



The Importance of English Language Proficiency for IT Professionals: A Quantitative Study in Bangladesh

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Abstract: The swift expansion of the global gig economy has highlighted the essential need of English language skills for freelancers, especially in non-English-speaking nations such as Bangladesh. This quantitative study examines the impact of English proficiency on the success of Bangladeshi IT freelancers by analysing its link with employment options, communication efficacy, and revenue potential. A structured questionnaire was delivered to 104 intentionally selected IT freelancers through an online survey conducted via Google Forms. The questionnaire had Likert-scale items, and the gathered data were analysed with SPSS (version 26) to identify trends, frequencies, and connections. The findings reveal that a substantial majority of participants see English ability as essential for obtaining lucrative projects, bolstering confidence in customer interactions, and mitigating challenges in proposal composition and auditory understanding.

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Statistical evidence indicates a robust correlation between advanced English proficiency and enhanced competitiveness on global freelancing platforms. Moreover, the majority of participants endorsed the establishment of specialised language training programs and championed government-backed measures to rectify skill deficiencies. Notwithstanding certain problems associated with language anxiety and restricted speaking fluency, the overall findings identify English as a crucial element in achieving success in freelancing. The study indicates that systematic enhancements in English language education and policy initiatives are crucial to empower Bangladeshi freelancers in the increasingly English-centric global digital economy.

Keywords: English, Language, Freelancing, Bangladeshi IT Professionals, Communication Skills.

Introduction

Bangladesh has witnessed a substantial increase in its freelancing and outsourcing industries, establishing itself as a prominent participant in the global digital economy. In 2023, around 1.05 million freelancers in the nation produced approximately \$1 billion in yearly remittances (Hasan, 2023). New research by the Oxford Internet Institute (OII) indicates that Bangladesh possesses the second-largest population of online labourers, accounting for 16 per cent of the labour share (Dhaka Tribune, 2017). This significant development may be ascribed to enhanced internet accessibility, intentional governmental efforts, and a rising awareness of remote employment alternatives. The industry is getting progressively competitive due to the proliferation of freelancing and remote job options

globally. Nevertheless, a comparison of yearly income records reveals that Bangladeshi freelancers make significantly less than their counterparts in countries such as the USA, India, or Pakistan. The annual salary of a US freelancer is USD 99,000 (The Upwork Team, 2025). In Pakistan, a freelancer can make as much as USD 100,000 annually, while Bangladeshi freelancers earn less than USD 10,000 per year (Mohaimen, 2023). While earnings are contingent upon other elements such as skills, knowledge, market competitiveness, and economic situations, English language proficiency is crucial for successful communication with overseas clients, hence facilitating access to lucrative projects. Effective communication is essential in the global outsourcing sector, where English frequently serves as the lingua franca. Insufficient English proficiency can result in misunderstanding, reduced client satisfaction, and a subsequent decrease in employment chances. Research has indicated that insufficient English communication skills hinder new freelancers from obtaining positions in the Business Process Outsourcing (BPO) industry or engaging in freelance work with international clients. The influence of English proficiency on the success of Bangladeshi freelancers in the global market is substantial, as it functions as an essential instrument for successful communication and economic progress. Mastery of English not only improves job prospects but also enables access to global commercial possibilities, thereby transforming linguistic capital into economic capital (Ramalingam & Islam, 2024). This article discusses the influence of English language competency on the capabilities of Bangladeshi freelancers in the outsourcing sector. It analyses how improved language proficiency may close current gaps, increase client relationships, and boost the status of Bangladeshi freelancers in the global economy. This study analyses existing data and trends to elucidate the relationship

between language competence and freelancing performance, providing recommendations for stakeholders to enhance a competitive and skilled freelancing workforce in Bangladesh. This study has been completed by following some questions-

- a. What is the importance of English language proficiency in the field of outsourcing business?
- b. What is the real condition of Bangladeshi freelancers? Are they proficient enough?
- c. What specific challenges do Bangladeshi freelancers face in communication? What is/are the impacts of that?
- d. What measures can be taken to solve these problems?

