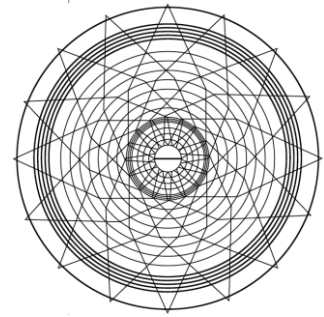


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# ROLE OF NON-VERBAL COMMUNICATION IN INCLUSIVE WORKPLACES: A STUDY ON MUTE AND SPEECH-IMPAIRED EMPLOYEES IN BANGLADESH

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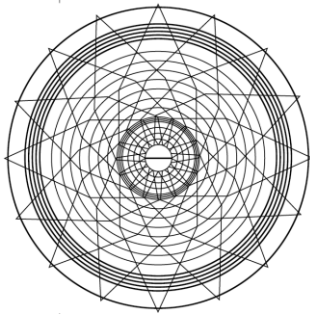
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### Abstract:



Inclusive workplaces require an essential base of communication systems which acknowledge, represent as well as react to the needs of each working person that are different. In the case of mute and speech-impaired employees, communication is mainly done in non-verbal means: sign languages, gestures, facial expressions, use of written tools, body motions, visual signals and by assistive technological equipment. Although Bangladesh has witnessed growing policy focus on inclusion of the disabled community, work practices in the country have met expectations that are miles below the mark of enabling significant work conditions to be provided to the speech impaired. This paper investigates the roles, limitations, and ability of non-verbal communication to facilitate inclusion of mute and speech-impaired individuals in the workplace in Bangladesh. A qualitative descriptive research approach to finding the answers, and thematic analysis of secondary sources, such as scholarly articles, government policies, NGO reports, and case study of organizations, the paper discovers that non-verbal communication is a key mechanism that mediates collaboration, autonomy, functional performance, emotional security, and integration with other team members. Its success is, though, limited by infrequent sign language literacy among the hearing employees, the lack of technological infrastructure, ineffective implementation of disability laws, stigma, and organizational readiness. The results support the need for systematic communicational patterns that include Bangla Sign Language training and advocating the visual system at the workplace, inclusive HR strategies, technological services and joint awareness campaigns. The paper conclusively finds out that reinforcement of the frameworks of non-verbal communication, as well as compliance with the frameworks



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of disability rights, is not only essential; however, but it is also essential in terms of equal labor-market participation and organization productivity in Bangladesh.

**Keywords:** non-verbal communication, inclusive workplace, mute employee, speech impaired employee, disability inclusion, sign language, inclusivity in the workplace, disability rights and Bangladesh

### 1. Introduction

Any workplace is a lifeline that is operated by communication. It systematizes, coordinates, shapes the social life, influences the leadership, and makes it possible, facilitating the transfer of knowledge, expectations, and values. Communication is the center of employee performance and organizational cohesion as witnessed in most organizational studies. Communication breakdown that may be verbal or non-verbal brings about disruptions which may culminate inefficiencies, interpersonal confrontations, lower morale, and participation. To the mute and speech-impaired employees whose means of communication is mostly non-verbal in nature, the workplace turns into an arena of inclusion or exclusion through the communicative accessibility.

As a developing economy with dynamic industrialization patterns, Bangladesh has slowly come to the realization that disability inclusion is a major aspect of social or economic development. The formal commitments to the provision of rights and equal participation are represented by national legal reforms (including the Rights and Protection of Persons with Disabilities Act), 2013 (hereafter "the 2013 Act") and the ratification of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) by the country. Nonetheless, at most workplaces-industrial, corporate, governmental, and informal-communication systems are mostly verbal, linear and standard ones that place their speech impaired workers in a system of ad-hoc strategies as opposed to institutionalized systems of support.

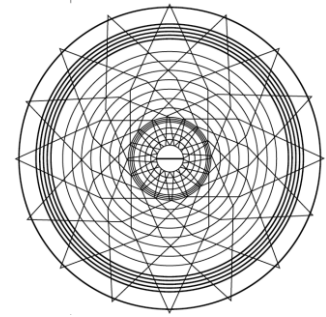
The primary linguistic / expressive tool kit of mute or speech-impaired persons operating in a work setting is non-verbal communication. Non-verbal modes, however, can be quite complex, rich and functional in value, which is frequently undervalued in organizations. Bangladesh has experienced increased research on the topics of workplace communication between persons with disabilities. Nevertheless, the literature is limited to the issue of speech-impaired employees. This research gap is the focus of the current paper, which aims at investigating how non-verbal communication practices are influencing the outcomes of inclusion, the possible obstacles, and what can be done to make communication in Bangladeshi workplaces more accessible.

The current research enlarges the theoretical framework of the topic of inclusion in the workplace by referring to the issue of communication as an infrastructural demand

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instead of a peripheral factor by conducting a comprehensive synthesis of the secondary sources. It makes both theoretical and practical contributions, and the suggestions can be relevant to policymakers, organizations, university institutions, and disability rights activists.

