the International Labour Organization (ILO, 2024) highlights the importance of skills development and lifelong learning in improving workers' employability and productivity.

The industry also faces challenges associated with technological adoption and production modernization. Although leading RMG firms in Bangladesh have increasingly introduced automation, computer-aided production, high-speed machinery, and other Industry 4.0 technologies, the transition requires workers to develop new technical competencies and adapt to changing production processes (World Bank, 2024). Limited access to appropriate training and workplace-based learning can therefore restrict employees' ability to effectively utilize modern technologies. Evidence from Bangladesh also indicates that structured skills training can improve productivity while reducing workforce-related difficulties, demonstrating the importance of continuous employee development in the garment sector (ILO, 2017).

Furthermore, the RMG sector remains vulnerable to employee turnover, labour unrest, and workplace-related challenges, which can disrupt production continuity and organizational performance. Recent labour unrest in Bangladesh has been associated with demands for higher wages and improved working conditions, resulting in factory closures and production disruptions (Reuters, 2024). Such instability may increase operational costs, reduce employee morale, and affect productivity. In addition, weak workplace communication and limited opportunities for employee development may further undermine coordination, engagement, and individual performance. Therefore, improving employee skills, technological capabilities, training opportunities, workplace communication, and employee retention is essential for enhancing productivity and sustaining the competitiveness of Bangladesh's RMG industry.

2.3 Employee Performance (Dependent Variable)

Employee performance refers to the level of effectiveness and efficiency with which an employee carries out their job responsibilities (Houldsworth & Jirasinghe, 2006 ; Atatsi et al., 2019). It is commonly measured through various metrics such as productivity, quality of work, accuracy, timeliness, and ability to achieve key performance indicators (KPIs) set by the organization (Domínguez et al., 2019 ; Setiawan & Purba, 2020;). Employee Performance (EP) is a multifaceted concept encompassing various aspects of how employees execute their job duties and contribute to organizational goals.

2.4 Information Technology (Independent Variable)

Information technology (IT) refers to the use of computers, software, networks, and other digital tools to store, process, transmit, and manage data and information (Turban et al., 2001 ; Chege et al., 2020 ; Dong et al., 2021). IT is critical for businesses to stay competitive, streamline operations, and communicate effectively. It plays a key role in enabling organizations to innovate, grow, and adapt to changing market conditions.

2.5 Interpersonal Communication (Independent Variable)

Interpersonal communication is the process of exchanging information, feelings, and meaning through verbal and nonverbal messages between people (Jensen & Trenholm, 1992). Solomon & Theiss, 2022 ; Langlinais et al., 2022 ; Elston Lafata et al., 2023). This type of communication is crucial in building relationships, resolving conflicts, and fostering understanding between individuals. Interpersonal communication can occur through face-to-face interactions, phone calls, text messages, emails, and other forms of communication.

2.6 Employee Engagement (Mediating Variable)

Employee engagement refers to the level of an employee's commitment, involvement, and enthusiasm towards their work and organization (Kular et al., 2008; Sun & Chopra et al., 2024). It encompasses how dedicated employees are to their roles, how passionate they feel about their jobs, and their willingness to go above and beyond in their work duties. Engaged employees typically display higher productivity, better performance, and increased job satisfaction.

2.7 Theoretical Foundation

2.7.1 Job Demands–Resources Theory (JD-R)

Job Demands-Resources (JD-R) theory is a widely used framework for predicting employee well-being, work behaviors, and performance by examining the balance between job demands and job resources (Bakker & Demerouti, 2024). The theory posits that job demands primarily relate to exhaustion and burnout, while job resources are associated with reduced cynicism and increased professional efficacy (Bakker et al., 2003). Empirical evidence from 3,092 home care employees supports the model's central assumption that burnout develops when job demands are high and resources are limited (Bakker et al., 2003). Further research demonstrates that job demands predict exhaustion which affects in-role performance, while job resources influence extra-role performance through their relationship with disengagement (Bakker et al., 2004). The theory initiates two distinct psychological processes that ultimately impact organizational outcomes (Bakker et al., 2004). Recent work explores JD-R theory alongside Conservation of Resources theory to better understand employee well-being amid modern workplace challenges like remote work and technological advancements (Demerouti, 2025). JD-R Theory is particularly appropriate for this study because it directly explains how workplace resources influence employees' motivational states and subsequent performance. First, Information Technology and Communication function as job resources that help employees perform their tasks and overcome work-related difficulties. Second, these resources can stimulate Employee Engagement by increasing employees' ability, motivation, and psychological involvement in their work. Third, higher Employee Engagement can lead to improved Employee Performance because engaged employees are more willing to invest effort and maintain concentration in achieving work objectives. Therefore, JD-R Theory provides a strong theoretical foundation for positioning Employee Engagement as a mediator between Information Technology, Communication, and Employee Performance.