Literature Review

The Emergence of Freelancing Platforms and the Role of English Proficiency

The emergence of digital freelancing platforms like Upwork, Fiverr, Freelancer, and Toptal has transformed the global labour market by facilitating flexible, project-based employment opportunities for professionals globally (Berg et al., 2018). These platforms utilise technology improvements and globalisation to link freelancers with a variety of clients, cultivating a dynamic ecosystem in which skills from software development to creative design are transferred effortlessly. Charlton (2024) emphasises the rapid expansion of the gig economy at the World Economic Forum, mostly fuelled by the desire for economical and distant employment alternatives. Nonetheless, although these platforms provide autonomy and flexibility, they also pose issues like work insecurity, erratic income, and absence of social benefits, which undermine freelancers' career stability (Berg et al., 2018). English proficiency has become an essential ability for managing

this environment, as it facilitates effective communication, trust-building, and understanding of global project requirements (Roshid & Kankaanranta, 2023). Despite the globalising potential of freelancing, the significant dependence on English leaves non-native speakers at a structural disadvantage, possibly perpetuating inequities and constraining the inclusion of these digital labour platforms. Consequently, whereas these platforms ostensibly democratise access to employment, they may, in reality, perpetuate existing language hierarchies.

English Proficiency as a Catalyst for Career Advancement and Economic Mobility

In the worldwide freelancing market, having a command of the English language is widely acknowledged as a key to achieving better earning potential and advancing one's career. It makes it easier to negotiate smoothly, gain a better grasp of what the customer expects, and participate in professional networks, all of which are essential for acquiring prestigious projects and maintaining long-term client relationships (Kachru, 1990; Pennycook, 2017; Ammon, 2008). According to research conducted by Qamar (2024), freelancers who have a higher level of English proficiency regularly beat their colleagues who have a lower level of proficiency in terms of the acquisition of projects and money. In addition, English is used as a lingua franca in the information technology industry as well as other tech-driven fields, which need specialised vocabulary and precise communication (Crystal, 2003; Seidlhofer, 2011). However, this linguistic gatekeeping effect also reproduces structural inequalities, since individuals who come from households where English is not the primary language encounter obstacles that limit their access to high-value labour and upward mobility (Phillipson, 1992; Graham et al., 2017). This duality highlights the complicated function that English plays: it is simultaneously

a facilitator of participation in global economic activities and a cause of exclusion for those who do not possess adequate language abilities. It is not enough for individuals to make an attempt to address these discrepancies; rather, it is necessary to implement systemic interventions in the areas of language education and workforce development in order to establish fair routes within the gig economy.

Challenges in English Language Education and the Need for Contextualised Training

The gap between the English language skills that are taught in formal school and those that are expected by the labour market continues to be a chronic concern, particularly in Bangladesh. In spite of the widespread acceptance of Communicative Language Teaching (CLT) methods, classroom realities frequently revert to conventional, teacher-centred approaches that place more of an emphasis on translation and grammar than they do on functional communication (Hossain & Uddin, 2023). This leads to graduates who have difficulty using English in real-world situations, particularly in professional settings that require negotiation, presentation, and engagement with clients (Roshid & Kankaanranta, 2023). According to Talukder et al. (2025), schools typically fail to provide students with sector-specific content that is geared to businesses such as information technology or finance. As a result, students are not adequately equipped to meet the specialist communication requirements of these areas. The graduates' employability and productivity are negatively impacted as a result of the huge mismatch that exists between the English teaching they get in the classroom and the communication requirements of the business (Alam, 2018). Additionally, socio-economic variables restrict access to high-quality English education, which contributes to the perpetuation

of language disparities and impedes social mobility (Preece, 2019). The results of this study indicate the urgent need for English language instruction that is contextualised, skills-based, and matched with the requirements of the labour market. This training should also incorporate digital literacy and intercultural communication competencies to adequately prepare students for the globalised workplace.

Despite the fact that there has been a substantial amount of study conducted on the increasing significance of English proficiency in the worldwide freelancing and information technology industries, there is still a considerable knowledge vacuum about how these dynamics especially influence IT workers in Bangladesh. Studies that are now being conducted frequently concentrate on broad macro-level trends or investigate English education from a general viewpoint. However, these studies do not sufficiently investigate the complex relationship that exists between language competency, success in freelancing, and professional growth within the setting of this nation. Furthermore, there is a dearth of research that investigates the lived experiences of Bangladeshi IT freelancers, specifically how their English abilities impact the acquisition of projects, the contact with clients, and the career paths that they pursue on global platforms. In addition, there is a dearth of empirical research that establishes a connection between English language training procedures and the real communication requirements of the workplace in this industry. As a result, further qualitative research is required to shed light on these connections, pinpoint the problems that are contextual, and suggest specific educational changes that might increase English proficiency in ways that directly improve employment and economic results for Bangladeshi information technology workers.

