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Sambhram Academy of Management Studies
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SAMSMRITI –The SAMS Journal is a peer reviewed Bi-Annual flagship publication of School of Management, Sambhram Academy of Management Studies, Bangalore published in January and July every year; the aim is to connect to the Management Fraternity- Academia, Corporate Houses, Public Institutions, NGOs and Civil Society and the Government by way of motivating basic and applied research and publishing rigorous, clear and widely accessible articles concerning the crux of business management and broader society. It culminates creating a platform for researchers, academicians and practitioners from diverse domains of management to share research achievements and practical experiences to stimulate scholarly debate in the development of management science and decision making. It also endeavors to promote and disseminate knowledge in the complex multi-disciplinary management field. The views expressed in the articles and other material does not reflect the opinions of the publisher. It is always an attempt to ensure that papers published do not contain plagiarized materials. The ultimate onus for ensuring that no plagiarism has been resorted to, however, rests with the authors of published pieces published in SAMSMRITI – The SAMS Journal.

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In 1991 a group of experts who were a perfect blend from industry and academic forayed in to Higher Education and established Sambhram Group of Institutions (SGI) at Bangalore. The team led by the founder Chairman Shri R. Venkatesh, consists of eminent educationists, distinguished personalities and philanthropists with a global perspective who have laid solid foundation and are nurturing it to grow phenomenally. The SGI forayed into Higher Education sector and established its cradle in the IT hub Bangalore launching the Management Program at the outset.

With a humble and genuine beginning the SGI from then till now have the following Institutions under its aegis:

- School of Management (Post Graduate Wing of Commerce and Management)
- Sambhram Academy of Management Studies(SAMS)- Bangalore
- Sambhram Centre for Indian Management
- Sambhram Institute of Technology - Bangalore
- Sambhram College of Hotel Management - KGF
- Sambhram Institute of Medical Sciences and Research- KGF
- KGF College of Dental Sciences and Hospital-KGF
- Sambhram College of Nursing-KGF
- Sambhram Pre-University College – Bangalore
- Sambhram Degree College -Chittoor
- Sambhram Junior College - Chittoor
- Sambhram International School-Chittoor

SCHOOL OF MANAGEMENT

The School of Management is the Post Graduate Wing of Commerce and Management offering MBA and M.Com Programs affiliated to Bangalore University. The Programs are accredited by NAAC and recognized by AICTE, New Delhi; started in 1999 with a vision to impart education in the field of professional management with the mission of providing work-oriented education combined with ethical values and character building in the context of new millennium and successfully marched towards creating its brand name, popularity and reputation in the competitive academic world.

The School is marching towards excellence in all its spheres ranging from teaching to research and consultancy to gain competitive edge in a socially responsible manner. It has been rated as one of the best B-Schools in South India for the past several years; it is also ranked AA+ by Career 360 in its All India B-School Survey, 2019.

Our International collaboration has achieved a great milestone in the past. Some of the prominent collaborations include Kenyatta University, Kenya; ; Accounting Research Institute, Universiti Teknologi MARA, Malaysia; University of the West of England; Florida University and Michigan State University. The School has also signed an MoU with S-Vyasa Yoga University for promoting research activities in the campus. Faculties who are doctorates will be guiding Research Scholars and will also be conducting various seminars and workshops to provide inputs to the scholars. The MoU was also signed with De Montford University, UK under which students who have completed one year in MBA Program can pursue their second year MBA in this University and get foreign degree.

We strive to explore new horizons across industry and government interfaces, cross sectional learning from one's diverse peer group and involve in current events to shape the economy through academic-corporate engagement. We believe in providing practical exposure to students apart from building strong layers of theoretical base. In this endeavor, we organize number of Guest Lectures-cum- Seminars by inviting experts from industry and academia; arrange frequent industrial visits to imbibe a sense of corporate culture and functionalities. We have both academic and activity clubs that help students to unfold their potentials and add value in order to make them employable. The School has built an excellent faculty pool with experience and a rich intellectual capital base, state-of-the-art infrastructure, technology-savvy campus along with other bests towards ensuring quality.