### **2. Background and Context**

#### **2.1 Disability and Employment in Bangladesh**

Bangladesh is a nation of diverse population that has a good proportion of persons with disabilities. To 2022, according to the latest estimates made by Bangladesh Bureau of Statistics, 2.55 per 1,000 people i.e. 2.55% were reported to have some form of disability; estimates and surveys conducted earlier gave different numbers based on the criteria used. A 2022 national survey by the BBS shows that the number of people with disabilities is 2.8% or about 4.62 million people.

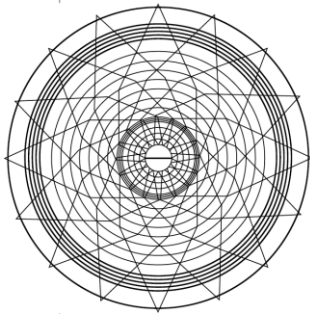
The difference in these prevalence estimates is attributed to the definition, the disparity in the methodology used in the survey and the application of criteria of classifying disability. The 2013 Act has broad definition of disability, and the known categories are speech disabilities. Nevertheless, the national data is still lacking in terms of employment, socio-economic inclusion, and workplace inclusion of individuals with speech impairment.

The disability factor has traditionally limited the number of job opportunities available to people with disabilities in Bangladesh based on many infrastructural, social, and attitudinal factors. Nevertheless, in recent years, some industries-textiles, garment manufacturing, handicrafts, services and retail- have displayed a rising interest in disability-inclusive hiring due to several influences on the global scale, including the pressure on supply-chains, corporate social responsibility, and the pressure of NGO lobbying. Where there are jobs, though, there is frequently a lack of effective communication accommodation that can allow the integration of speech-impaired employees into the workplace.

Rehabilitation services as well as sign-language training, advocacy and social awareness programs have been offered by national institutions like the Jatiyo Protibondhi Unnayan Foundation (National Disabled Development Foundation - NDDF) and various NGOs (e.g., Access Bangladesh Foundation, Centre for the Rehabilitation of the Paralyzed - CRP). Such efforts, as will be seen later, however, are not sufficient to bring systemic change in organizational communication norms.

#### **2.2 Understanding Mute and Speech-Impaired Employees**

The broad term which refers to a group of disorders which involve inadequate or absent ability to generate spoken language is speech impairment; it might be a congenital condition, neurological damage or cerebral palsy, a stroke, hearing or hearing



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loss, developmental delay, physical injury or illness. Clearly, speech impairment does not mean impairment of intellectual power, reasoning, and motor power. Many people with speech disability remain intellectually intact when they retain fine motor skills and ability to work particularly those that involve visual, manipulative or repetitive job performance.

Personal potential problems are not as much of the problem as organizational obstacles to communication. There are no informal interactions, safety briefings, leadership discussions, spontaneous coordination, and social bonding (some of the best predictors of career development, job satisfaction and psychological health) that employees with speech impairments can engage in, and they are often shunned in workplaces with highly verbal communication and auditory communication. Non-verbal communication is a form of linguistic equalizer in that it helps in gaining access to teamwork, decision making process, and career advancement.

Since most of the speech-impaired people may either be visual-auditory or tactile, inclusion at workplace is highly successful considering that the institutions are prepared to adapt culturally. Without this kind of adaptation, workplaces unwillingly present a communicative norm that alienates a group of their workers.

### **2.3 Importance of Non-verbal Communication**

Non-verbal communication may be understood as the process of conveying information through body language, facial expression, gestures, spatial arrangement, timing, and visual symbols, as well as assistive devices. Likewise, broad research in communications suggests that most of the human communication is non-verbal, but an exact percentage cannot be determined due to debate over quantification. In workplaces, non-verbal communications serve several ends:

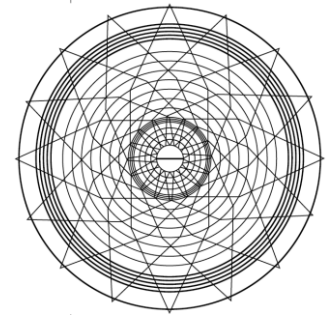
- Conveyance of emotions and attitudes, for example, agreement, confusion, urgency.
- Clarification of instructions in noisy or multilingual settings.
- It reinforces spoken messages and reduces miscommunication.
- Regulation of interpersonal dynamics: turn-taking, acknowledgement, feedback.
- Promotion of trust, empathy, and cooperation.
- Ensuring safety and operational efficiency, especially in factory or shop-floor environments where ambient noise can disrupt communication.

For mute and speech-impaired workers, non-verbal systems are not just ways to get things across; they are a framework for autonomy, dignity, and full professional participation. By acknowledging and institutionalizing non-verbal means of communication, workplaces can unlock the potential of capable people otherwise marginalized by conventional communication norms.

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### **3. Literature Review**

#### **3.1 Theoretical Frameworks**

##### **3.1.1 Communication Accommodation Theory (CAT)**

The Communication Accommodation Theory (CAT) argues that communicative efficacy is enhanced when people adapt their manner of communication to the requirements and abilities of people with whom they engage in conversation. When used in a workplace that has employees with speech impairment, the use of CAT would imply that hearing employees, supervisors, co-workers, HR personnel consciously modify: learning to use sign language; use gestures or written messages; pace communication so that it can be understood; provide visual or symbolic cues; and not depend on spoken directives. In the absence of such adaptation, communication will be asymmetrical, which will complement dependency and marginalization of staff with speech impairments.