Theoretical framework

This study's theoretical foundation is based on three interconnected frameworks: Communicative Competence Theory (Canale & Swain, 1980), Bourdieu's Theory of Linguistic Capital (Bourdieu et al., 1991), and Bandura's Self-Efficacy Theory (Bandura, 1997), which collectively provide a comprehensive understanding of the significance of English language proficiency for the success of Bangladeshi freelancers in the IT sector. Theory of Communicative Competence, proposed by Canale and Swain (1980), defines language proficiency as a synthesis of grammatical, sociolinguistic, discourse, and strategic competences, rather than only grammatical correctness. This idea is especially pertinent to the freelancing domain, where experts must manage intricate communication activities, including proposal composition, client negotiations, and project documentation. Participants expressed difficulty in speaking fluency, listening comprehension, and writing, highlighting deficiencies in these interrelated competencies and underscoring the necessity for a holistic approach to English language training. Bourdieu's (1991) Theory of Linguistic Capital posits that language functions as a type of cultural capital that can be traded for economic and social benefits. In global freelancing platforms where English predominates, freelancers with superior language skills have increased symbolic power, allowing them to secure higher-paying jobs and foster enduring client relationships. This corresponds with the study's findings, indicating that individuals with superior English proficiency reported increased confidence and financial stability. Moreover, Bandura's (1997) Self-Efficacy Theory introduces a psychological aspect, positing that individuals' confidence in their talents profoundly impacts their motivation, effort, and resilience. Participants exhibiting elevated English self-efficacy had more confidence in client

contacts and task execution, which corroborates the theory's claim that self-efficacy influences both behavioural engagement and performance results. Collectively, these frameworks enable a sophisticated comprehension of how English language proficiency not only promotes effective communication but also serves as a vital resource in establishing professional identity, negotiating freelance opportunities, and improving economic mobility within the competitive global gig economy.

Methodology

This study utilised a quantitative research method to examine the significance of English language proficiency among Bangladeshi freelancers in the information technology (IT) sector. A total of 104 participants were selected by purposive sampling, a non-probability method aimed at identifying specific groups with relevant characteristics for the study objectives (Etikan et al., 2016). The target market consisted of active freelancers who regularly employ digital platforms such as Upwork, Fiverr, Freelancer, and Toptal to secure global clients and projects. Data were gathered using a structured questionnaire sent using Google Forms, an efficient method for reaching geographically dispersed individuals with high digital literacy. The questionnaire included many items employing Likert-type scales, varying from two-point to five-point formats, depending on the nature of the questions. This flexible scaling technique enabled a comprehensive evaluation of participants' attitudes, experiences, and perspectives about their English language proficiency and its impact on freelancing success.

The Likert-scale items were explicitly aligned with the four study topics. Factors including perceived significance,

self-evaluated competence, communication obstacles, and prospective remedies facilitated quantifiable insights into each domain. This guaranteed that the acquired data corresponded accurately with the study's objectives and facilitated methodical analysis of the principal concerns. The collected replies were analysed using Statistical Package for the Social Sciences (SPSS) version 26, enabling both descriptive and inferential statistical evaluation. Descriptive statistics, including frequencies and percentages, were utilised to summarise trends and identify patterns within the dataset. SPSS is renowned for its capacity to effectively manage and analyse large datasets, making it appropriate for survey-based research in education, linguistics, and workforce development (Field, 2018). This study employed SPSS to conduct a systematic and transparent analysis, hence facilitating reliable interpretations of the language-related challenges and competencies among the freelancing community. The methodology incorporates best practices in empirical research concerning language proficiency in professional and digital contexts, utilising purposive sampling, online data collection, and statistical analysis to effectively address the research questions (Creswell & Creswell, 2018). Moreover, utilising a digital platform for distribution was particularly appropriate given the virtual nature of freelancing, thereby enhancing the response rate and improving data quality.