EDITORIAL

I have the pleasure to present the special issue of ***Samsmriti*** which contains an impressive set of articles and an interview. Providing a clear statement of the Journal's policies on authorship criteria, treating all authors with fairness, courtesy, objectivity, honesty, and transparency and making editorial decisions with reasonable speed and communicating them in a clear and constructive manner are our sacred responsibilities. We are delighted to communicate to all our valued readers about publishing selected articles presented at the "International Conference on Business and Management" conducted by American International University Bangladesh [AIUB], Dhaka on November 23-24, 2018 on the theme 'Integrating Business Research in Global Development'. We appreciate such global gesture of our Management Fraternity of AIUB who consented to do so trusting us with all humility.

Prof. Abdul Mannan Choudhury, Vice Chancellor, World University of Bangladesh, Dhaka did speak to us on 'Management is Managing the Environment' on September 09, 2018 in our campus which really enlightened us the new vistas on Management. His emphasis on such paradigm shift in the conceptual understanding of Management is an exemplary trend set for all the practitioners of Management. Ramawickrama J et al have researched to unearth current research gaps relating to five variables i.e. quality of work life, personality, organizational commitment, performance appraisal and job performance for future systematic empirical investigations; the nomological network providing association among five variables has also been developed to be tested empirically in the research setting of Station Masters of Railway Department, Sri Lanka. Sadia Islam and Md. Akbar Kabir in their paper elicited people's willingness to pay for the conservation program of the historical site of the Sonargaon and determined the factors affecting peoples willingness to pay in the context of non-use value of the Sonargaon.

Md. Hafiz Iqbal et al carried out an econometric analysis on integrating technology in Bangla written research work and found that the usage of technology in Bangla written works are very effective in improving the quality of Bangla writing papers and researches. In their article Shafkat Chowdhury et al investigated the potential market and the current business environment of VTS sector in Bangladesh. Their study concluded that Bangladesh is a promising market for VTS with a potential market size of TK 281 million by 2020. Mohammad Fakhrul Islam and Tania Akter focused on evaluating the impact of demographic variables on the job satisfaction of Private University teachers of Bangladesh. Tahsina Khan and Yesmin Sultana explored the significance of internal branding in upholding the brand knowledge of the professionals in service industry. The study found that internal branding interventions in service firms are essential to develop employees' perception and commitment about the organizational brand values.

In another study Farhana Afroz has identified some of the common sources of work stress among the employees of private bank in Bangladesh and exhibited the ways in which work stress can be minimized for enhancing employee performance and organizational productivity. Afsana Tahsin Nipa and Samia Shabnaz examined the employee's perception on training effectiveness in Banks. They exhibited that the success of training program depends on training perception which employee carries. S. M. Ferdous Azam et al measured the role of job stress among the academic staff of the Private Universities of Bangladesh. The study showed that pay, growth stressors and work-related stressors were found to negatively and significantly influencing job stress for the academic staff. Mohammad Jahangir Alam studied the causes and consequences of employee turnover scenario in the readymade garments industry of Bangladesh. The study revealed that high ETR has become a regular problem for the small and old-fashion factories. Farheen Hassan and Nowrin Karim Chowdhury analyzed the current situation of incorporating technology in higher education institutes in Bangladesh and identified the scope, prospects and challenges in digitization of higher educational institutions.

Prof. Vishal Gupta, in his interview, stated that Professors should remain involved in both the academic world and the real world of business. Being engaged in the real world of business help acquire experiences that one can discuss in class while teaching. Verbalizing one's experiences and discussing them in class deepens our reflection about them, which can help in making better decisions at work.