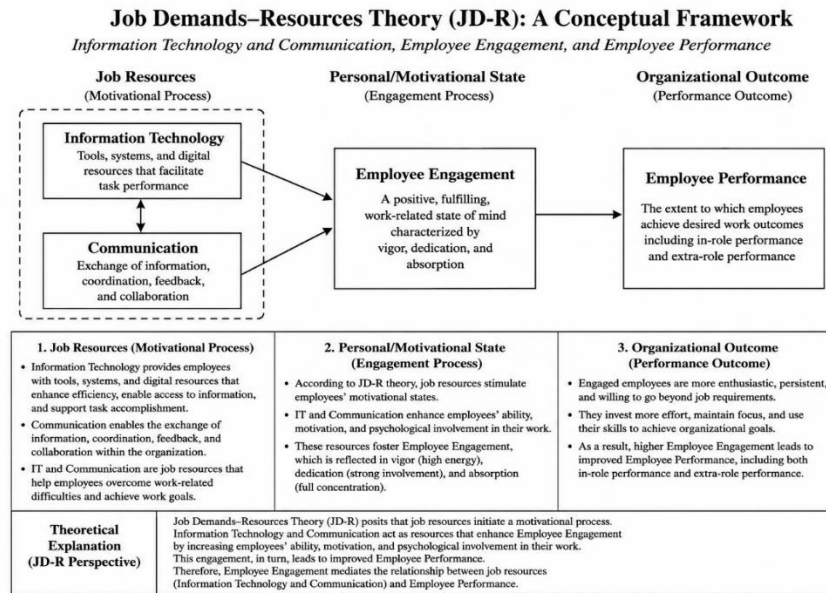


Figure 1. Theoretical Model

3. Hypothesis/Proposition Development

3.1 Relationship between Information Technology and Employee Performance

The relationship between Information Technology (IT) and employee performance is multi-faceted, encompassing various dimensions such as IT competency, digital citizenship behavior, and the integration of AI technologies. IT competency has been found to positively influence task autonomy and interdependence. Task autonomy, in particular, enhances employee agility, making IT competency a vital component for improving employee performance (Lai et al., 2021). Within the IT industry, knowledge-oriented leadership significantly impacts employee performance, primarily through enhancing creative work behavior and digital citizenship behavior. This indicates that leadership styles that promote knowledge sharing and creativity can boost performance in IT environments (Gu et al., 2024).

The adoption of AI technologies in workplaces facilitates improved knowledge sharing and work engagement. AI's role in enhancing these aspects correlates positively with employee performance, although perceived risk can negatively moderate these relationships (Khan et al., 2024). During the COVID-19 pandemic, the relationship between work from home (WFH) setups and employee productivity was found to be negatively impacted. This suggests potential challenges in maintaining productivity in remote work environments despite IT facilitation (Farooq & Sultana, 2021). In educational settings, the proliferation of IT resources can lead to information overload, resulting in role stress and decreased job performance. This highlights the necessity of managing IT resources effectively to enhance performance without overwhelming employees (Rasool et al., 2024). It has been noted that the success of WFH arrangements largely depends on factors such as job nature, industry specifics, and the home environment (Anakpo et al., 2023). A supportive organizational climate coupled with effective IT tools can significantly enhance employee performance by reducing stress and fostering a conducive working environment (Pradoto et al., 2022). Ambidextrous leadership in the IT sector supports innovative work behavior (IWB), which directly enhances employee performance. Leaders who effectively manage the dual demands of exploration and exploitation can foster an environment that encourages innovation, critical thinking, and high performance among IT employees (Dinesh Babu et al., 2024). Proper training and strategic utilization of these technologies can help in aligning employee activities with organizational goals, thereby enhancing performance (Sukma Lestari et al., 2024).