The normative argument of inclusive communication strategies is offered by CAT: there is no such thing as polite adaptation - it is needed to participate equally. Inclusion is frustrated by structural barriers that are created by workplaces that are not accommodative of the disabled despite policy or legal requirements.

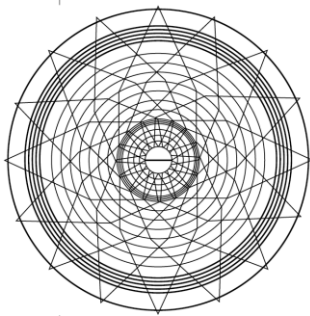
##### **3.1.2 Social Inclusion Theory**

Social Inclusion Theory lays stress on the fact that individuals should feel appreciated and include to be meaningfully involved in economic and social systems. Inclusion entails access of resources, involvement in decision making, appreciation of individual capacities and belonging.

Inclusive communication is the basis of building such outcomes in the case of speech-impaired employees. Employees will have a higher likelihood of engaging in group conversations, contributing to discussion, developing relationships, making agency claims, and adopting collective practices when workplaces have ready communication infrastructures. This makes inclusion a social and functional aspect, which has an impact on productivity, morale, retention, and organizational culture.

##### **3.1.3 Symbolic Interactionism**

Symbolic Interactionism holds that we do not pass meaning across but rather create it by means of symbolic interactions between ourselves, which may be gestures, expressions, signs. In the case of speech-impaired people, symbolic interactions through non-verbal communication are of primary importance when it comes to the creation of identity, self-esteem and competence in organizations. When workplaces fail to recognize or misunderstand such symbolic exchanges, they help create the effect of marginalization and invisibility. On the other hand, the acknowledgment and authentication of non-verbal symbolism attest identity, promotes dignity and facilitates social integration.



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This theoretical perspective emphasizes the significance of understanding non-verbal communication as something other than an alternative to speech but as an alternative, symbol system that has its own grammar, syntax, and social meaning.

### **3.2 Non-Verbal Communication Types and Functions**

Non-Verbal communication is not a smooth sail. It contains a variety of different modalities, and each has different affordances:

- Kinesics: gestures, body movement - used to point, to signal, to direct attention, to show approval/disapproval.
- Oculistics: eye contact and gaze - controls turn taking, indicates attention, means either affirmation or confusion.
- Proxemics: space, distance management proximity in collaborative work or an environment that requires safety.
- Haptics: touch - not as prevalent in the adult working environment, though it might also be applicable in rehabilitation, care or high-contact working environments.
- Facial expressions: disclose the emotional condition - agreement, confusion, urgency, empathy.
- Chronemics sequences: time use, pacing, timing - giving room to pause, response recognition, giving time to comprehension.
- Written communication: notes, messaging applications, printed instructions - necessary in this case due to clarity, record maintenance, asynchronous communication.
- Visual aids: diagrams, pictorial instructions, colour-coded workflows, safety signs - lessen the use of verbal instructions, assist understanding.
- Assistive technologies: augmentative and alternative communication (AAC) devices, speech-to-text programs, sign-language software - provide scalable and flexible communication assistance, particularly in contemporary workplaces.

All modes are vital expressive, regulatory, relational, and instructional roles which assist in workplace cooperation, safety, education, emotional comfort, and social inclusion.

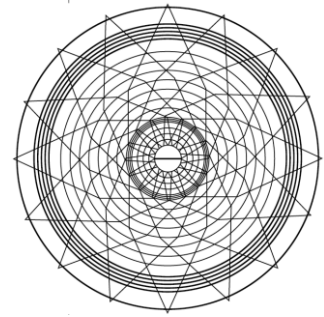
### **3.3 Sign Language and Workplace Inclusion**

Bangla Sign Language, or BdSL, is recognized as the main linguistic system used by Deaf and speech-impaired communities in Bangladesh. BdSL is a full-fledged language with its own grammar, syntax, and vocabulary, and can express technical instructions, abstract concepts, emotions, and social niceties. Computer-vision researchers have been able to show the viability of BdSL datasets, such as BdSL36 and BDSL49, for sign recognition systems that could be adapted for assistive communication tools in workplaces.

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Studies indicate that literacy in sign language can greatly increase the effectiveness of communication between hearing and non-hearing employees, leading to increased job satisfaction, fewer errors, and better integration. Unfortunately, few companies currently offer BdSL training, while public awareness is still low. The outcome is that many speech-impaired employees rely on informal gestures, lip-reading, or written notes for communication - a move which is restricted, context-sensitive, and readily misconstrued.