Demographic profile of the samples

The demographic profile of the respondents indicates that, among 104 legitimate instances, the majority were male and employed full-time. Of the respondents, 73 (70.2%) identified as male and 31 (29.8%) identified as female, revealing a significant gender disparity in the sample. The average value

for gender was 1.30 (where 1 = Male, 2 = Female), with a standard deviation of 0.460, indicating a predominance of male participation. Concerning job situation, 63 respondents (60.6%) were engaged in full-time employment, whereas 41 respondents (39.4%) indicated part-time work. The average role score was 1.61 (with 1 representing Part-time and 2 representing Full-time), accompanied by a standard deviation of 0.491, indicating a higher prevalence of full-time employees. The mean and median values further corroborated these tendencies. One instance was absent for each variable. The demographic factors offer essential background for evaluating the study's findings and may influence the interpretation of participant viewpoints within the wider research framework.

Table 1. Demographic picture of the samples

Variable	Category	Frequency	Percent
Gender	Male	73	70.2%
	Female	31	29.8%
Role	Part-time	41	39.4%
	Full-time	63	60.6%

Results of this Study

Findings

Table 2. This table shows the result of this study at a glance

Question	Valid (N)	Mean	Median	Mode	Std. Deviation	Sum
1. Improving English proficiency should be a mandatory part of freelancing training programs.	104	1.62	1.0	1	0.909	167

Question	Valid (N)	Mean	Median	Mode	Std. Deviation	Sum
2. Proficiency in English enhances freelancers' confidence when interacting with clients.	104	1.47	1.0	1	0.847	153
3. Good English skills are essential for securing higher-paying freelancing projects.	104	1.58	1.0	1	0.910	164
4. Listening and understanding native English speakers is a major challenge for me.	104	1.71	1.0	1	0.942	178
5. Writing effective proposals in English is one of the most difficult parts of freelancing.	104	1.92	1.0	1	1.146	200
6. I find it difficult to speak fluently with clients in English during live conversations.	104	1.50	1.0	2	0.787	156
7. Freelancers with better English skills understand client instructions more accurately.	104	1.63	1.0	1	0.898	170
8. My limited English skills have negatively impacted my freelancing income.	104	1.71	1.0	1	0.901	178
9. English language training improves freelancers' ability to communicate effectively with clients.	104	1.60	1.0	1	0.861	167
10. The growth of outsourcing in Bangladesh depends significantly on the English proficiency of freelancers.	104	1.63	1.0	1	0.882	170
11. I feel confident using English in my freelancing work.	104	2.27	2.0	1	1.198	236

Question	Valid (N)	Mean	Median	Mode	Std. Deviation	Sum
12. Clients have commented positively on my English communication skills.	104	2.17	2.0	2	1.021	226
13. Which area of English do you find most challenging? (1=Listening, 2=Speaking, 3=Reading, 4=Writing)	103	2.01	2.0	1	1.015	207
14. Have you ever lost a freelancing opportunity due to poor English skills? (1=Yes, 2=No)	104	1.38	1.0	1	0.488	143
15. Would you be willing to join an English improvement program if offered? (1=Yes, 2=No)	104	1.72	2.0	2	0.449	179
16. Government initiatives should include English courses for freelancers. (1=Strongly agree, 5=Strongly disagree)	104	1.25	1.0	1	0.434	130
17. An all-skills English curriculum by NCTB would improve freelancers' communication.	104	1.28	1.0	1	0.452	133

The findings of the study indicate that there is substantial agreement among respondents on the significance of having language skills when working as a freelancer. When it came to the first question, the majority of respondents agreed that strengthening their English skills should be required in freelancing training programs (mean = 1.62). On the other hand, the second question revealed a high degree of agreement that speaking English increases confidence when communicating with clients (mean = 1.47). In addition, the third question highlighted the importance of having strong English abilities in