IT plays a critical role in shaping employee performance through enhancing skills, facilitating leadership communication, and enabling knowledge sharing. However, challenges such as information overload and remote work setup need careful management to ensure these IT benefits translate into improved performance. This

highlights the importance of aligning technological investments with human resource development to maximize the benefits of digitalization in one of the country's most vital economic sectors. The relationship between information technology (IT) and employee performance in the ready-made garment (RMG) sector of Bangladesh has become increasingly significant as the industry adapts to global competition and digital transformation. The RMG sector is traditionally labor-intensive, yet the integration of IT tools such as enterprise resource planning (ERP) systems, digital production monitoring, automated quality control, and communication platforms has reshaped work processes and employee outcomes. Based on the study, the hypothesis is proposed as followings:

H1: There has a significant relationship between information technology and employee performance.

3.2 Relationship between Interpersonal Communication and Employee Performance

Interpersonal communication is fundamentally linked to employee performance through various mediating and moderating factors. Effective communication within a team environment can significantly enhance employee engagement, innovation, and overall performance. This connection is evidenced by multiple studies that highlight different facets of this relationship. One study demonstrates how team psychological safety positively influences employee innovative performance, with communication behavior acting as a significant mediator. The study emphasizes the importance of creating an environment where open communication is encouraged, which in turn stimulates innovation and enhances employee performance (Jin & Peng, 2024). Artificial Intelligence (AI) technologies have also been shown to optimize communication processes within organizations, enhancing employee performance. AI's role in improving the efficiency of communication elements such as informing, message reception, and feedback leads to improved employee behavior and productivity (Florea & Croitoru, 2025).

Moreover, the authenticity and transparency of interpersonal communication are vital for enhancing employee engagement and performance. Authentic leadership and transparent organizational communication serve as crucial antecedents to employee engagement, subsequently impacting contextual performance behavior (Jiang & Shen, 2020). Social media's role in organizational communication presents a paradox; while it can improve communication quality, it may also lead to increased work interruptions, impacting job performance negatively. This underscores the need for a balanced approach to technology and communication to maximize positive outcomes for employee performance (Liu et al., 2021).

Furthermore, workplace environments characterized by spirituality and emotional intelligence have been linked to enhanced employee performance. Creating supportive communication channels within these environments fosters better organizational citizenship behavior, which is positively correlated with improved performance (Jena, 2021; Liao et al., 2022). In contrast, negative communication factors such as workplace bullying and incivility detrimentally affect employee performance. These negative elements emphasize the importance of perceived psychological well-being and organizational support in mitigating their harmful impacts (Mehmood et al., 2024). Fostering effective interpersonal communication in the workplace can significantly boost employee performance, while ensuring psychological safety and supportive environments can further enhance this relationship. Creating structures and utilizing technologies that promote transparent and authentic communication can serve as a powerful tool for organizational success. In the ready-made garment (RMG) sector of Bangladesh, interpersonal communication plays a vital role in shaping employee performance and overall organizational productivity. The RMG industry is highly labor-intensive, relying on close coordination among workers, supervisors, and management to meet strict production deadlines and maintain quality standards. Effective interpersonal communication fosters a collaborative environment where employees clearly understand instructions, production goals, and quality requirements, which reduces errors and delays. Above the discussion, the study proposes the hypothesis following:

H2: Interpersonal communication has an effect on employee performance.

3.3 Relationship between Employee Engagement and Employee Performance

The relationship between employee engagement and employee performance has been extensively studied, highlighting notable connections through various mediating factors and contextual influences. Employee

engagement directly correlates with improved job performance. Engaged employees are often more productive, motivated, and committed to their work, leading to better overall performance. This relationship is also supported by indirect impacts through various mediators such as job satisfaction and organizational commitment (Kazimoto, 2016; Merrill et al., 2013). Job satisfaction is a critical mediator in the engagement-performance link. Studies show that engagement influences job satisfaction, which in turn enhances employee performance. Therefore, focusing on engagement strategies that boost job satisfaction can lead to improved performance outcomes (Arifin, 2024). The positive impact of employee engagement on performance is evident across various sectors, including retail and information technology. In retail enterprises, high levels of engagement and job satisfaction contribute significantly to performance, while in the IT sector, engagement also positively correlates with job satisfaction and thereby performance (Kamalanabhan et al., 2009; Kazimoto, 2016). The work environment, including risk culture and job resources, is crucial in fostering employee engagement. A supportive risk culture in organizations can enhance employee performance through increased satisfaction and engagement. Moreover, job resources like skill variety and development opportunities contribute to meaningful work, thereby enhancing engagement and performance (Albrecht et al., 2021; Rahim et al., 2024). Engagement itself can mediate other factors affecting performance. For instance, it can mediate the relationship between mental health and job performance, illustrating its broad role in enhancing performance outcomes through various pathways (Lu et al., 2022). Overall, employee engagement serves as a pivotal driver of performance across different contexts and industries. It works directly and indirectly through mediators like job satisfaction and organizational environment factors, ultimately leading to improved organizational outcomes. Organizations seeking to boost performance should thus prioritize strategies that enhance employee engagement. In the ready-made garment (RMG) sector of Bangladesh, the relationship between employee engagement and employee performance is particularly critical, as the industry relies heavily on a large workforce operating under strict deadlines and competitive global pressures. Employee engagement, which reflects the emotional commitment, motivation, and involvement of employees in their work, directly influences both the quality and quantity of output in garment factories. Engaged employees are more energetic, dedicated, and attentive to their tasks, which leads to improved efficiency, fewer errors, and higher productivity. They are also more likely to display organizational citizenship behaviors, such as helping co-workers, cooperating with supervisors, and adapting to production challenges, all of which contribute to smoother operations on the factory floor. From discussion, the study provides the hypothesis following