### **3.4 Barriers to Inclusive Communication in Bangladesh Workplaces**

Despite progressive legislation and international commitments, multiple systemic barriers hinder the effective adoption of non-verbal communication frameworks:

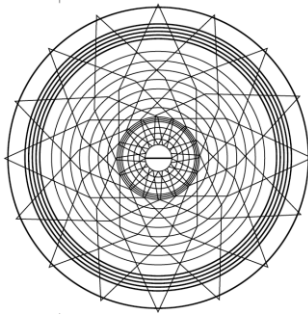
- Lack of sign-language knowledge among supervisors and co-workers (BdSL is rarely taught in general training programs).
- Social stigma and misconceptions: in many urban and rural communities, disability- particularly speech impairment - is associated with dependency, reduced competence, or social burden. These prejudices affect hiring, workplace relationships, training opportunities, and career advancement.
- Limited access to assistive communication tools: AAC devices, speech-to-text software, visual aid systems remain rare in typical Bangladeshi workplaces, due to cost, lack of awareness, and absence of incentives.
- Unclear or absent organizational policies: many HR frameworks do not include reasonable accommodation or disability communication needs, leaving decisions about support ad-hoc and inconsistent.
- Infrastructural and resource constraints: particularly in small to medium enterprises (SMEs), factories, and informal sectors where visual signage, digital communication tools, quiet spaces, or written workflows are lacking.
- Cultural and attitudinal inertia: hierarchical workplace cultures, heavy emphasis on verbal-oral communication norms, tight production-pressure timelines, and lack of inclusion as a priority.

These barriers collectively undermine the potential of non-verbal communication to foster meaningful inclusion. Unless addressed structurally, inclusion remains limited to benevolent gestures rather than institutionalized practice.

### **4. Research Objectives**

This paper aims to:

1. Examine how non-verbal communication contributes to workplace inclusion for mute and speech-impaired employees in Bangladesh.
2. Identify organizational, societal, and infrastructural challenges that impede non-verbal communication practices.



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3. Propose strategic recommendations for improving communication accessibility and advancing inclusive employment in Bangladesh's labor market.

### **5. Methodology**

#### **5.1 Research Design**

Given the scarcity of empirical primary data specifically on speech-impaired employment and non-verbal communication in Bangladeshi workplaces, the study adopts a qualitative descriptive design. This approach allows synthetic interpretation of existing literature, policy documents, NGO reports, legal texts, and case-studies. The design acknowledges the limitations of secondary-data analysis, but enables broad thematic insight, identification of structural barriers, and formulation of actionable recommendations.

#### **5.2 Data Collection**

Sources included:

- Peer-reviewed academic journals on disability studies, communication theory, sign-language technology (e.g. datasets like BdSL36, BDSL49)
- Government legislation and policy documents, including the 2013 Act and subsequent social-protection drafts
- National surveys and statistical reports by BBS (e.g. 2021 National Survey on Persons with Disabilities, 2022–2023 Sample Vital Statistics)
- NGO and civil-society publications addressing disability inclusion, advocacy initiatives, and community-based support (e.g. Access Bangladesh Foundation, NDDF, BPUS)
- Media reports highlight challenges in disability rights' data collection, employment, social stigma, and assistive-technology access.
- Through this multi-source approach, the study ensures a comprehensive and diversified evidence base, capturing policy, lived experience, technical possibilities, and systemic patterns.

#### **5.3 Data Analysis**

Using a standard thematic analysis method, the data were coded under four emergent themes:

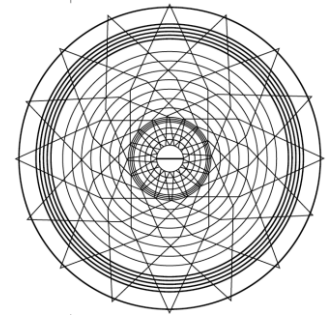
1. Modes of non-verbal communication
2. Functions and contributions to workplace inclusion
3. Systemic and structural barriers
4. Strategic recommendations and institutional pathways

Findings from each source were organized according to these themes; recurring patterns, contradictions, and gaps were identified and synthesized to derive robust conclusions and actionable proposals.

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### **6. Findings**

#### **6.1 Modes of Non-Verbal Communication Used by Employees**

##### **6.1.1 Bangla Sign Language (BdSL)**

For many Deaf and speech-impaired individuals, BdSL remains the primary mode of structured communication. As a fully developed language with its own grammar and syntax, BdSL enables precise expression of technical instructions, safety alerts, task sequences, interpersonal interactions, and abstract concepts.

In contexts where both hearing and non-hearing staff are literate in BdSL, communication can be seamless and efficient. Moreover, the availability of digital datasets and machine-learning research (e.g. BdSL36, BDSL49) suggests potential for integrating automated sign-recognition tools - which could help reduce dependence on human interpreters and support real-time communication.

However, widespread adoption remains limited. Most hearing employees - including supervisors, HR personnel, and co-workers - lack any formal training in BdSL. As a result, communication often defaults to informal gestures, lip-reading, or written notes.

##### **6.1.2 Gestures and Body Movements**

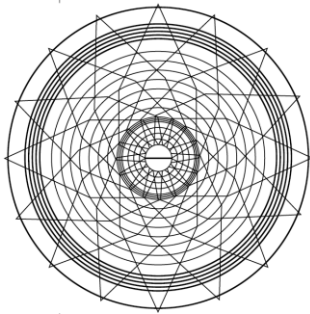
In many workplaces, especially informal, semi-formal, or manufacturing settings, gestures and body-language remain the default non-verbal tools. Pointing, hand signals, tap-on-the-shoulder, direction-indicating motions, or simple gestures to signal approval or urgency are commonly used. These modes are intuitive and require no special equipment.