order to get high-paying projects (mean = 1.58). The responses to questions 4 and 5 suggested that you have a moderate to high level of difficulty comprehending native speakers (mean = 1.71), and that you have a mean of 1.92 when it comes to making proposals in English. The results of Question 6 showed that it is difficult to talk smoothly during live contacts (mean = 1.50), and Question 7 demonstrated that freelancers who are skilled in English have a superior understanding of the instructions given by clients (mean = 1.63). Question 8 demonstrated that a lack of English had a detrimental effect on the revenue of a significant number of freelancers (mean = 1.71), but Question 9 provided support for the idea that English training improves contact with clients (mean = 1.60). The participants in Question 10 were in agreement that the expansion of freelancing on a national scale is linked to English abilities (mean = 1.63). However, Question 11 revealed a somewhat low level of confidence in your ability to use English (mean = 2.27), and Question 12 revealed that although some individuals had gotten favourable feedback from clients, it was not universal (mean = 2.17). Question 13 found that speaking is the English ability that presents the most challenge (mean = 2.01). A sizeable proportion of respondents in Question 14 (mean = 1.38) stated that they had lost career chances as a result of their poor English, and in Question 15, respondents indicated that they were eager to participate in English development programs, but with some reluctance (mean = 1.72). In conclusion, the results of questions 16 and 17 indicated that there is a significant amount of support for the incorporation of English training into government freelancing efforts and the adoption of an English curriculum that encompasses all abilities (means = 1.25 and 1.28, respectively). In general, the comments demonstrate a clear appreciation of the need to have a strong command of the English language in order to achieve success in the freelancing industry.

Discussion

The study's conclusion that English proficiency is strongly associated with the success of Bangladeshi freelancers is consistent with prior research indicating that English skills substantially improve access to global digital labour markets and increase earning potential (Warschauer, 2000; Lu et al., 2024). English serves as an essential lingua franca on freelancing sites, enabling effective communication and agreements between customers and freelancers globally. Nevertheless, several studies indicate that an excessive focus on English may marginalise freelancers who depend on local languages or specialised technical skills, suggesting that multilingualism can occasionally provide a competitive advantage (Chen & Leung, 2020). Nonetheless, the dominance of English as the international business lingua franca, particularly in Bangladesh, where it serves as a second language, underscores its essential function in affording freelancers a competitive advantage and fostering customer confidence (Arafin Ayon, 2023).

Participants' assertions that enhanced English proficiency bolsters their confidence in customer interactions align with studies underscoring the correlation between linguistic self-efficacy and professional performance (Bandura, 1997; Wang & Sun, 2020). Assertive communication alleviates anxiety and enhances relationship development in virtual freelancing contexts. However, other researchers contend that fluency alone does not ensure confidence, as personality traits and cultural variables also affect communicative confidence (Inoue, 2007). However, due to the professional requirements of freelancing, improved English proficiency typically enhances perceived competency and increases negotiating leverage with clients (Qamar, 2024).

The belief that superior English proficiency facilitates access to higher-paying projects aligns with digital labour research, indicating customers choose freelancers with excellent English abilities, frequently resulting in more profitable contracts (Kim et al., 2023). Conversely, several studies indicate that technical competency may occasionally offset inadequate English abilities, particularly in domains like as programming or design, where the quality of output is prioritised over linguistic competence (Yaqoob et al., 2025). Nevertheless, as client-freelancer communication predominantly relies on English to elucidate project specifics and align expectations, linguistic difficulties sometimes limit access to lucrative contracts, highlighting the necessity of English language training (Kathuria et al., 2017).

It is well known that non-native English speakers have difficulties in professional freelancing environments due to the difficulties they experience in hearing and writing abilities (Fatema et al., 2024). The difficulties that participants have voiced in this respect are well established. Even if the increasing usage of translation software and visual communication tools may help relieve certain challenges (Pietrzak & Kornacki, 2020), listening and writing continue to be vital for fully understanding the needs of a project and delivering convincing ideas. According to Fatema et al. (2024), it is for this reason that comprehensive skill development in these areas is very necessary.

Communication study that emphasises the significance of oral competency in developing trust and decreasing misconceptions in virtual teams (Fleischmann et al., 2020) lends credence to the view that speaking issues and the assumption that fluent English facilitates better comprehension of project needs are both supported by the research. However,

due to the interactive nature of freelancing negotiations, spoken English continues to be a practical need for effective client connection (Foong, 2020). This is even though asynchronous communication platforms have the potential to somewhat lessen reliance on spoken fluency (Yaqoob et al., 2025).

The findings of labour market assessments that demonstrate language barriers contribute to pay penalties and fewer chances in digital economies (Dustmann & Fabbri, 2003) lend credence to the concerns that inadequate English proficiency affects competitiveness and earning potential. These concerns are well-founded. Nevertheless, according to the findings of a number of studies (Vallas & Schor, 2020), freelancers can partially overcome language obstacles by using platform algorithms and impressive portfolios. In spite of these outliers, the English language ability gap in Bangladesh continues to prevent a large number of freelancers from gaining access to high-paying jobs, underlining the critical need for focused language development (Hossain, 2018).