H3: Employee Engagement influences on employee performance in the RMG industry.

3.4 Mediating Effects of Employee Engagement between information technology and employee performance

The concept of employee engagement serving as a mediator between information technology (IT) and employee performance is both intriguing and crucial for understanding organizational dynamics in the digital age. Several studies highlight the role of employee engagement in influencing performance outcomes when technological elements are involved. A significant study in this context suggests that artificial intelligence (AI) positively impacts knowledge sharing and work engagement, which in turn significantly influence employee performance (Khan et al., 2024). This indicates that the effective integration of IT, particularly AI, fosters environments that enhance employee engagement, leading to improved performance. The mediating role of employee engagement in this process underscores its importance as a critical link between technology and performance outcomes. Another study further supports this by analyzing AI-Driven Sustainable HRM (Human Resource Management), which positively influences employee engagement, subsequently enhancing performance (Jia and Hou, 2024). This relationship illustrates how sustainable HR practices, when coupled with AI, can leverage employee engagement to optimize performance metrics. Moreover, an investigation into risk culture and employee performance revealed that employee satisfaction and engagement play mediating roles in achieving optimal performance. Although this study focuses on risk culture, the implications are applicable to IT contexts where employee engagement mediates the influence of technological adaptability on performance (Rahim et al., 2024). Understanding these dynamics suggests that organizations aiming to enhance employee performance through IT should focus on strategies that boost employee engagement. This includes implementing supportive HRM practices, fostering transparent communication, and creating an organizational culture that maximizes the benefits of technological advancements. While these insights provide a comprehensive understanding of the mediating role of employee engagement between IT and employee

performance, it is crucial for organizations to continuously assess and adapt their strategies to sustain and enhance this dynamic relationship. In the ready-made garment (RMG) sector of Bangladesh, employee engagement can play a crucial mediating role in the relationship between information technology (IT) and employee performance. While IT adoption such as enterprise resource planning (ERP) systems, digital production monitoring tools, communication platforms, and automated quality checks has the potential to improve efficiency and reduce errors, its positive impact on performance is not always direct. Employees must first accept, adapt to, and effectively use these technologies in their daily work. Here, employee engagement becomes a critical linking mechanism. Therefore, employee engagement acts as a vital psychological pathway through which IT investments can lead to meaningful performance improvements, underscoring the need for management to focus not only on technology adoption but also on cultivating a motivated and engaged workforce. From discussion, the study provides the hypothesis following:

H4: Employee Engagement mediates the relationship between information technology and employee performance in the RMG industry.