Yet in the absence of a shared gesture lexicon or formal training, such communication is often imprecise, ambiguous, and context dependent. Misinterpretation is common, especially in fast-paced environments where multiple tasks occur simultaneously.

##### **6.1.3 Facial Expressions and Oculesics**

Facial expressions -smiles, frowns, nods, head shakes, raised eyebrows - serve as crucial signals of agreement, confusion, hesitation, urgency, and emotional state. Combined with gaze (oculesics), they regulate turn-taking, indicate attention or ignorance, and provide non-verbal feedback during interactions. In collaborative tasks, especially where noise or language differences exist, these signals help coordinate actions, signal completion of tasks, or request clarification.

For speech-impaired employees, facial expressions often substitute for tone of voice, emotional nuance, or social feedback. However, without awareness and sensitivity from hearing colleagues, such cues may be misunderstood or overlooked.



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### **6.1.4 Written Communication**

Written communication - handwritten notes, printed memos, noticeboards, messaging apps, digital chat tools, emails - is widely used across many workplaces. For speech-impaired employees, especially in office, service, retail, or administrative settings, written communication offers a reliable and low-cost medium of interaction. It supports task instructions, notifications, scheduling, reporting, and asynchronous communication.

Moreover, written communication creates a permanent record and reduces ambiguity. For multilingual workplaces (Bangla, English, regional languages), writing can bridge language differences as well as hearing/speech barriers.

However, reliance solely on written communication has drawbacks: it may slow down workflow, reduce spontaneity, limit nuance (e.g. tone, urgency), and exclude visually impaired individuals. Written communication also depends on literacy and assumes access to devices or materials.

### **6.1.5 Visual Aids, Signboards, and Pictorial Instructions**

Many industries – specially manufacturing, garments, production lines -use visual aids: diagrams, pictorial instructions, color-coded workflows, safety posters, floor markings, signage, and infographic notices. For speech-impaired employees, these tools significantly enhance clarity of tasks, safety compliance, and operational coordination.

Visual communication systems reduce reliance on oral instructions, which may be especially beneficial in noisy environments where linguistic diversity is high. They also support general accessibility, benefiting workers with hearing impairment, low literacy, or limited language proficiency.

### **6.1.6 Assistive Devices and Technology-Mediated Communication**

Recent technological advances offer promising tools for augmentative and alternative communication (AAC). Research in Bangladesh has already demonstrated computer-vision-based sign recognition systems that translate BdSL hand signs to Bangla speech, enabling automated communication bridges.

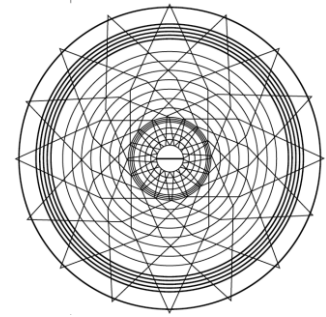
Such devices - whether smartphone-based apps, tablet-PC systems, or dedicated AAC devices - could significantly lower communication barriers. They enable real-time translation, reduce dependence on human interpreters, and support both one-on-one and group communication.

Yet, despite this potential, adoption remains minimal in Bangladesh. Key obstacles include cost, lack of awareness, insufficient digital literacy, absence of organizational incentives or subsidies, and limited support infrastructure.

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### **6.2 Contribution of Non-Verbal Communication to Inclusion**

#### **6.2.1 Enhancing Work Efficiency**

Non-verbal systems streamline workflow, particularly in noise-heavy environments like manufacturing floors, logistics hubs, and kitchens. When supervisors are trained in BdSL or structured gestures, task instructions require less repetition, reducing cognitive fatigue and boosting accuracy. Efficiency gains are measurable in reduced error rates, lower rework times, and faster onboarding for new speech-impaired employees.

#### **6.2.2 Facilitating Training and Learning**

Demonstration-based training aligns naturally with non-verbal communication. Speech-impaired employees excel in observational learning, especially when employers provide visual manuals, pictorial sequences, or hands-on supervision. Case studies show that Deaf workers often outperform hearing workers in assembly-line consistency once initial training barriers are addressed.

#### **6.2.3 Strengthening Team Collaboration**

Teams that share sign literacy develop stronger trust networks. Social bonding happens through shared jokes, informal discussions, and collaborative workflows. Such cohesion reduces turnover, increases loyalty, and enhances cross-functional flexibility. When teams include Deaf workers without any sign-literate hearing colleagues, social isolation becomes a major barrier.

#### **6.2.4 Increasing Participation in Organizational Processes**

When communication systems are accessible, speech-impaired employees contribute to meetings, quality feedback sessions, safety audits, and innovation workshops. Their perspectives-rooted in visual-spatial cognition-often introduce efficient layout suggestions or risk-spotting insights overlooked by others. Inclusion thereby becomes an asset, not an obligation.