It is consistent with worldwide evidence that advocates vocational language training as an effective strategy to boost employability and income in digital labour markets (Mustajab & Irawan, 2023). The high support that participants have for English training programs and their belief in the expanded sectoral advantages that these programs offer are in line with this evidence. Nevertheless, maintaining student enthusiasm and adjusting courses to the reality of freelancing continue to be problems, with certain programs reporting significant dropout rates (Takase, 2024). Nevertheless, the fact that Bangladeshi freelancers have indicated that they are eager to participate in individualised language learning indicates that there is a promising possibility for interventions that can have a significant influence on the results of freelancing

(Alam et al., 2021). In conclusion, although there are other points of view that accept multilingualism and technical skills as partial mitigators of language barriers, the overwhelming evidence from our study and worldwide literature emphasises that English proficiency is a crucial factor in determining the level of success that one achieves when working as a freelancer in Bangladesh. Based on these findings, there is an immediate need for educational and policy changes to be implemented to develop English language programs that are both comprehensive and contextualised, to enable freelancers to effectively participate in the global digital economy.

Recommendations

This study's findings underscore the necessity of implementing focused, realistic, and accessible measures to elevate the English language skills of Bangladeshi freelancers, hence enhancing their competitiveness in the global freelancing market. Initially, cost-effective and adaptable training programs must be established, emphasising essential freelance communication competencies, including proposal composition, client negotiations, and practical client engagements. These programs have to be affordable and self-directed to accommodate the temporal and financial limitations frequently encountered by freelancers. Secondly, it is important to emphasise speaking and listening abilities, since they have been seen as considerable problems. Training must encompass modules on conversational fluency, accent clarity, and practical engagement through simulated client encounters, under the research of Khor & Tan (2023) and Klitmøller & Lauring (2013) regarding the significance of verbal communication in distant work. Thirdly, it is essential to provide freelancer-specific English courses designed for platforms such as Upwork and Fiverr to address the disparity between general language education and

the communicative requirements of digital work environments, as suggested by Roshid & Kankaanranta (2025). Furthermore, digital tools and media—such as pronunciation applications, grammar checkers, podcasts, and English-language content—ought to be incorporated into training methodologies, providing economical and adaptable avenues for freelancers to engage with English in realistic circumstances (Suortti & Sivunen, 2024). Furthermore, facilitating practical sessions like webinars, mock interviews, and client simulations may enhance confidence and solidify acquired abilities within a supportive setting. Promoting awareness of the concrete advantages of English proficiency—such as increased income, improved customer connections, and more job mobility—is crucial for fostering ongoing language growth. Collaborations with reputable language institutions may enhance training quality and bolster the authenticity of language certificates for foreign clientele. The collaborative endeavours of policymakers, training institutions, and freelancers are essential to establish an inclusive and successful language development ecosystem that tackles current deficiencies and prepares Bangladeshi freelancers for enduring success in the global digital economy.

Conclusions

This study highlights the crucial importance of English language skills in determining the success and career paths of Bangladeshi freelancers in the IT industry. The results indicate that proficient English abilities improve freelancers' capacity to communicate effectively, obtain higher-paying tasks, and establish client trust, factors essential for success in the competitive global gig economy. The enduring issues associated with listening, speaking, and writing abilities indicate chronic deficiencies in language education and training that current curriculum and governmental measures have not sufficiently addressed.

Although certain research emphasises the capacity of digital technologies and localised training to address these disparities, the intricate interplay of linguistic confidence and customer expectations indicates that language development should be more comprehensively incorporated into professional skill-building initiatives. Furthermore, despite the acknowledged significance of English, the uneven availability of excellent language learning tools threatens to intensify existing socioeconomic inequities among freelancers. This necessitates immediate, focused interventions at both institutional and governmental tiers to ensure equal assistance, including accessible and contextually pertinent language training customised for freelance requirements. This research promotes improved language education programs and comprehensive structural reforms that recognise the complex role of language as both a skill and a barrier in the changing environment of remote labour. Critically addressing these concerns will be vital for equipping Bangladeshi IT workers to compete equitably and sustainably in the global marketplace.

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