3.5 Mediating Effects of Employee Engagement between Interpersonal Communication and Employee Performance

The mediating role of employee engagement between interpersonal communication and employee performance is a significant area of inquiry, as effective communication is integral to enhancing employee engagement, which in turn influences performance. The studies in this context provide ample evidence supporting this mediation role. One study highlights that transparent organizational communication, perceived as a form of interpersonal communication, and employee engagement mediate the relationship between authentic leadership behaviors and individual behavioral outcomes like employee performance (Jiang & Shen, 2020). This underscores that clear and honest communication within the organization fosters engagement, which subsequently enhances performance. Another study presents the impact of internal communication satisfaction on employee engagement. It finds that satisfaction with internal communication correlates positively with social exchange quality indicators, which include employee engagement. This engagement further contributes to perceived employer attractiveness and performance, indicating its mediating role (Verčič et al., 2021). Additionally, within the context of higher education institutions, research demonstrates that internal communication directly influences job engagement, which in turn is linked to enhanced employee loyalty and performance (Nguyen & Ha, 2023). These findings indicate that effective interpersonal communication strategies can significantly bolster employee engagement levels, yielding improved performance outcomes. Such studies collectively articulate the importance of fostering robust interpersonal communication channels within organizations to bolster employee engagement. In doing so, performance metrics are likely to improve as a result of a more engaged and communicative workforce. In the ready-made garment (RMG) sector of Bangladesh, employee engagement plays a vital mediating role in the relationship between interpersonal communication and employee performance. Interpersonal communication through clear instructions, feedback, trust-building, and respectful dialogue between workers, supervisors, and management creates the foundation for collaboration and coordination in factories that operate under intense production pressure. However, the positive effects of good communication on performance are often indirect, being channeled through employee engagement. This suggests that managers should not only focus on improving communication practices but also on fostering engagement through recognition, supportive leadership, and inclusive workplace culture, thereby maximizing both individual and organizational outcomes. From discussion, the study provides the hypothesis following:

H5: Employee Engagement mediates the relationship between interpersonal communication and employee performance in the RMG industry.

4. Proposed Conceptual Framework

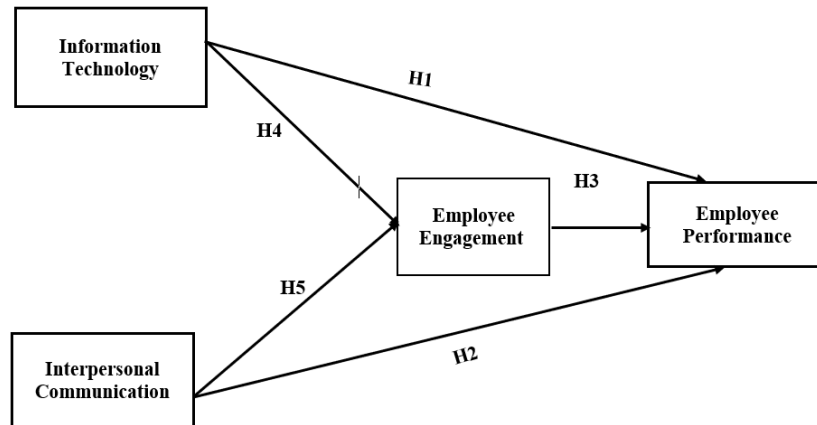


Figure 2. Conceptual Model

5. Methodology

This conceptual study adopts a literature-based research design to examine the effects of Information Technology and Interpersonal Communication on Employee Performance through Employee Engagement. The study does not involve primary data collection or statistical analysis; rather, it systematically reviews and synthesizes relevant theoretical and empirical literature obtained from scholarly databases, including Google Scholar, Scopus, Web of Science, ScienceDirect, SpringerLink, and Emerald Insight. Relevant literature was identified using combinations of keywords such as "Information Technology," "Interpersonal Communication," "Employee Engagement," and "Employee Performance." Priority was given to peer-reviewed studies published in recent years, while seminal studies were incorporated where necessary to establish the theoretical foundation. The selected literature was critically evaluated to identify recurring findings, theoretical relationships, research gaps, and mechanisms linking the study constructs. The conceptual framework was developed primarily from the Job Demands–Resources Theory and Social Exchange Theory, positioning Information Technology and Interpersonal Communication as key organizational resources, Employee Engagement as the mediating mechanism, and Employee Performance as the ultimate outcome.

6. Results and Conceptual Findings

The conceptual synthesis indicates that Information Technology and Interpersonal Communication can contribute to improved Employee Performance through the strengthening of Employee Engagement. Effective Information Technology can facilitate access to information, task completion, collaboration, and workplace communication, thereby creating supportive conditions that encourage employees to become more involved in their work. Similarly, effective Interpersonal Communication can strengthen information exchange, feedback, cooperation, trust, and workplace relationships, which may enhance employees' psychological connection with their roles. The literature further indicates that engaged employees are more likely to demonstrate greater dedication, energy, persistence, and involvement in their work, resulting in improved performance. Accordingly, the study proposes that Employee Engagement functions as a mediating mechanism through which Information Technology and Interpersonal Communication influence Employee Performance. The conceptual findings therefore support five propositions: Information Technology is positively associated with Employee Engagement; Interpersonal Communication is positively associated with Employee Engagement; Employee Engagement is positively associated with Employee Performance; Employee Engagement mediates the relationship between Information Technology and Employee Performance; and Employee Engagement mediates the relationship between Interpersonal Communication and Employee Performance.