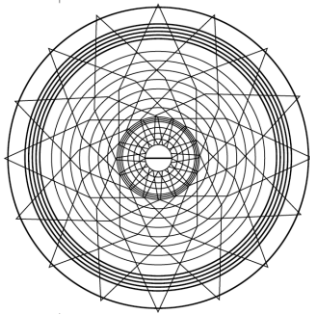
#### **6.2.5 Promoting Psychological Safety and Well-Being**

Communication barriers often create chronic anxiety, social withdrawal, and workplace alienation. When non-verbal communication is systemically supported, employees experience greater autonomy, dignity, and self-worth. Psychological safety is essential for creativity, constructive feedback, and retention.

### **6.3 Challenges in Bangladeshi Workplaces**

#### **6.3.1 Lack of Sign-Language Expertise**

The most consistent barrier is the absence of BdSL competence among managers and co-workers. Without training, employers rely on ad hoc gestures or written notes, creating unnecessary delays. Organizational audits reveal that companies rarely allocate training budgets specifically for sign literacy.



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### **6.3.2 Absence of Formal HR Policies**

HR departments seldom include disability-inclusive communication protocols in their policy frameworks. Job descriptions rarely specify accommodation commitments. Performance evaluations are often biased due to communication asymmetry. As a result, speech-impaired employees encounter glass ceilings in promotions and supervisory roles.

### **6.3.3 Limited Access to Assistive Technologies**

Technological inequity-rooted in cost, lack of local production, and low digital training-restricts AAC tool uptake. Even when devices exist, employees may not receive instructions in BdSL or easy-to-understand formats. The digital divide reduces the effectiveness of otherwise transformative tools.

### **6.3.4 Social Stigma and Discrimination**

Bangladeshi cultural norms sometimes associate speech impairment with intellectual disability, leading to stereotyping. These misconceptions shape recruitment decisions, workplace interactions, and informal social dynamics. Stigma undermines confidence and motivation, discouraging employees from pursuing promotions or skill development.

### **6.3.5 Workload and Time Pressure**

Supervisors balancing high production quotas may deprioritize communication adaptation. In fast-paced industries, inclusive communication is often seen as an “added task” instead of an integrated managerial responsibility.

### **6.3.6 Physical Workspace Barriers**

Many workplaces lack accessible signage, visual alarms, or vibration-based notifications. Emergency communication systems often depend on auditory cues, excluding Deaf or mute workers from crucial safety information. Physical layouts also ignore visual sightlines required for sign communication.

## **7. Discussion**

### **7.1 Integration of Non-Verbal Communication and Inclusion**

The findings reinforce that non-verbal communication is inseparable from workplace inclusion for speech-impaired employees. Sign language, visual aids, and assistive technologies expand expressive possibilities. Inclusion outcomes improve when communication systems are embedded in organizational routines rather than imposed as afterthoughts.

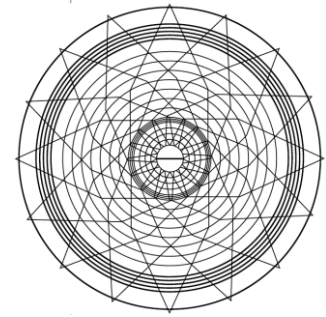
### **7.2 Policy Implications**

Bangladesh possesses strong disability legislation, but implementation is inconsistent. Enforcement mechanisms lack clarity, and penalties are rarely applied.

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Government bodies should update employment regulations to mandate sign-language accessibility for industries with sizable labor forces.

### **7.3 Organizational Culture**

A culture that values diversity transforms communication practices. When employers normalize sign language use, invest in accessible tools, and reward inclusive behavior, communication barriers decline. Organizational culture thus acts as the invisible infrastructure of inclusion.

### **7.4 Technology as a Communication Bridge**

AAC tools, AI-based gesture recognition, and multilingual sign-language apps have potential to revolutionize communication. Bangladesh's growing ICT sector could localize such technologies. However, adoption requires policy incentives, partnerships between disability organizations and tech firms, and sustainable training programs.

## **8. Recommendations**

### **8.1 Recommendations at the Policy Level**

#### **8.1.1 Requirement to Have Workplace Sign-Language Accessibility**

The ministries of labor and social welfare in the government should include the Bangla Sign Language (BdSL) standards on the national workplaces' safety and communication standards in a formal manner. There are already legal provisions, which are contained in the Rights and Protection of Persons with Disabilities Act (2013), but enforcement is conducted sporadically. An inclusive communication would be standardized in the formal and informal sectors through targeted policy amendment that would enforce companies that have over 20 employees to offer basic BdSL orientation.

#### **8.1.2 Enhancing Disability Employment Laws**

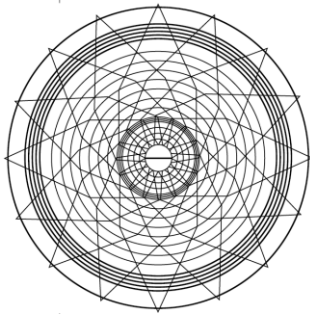
There are disability employment quotas that are currently employed in very patchy fashion which ought to apply to the speech-impaired with monitoring frameworks enforced. Digital dashboards can be introduced by regulatory bodies to monitor the compliance, gather statistics, and determine which industries are highly or poorly included. This kind of transparency would be an incentive to industries to enhance their communication infrastructure.

#### **8.1.3 Government–NGO Collaboration for Inclusive Training**

In Bangladesh, there are several disability organizations that have experience in sign linguistics, Deaf education, and accessible communication practices. The government ought to invest in long term relationships with such NGOs to implement BdSL certification programs, workplace audits and national curriculum development.

#### **8.1.4 Subsidies for Assistive Technology**

There are numerous AAC (Augmentative and Alternative Communication) devices which are not accessible because of cost and dependence on imports. The plea of AAC



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devices through VAT exemption (or even a partial subsidy) like in the case of agricultural equipment, would literally multiply the use. AAC solutions in Bangla and BdSL Government-sponsored innovation funds: The tech startups of Bangladesh might be implemented with the help of government-sponsored innovation funds to develop cost-effective AAC solutions.

### **8.2 Recommendations Regarding the Level of an Organization**

#### **8.2.1 Institutionalizing Sign-Language Training**

BdSL training should be compulsory for all supervisors, HR personnel and front-line managers of the company. Training should be practical with the one engaging in immersion practice, simulation in the workplace and scenarios. The renewal of certification should be done every year to stay up to date. Internationally, Deaf-friendly organizations like Starbucks Signing Stores show that training in sign language can shorten the time to break down work, minimize conflict, and enhance the cohesion of a team.

#### **8.2.2 Building Inclusion HR Policies**

HR departments ought to devise formal communication guidelines for the speech impaired employees. These are uniform training manuals in visual training, availability of job descriptions, explicit career advancement, and provision of performance reviews. HR employees should also have confidential communication profiles where they explain the way each employee would like to communicate, the level of literacy and accommodation.

#### **8.2.3. Visual Communication Systems Integration**

The workplaces should embrace the principles of universal design, i.e., visual alarm, icon instructions, tactile, color coding, real-time display boards and motion pictures that appear to instruct the user. In highly technological environments, visual alerts can be used in the event of an emergency in place of sound alerts using LED visuals.

#### **8.2.4 Investing in Affordable Technology**

Organizations need to increase their applications of digital resources, such as mobile phone-based communication applications, speech-to-text translators, and bespoke BdSL glossaries. Dependency on writing can be reduced through low-cost tablets that have communication boards that are installed in advance. IT companies operating in the area may be hired to develop specialized library of symbols that are specific to the workplace.

#### **8.2.5 Improving Emergency Procedures.**

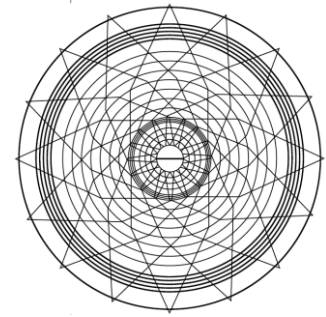
Increasing emergency procedures will improve safety, which will in turn improve healthcare results.

The auditory cues should not be used solely in the emergency systems. There must be visual sirens, vibrating alerts and sign-language emergency briefs. The fire drills

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should also be restructured to make sure that the speech impaired employees are provided with clear evacuation signals.

### **8.3 Training and Capacity-Building Recommendations**

#### **8.3.1 BdSL Certification Programs**

BdSL certification should be sponsored by large organizations for employees on an annual basis. Major meetings, orientation sessions and training modules may be contracted to have trained sign-language interpreters. The assessment of expressive accuracy, receptive comprehension, facial grammar interpretation, and cultural competence should be given as part of certification programs.

#### **8.3.2 Awareness and Sensitization Workshops**

Misconceptions regarding speech impairment can be dealt with through workshops that will prevent misunderstandings about the two types of impairment being interchangeable. Sensitization training enhances interpersonal communication, stigmatization and development of empathy among co-workers.

#### **8.3.3 Supervisor Training Modules**

The supervisors should be educated about multimodal methods of communication: visual instruction, gesture identification, demonstration of the task, and providing feedback. The Supervisory training must have Deaf culture modules, power dynamics, communication ethics, and accessible documentation.

#### **8.3.4 Peer Support Groups**

Groups that are led by peers help to share knowledge between employees with hearing and speech impairments. Such groups can build common vocabularies of gestures, tabulate communication problems and offer workplace-level solutions.

### **8.4 Environmental and infrastructure Recommendations**

#### **8.4.1 Universal Design of Workspaces**

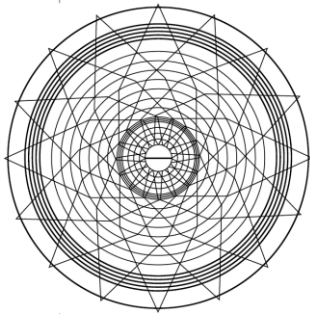
The wide visual line of sight should be introduced in the workspace so that sign communication is not hindered. The workstations should be spaced in a way that enables face-to-face communication. It is necessary to optimize lighting to ensure that facial expressions and movements of hands are easily readable.