7. Discussion

The proposed framework suggests that Information Technology (IT) and Communication function as contemporary job resources that enhance Employee Engagement and, consequently, Employee Performance in the Ready-Made Garment (RMG) industry. According to Job Demands–Resources (JD-R) Theory, job resources facilitate goal achievement, reduce the impact of job demands, and stimulate employees' motivational processes, particularly work engagement (Bakker & Demerouti, 2024). In this context, IT can provide employees with timely information, technological support, and efficient work processes, while effective communication can improve information sharing, feedback, role clarity, and coordination. These resources are expected to strengthen employees' energy, dedication, and involvement in their work (Galanakis & Tsitouri, 2022). The proposed relationship between IT and Employee Engagement is consistent with the JD-R motivational pathway, whereby adequate resources enable employees to perform their tasks more effectively and experience greater work motivation (Bakker & Demerouti, 2024). Similarly, effective organizational communication can enhance employees' access to information and social support, thereby contributing to stronger engagement. Employee Engagement is subsequently expected to improve Employee Performance, as engaged employees are more likely to demonstrate greater effort, persistence, concentration, and task involvement (Bakker & Demerouti, 2024). Evidence from manufacturing contexts also highlights the relevance of ICT usage and employee engagement in explaining employee performance (Sannagy et al., 2023). Thus, the proposed framework extends JD-R Theory by integrating technological and communication resources into a unified motivational pathway, with Employee Engagement serving as the mechanism linking these resources to employee performance in the RMG industry.

8. Theoretical Contributions

This study extends the Job Demands–Resources (JD-R) Theory to the Ready-Made Garment (RMG) industry by identifying Information Technology and Communication as key job resources that support employees in performing their tasks effectively. The study further advances the JD-R perspective by examining Employee Engagement as a mediating mechanism through which these resources influence Employee Performance. By integrating technological and communication resources into the JD-R framework, the study provides a more contemporary explanation of employee motivation and performance in the labor-intensive RMG sector. The findings are expected to demonstrate how access to appropriate technology and effective workplace communication can enhance employee engagement and subsequently improve performance, thereby extending the applicability of JD-R Theory to the RMG context.

9. Practical Implications

This study provides practical implications for RMG industry managers and policymakers by demonstrating how Information Technology and Communication can strengthen Employee Engagement and Employee Performance. The findings can guide RMG managers in investing in appropriate digital technologies, improving information-sharing systems, and developing effective internal communication practices to support employees' daily tasks. The study also highlights the importance of strengthening Employee Engagement as a pathway to improving workforce performance. Practically, RMG organizations can use these findings to design technology training, communication programs, employee-support initiatives, and engagement strategies that enhance productivity and operational effectiveness. For policymakers, the findings may support initiatives promoting digitalization, employee development, and technology-enabled workplace practices within Bangladesh's RMG sector.

10. Limitations and Future Research

As a conceptual paper, the proposed framework has not been empirically validated. Future studies should test the model using PLS-SEM or covariance-based SEM with data collected from employees in the Bangladesh RMG industry. Future research may also examine additional variables, such as transformational leadership, organizational culture, psychological empowerment, or digital competence, as mediators or moderators. Comparative studies across industries and countries, together with longitudinal research designs, would further strengthen the generalizability and causal understanding of the proposed relationships.

11. Conclusion

This study develops a theoretically grounded framework examining the effects of Information Technology and Communication on Employee Performance through Employee Engagement in the Ready-Made Garment (RMG)

industry. Drawing on Job Demands–Resources (JD-R) Theory, the study conceptualizes IT and communication as job resources that can strengthen employee engagement and subsequently enhance performance. The framework extends the application of JD-R Theory to the technology-enabled RMG context and highlights employee engagement as an important mechanism linking workplace resources to employee outcomes. Practically, the framework highlights the need for RMG organizations to strengthen digital infrastructure, technology-related training, and workplace communication to foster employee engagement and performance. However, the industry-specific context, cross-sectional design, and self-reported measures may limit the generalizability and causal interpretation of the findings. Future research should examine the framework across different industries and contexts to further explain employee engagement and performance.

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