#### **8.4.2 Enhanced Signage Systems**

Signages should be based on icons and not texts. Digital display boards may be used in operational settings like factories, hospitals, and warehouses to relay information about tasks and hazards or announcements in a graphic manner.

#### **8.4.3 Accessible Meeting Rooms**

The meeting rooms should be well lit, with circular seating arrangements and projection facilities with live captions or sign language interpreters. Hybrid meetings



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where remote interpreters would assist communication can be supported using cameras and monitors.

### **8.5 Cultural and Social Recommendation**

#### **8.5.1 Making Non-Verbal Communication Normal**

Inclusion is enhanced through efforts to normalize the use of sign-language in normal interaction. Firms may showcase the International Week of Deaf, host sign-poetry, or have Deaf professionals in leadership panels.

#### **8.5.2 Constructing an Inclusive Organization Story**

Contributions of speech-impaired employees are used in storytelling efforts such as employee documentaries, internal newsletters, social media features, to change the workplace culture of pity to that of pride.

#### **8.5.3 Community Engagement**

Companies can form alliances with Deaf schools, vocational institutions, and local disability organizations and establish internship pipeline and mentorship programs.

### **9. Conclusion**

Non-verbal communication is not a secondary or compensatory instrument- it is a key to the professional life of people who cannot speak or can barely speak. In Bangladesh where disability inclusion is not completely applied, yet legalized, communication channels can include or exclude these employees to dignity and autonomy, as well as career advancement. The results prove that BdSL, gestures, facial expressions, visual aids, and available technologies all influence participation in everyday workplace dynamic.

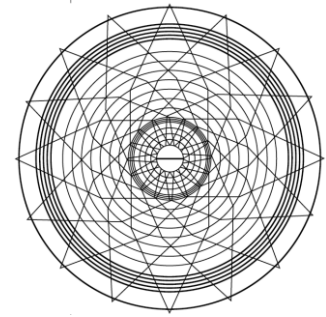
Unaddressed communication barriers lead to delays, exclusion on meetings, psychological agony, and restricted opportunity access among employees. Nonetheless, communication becomes a bridge not a barrier when organizations invest in sign-language literacy, visual communication systems, and inclusive HR policy. The extended effect is not only on the individual employees but also on productivity of the organization, team cohesiveness, workplace safety, and innovation.

Inclusion is thus not an obligation in terms of ethics; it is one of the strategic organizational resources. Firms that emphasize the availability of communication structures will provide a workplace where speech impairment will not restrain creativity, cooperation, and leadership. The one sector that will continuously play a part in the shaping of a more equitable and efficient labor force will be the incorporation of accessible non-verbal communication systems as Bangladesh continues to develop its economic sectors, notwithstanding the manufacturing to services and ICT sectors.

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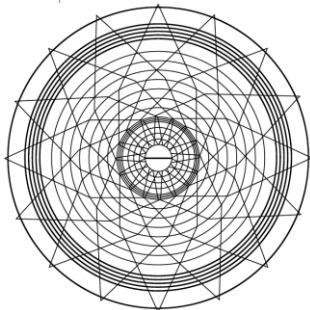
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# О РОЛИ НЕВЕРБАЛЬНОЙ КОММУНИКАЦИИ НА ИНКЛЮЗИВНЫХ РАБОЧИХ МЕСТАХ У СОТРУДНИКОВ С НАРУШЕНИЯМИ РЕЧИ И НЕМЫХ В БАНГЛАДЕШ

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### **Аннотация:**

Инклюзивные рабочие места требуют современных коммуникационных систем, которые учитывают и удовлетворяют потребности каждого сотрудника. Для людей с нарушениями речи и слуха это особенно важно. Они часто общаются невербальными способами: жестами, мимикой, письменными материалами, визуальными сигналами и специальными технологиями. В Бангладеш, несмотря на растущее внимание к социальной интеграции людей с инвалидностью, условия труда для них остаются далекими от идеальных. Особенно это касается тех, кто имеет проблемы с речью. В этой статье мы рассмотрим роль, возможности и ограничения невербальной коммуникации в трудоустройстве таких людей в Бангладеш. Мы использовали качественный описательный подход и проанализировали научные статьи, правительственные документы, отчеты НПО и тематические исследования. Результаты показали, что невербальная коммуникация помогает людям с нарушениями речи и слуха чувствовать себя частью команды, быть автономными и эффективными на работе. Однако ее успех зависит от грамотности сотрудников в языке жестов, наличия технологий, соблюдения законов об инвалидности, преодоления стигматизации и готовности организаций. Результаты исследования подчеркивают необходимость систематического подхода к коммуникации, включающего обучение языку жестов бангла (BdSL), внедрение визуальных систем, инклюзивные стратегии управления и совместные кампании по повышению осведомленности. Таким образом, укрепление основ невербальной коммуникации и соблюдение прав людей с инвалидностью важны для их равноправного участия на рынке труда и повышения производительности организаций в Бангладеш.

**Ключевые слова:** невербальная коммуникация, инклюзивное рабочее место, немой сотрудник, сотрудник с нарушениями речи, инклюзивность для инвалидов, язык жестов, инклюзивность на рабочем месте, права инвалидов и Бангладеш