K C Mishra
Editor-in-Chief

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Defining Management from Different Perspective: Implications for Management Education

ARTICLE
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ABDUL MANNAN CHOUDHURY[1]

Abstract:
Students of Management in any part of the globe are conversant with one or other definitions of management or with one or several approaches to the attainment of management objectives. But, the traditional definitions of management from processes, functions or in any other perspective seem to have over shadowed the vision to visualize the all important external environment of any social system have failed to go beyond seeing management, at the best, not more than that of 'designing and maintaining an environment in which individuals working together, in groups accomplish efficiently selected aims, Thus, there remains a need to define management which shall attach supreme importance to 'environment'. In this paper we have hoisted a trial balloon. We like to define management as the social process of designing and maintaining an environment and/or subsystems thereof to enhance and ensure congruence between work setting factors as well as relating each of them or all of them to each other or all other effectively and efficiently with the internal stakeholders and influences and external forces, factors, circumstances, institutions, issues, events etc. in a reciprocal manner to generate surplus. This definition, we think, has several implications and added importance for management education. First of all, this definition tends to minimize the disputes and discrepancies between oft-quoted operational theory and the role theory of management. Second, this definition is likely to integrate all the wealth of the different approaches to the attainment of management objectives whatever way we want to formulate them i.e. in terms of dynamic equilibrium between the organization and its environment or in terms of generating surpluses. Third, this definition may help to draw our attention away only from structure strategy, processes, people and culture to why such strategy, structure, processes, behavior or culture, at the least, do arise or need to be deployed. Thus, an outward looking search and way of finding solutions tend to begin at the level of external environment. This is perhaps the right orientation in view of the supreme importance of the external environment mostly as an independent variable and some time as a dependent variable. Obviously, such an orientation shall cause paradigm shift. The implication of this shift is far reaching for designing and implementing curricula and syllabi of management education and writing text books which will enable students to discover science of exploring scanning, measuring the environment and devising ways and means of taming the environment without being a passive spectator or subservient to it.

Already that trend is visible in the disproportionate emphasis being given to the study of Strategic Management and inclusion of courses which few years back were the exclusive domain of other disciplines Even the study of physics, chemistry, mathematics statistics, quantitative methods, economics, politics, government, psychology, sociology history, languages, computing, programming, e-commerce, communication, business law, and industrial law have entered in the domain of business studies. As days pass, the students of management shall generate a goat like tendency (in the positive sense) of grabbing and eating whatever comes on their way and whatsoever is capable of enhancing their stock of knowledge to comprehend, analyze, predict or negotiate, confront, compromise or control the environment. In days to come, Human Resource Management will occupy a more coveted place along with the organizational

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Development as lucrative areas of specialization as well as management, marketing, finance, banking, entrepreneurship, organization behavior or organizational theory or international business.

Key Words: *Congruence; Dynamic equilibrium; External environment; Goat- like tendency; Paradigm shift; Strategic management.*

1. Introduction

The practice of management is as old as the advent of human being on earth although the codified knowledge about management is of recent origin (Weihrich & Koontz, -1993). Perhaps the practitioners were never interested in providing a definition of management, although the most talked about definition of management came out from the writing of —an engineer and a practicing manager name Henri Fayol (Fayol H 1949). Ever since we have started reading management as an utilitarian discipline, we have come across many definitions of management given by the academics and seen many approaches to management based on such definitions or having no connection with any s, fell definition giving rise to what Koontz (1961) called the 'management theory junglc'. Koontz and associates (Koontz, O'Donnell & Weihrich, 1980) in an effort to integrate all different approaches and disentangle the management theory jungle and more specifically to develop a science of management to be disseminated in the formal learning settings to make managers, offered the definition of management in terms of the 'process of designing and maintaining an environment in which individuals working together in groups accomplish selected aims efficiently (Weihrich & Koontz, 1993) This definition and the word 'environment' caused many of us to jump to the conclusion that Koontz and his associates have, at last given explicit recognition to the supreme importance of environment in defining management. But, upon a closer examination we were shocked to see that their- 'environment' simply means a structure and climate created to accommodate and ease people to attain selected objectives. This does not even say where from such objectives arise or dawn. It is then clear that neither Koontz nor his predecessors (even afterwards) could look into management from a perspective that focuses on environment in its truest meaning. In this situation, one may even argue that Koontz and his followers have rather increased the size of the jungle leaving no significant way to come out of it. There are evidences that management begins at the level of environment defined in terms of factors, forces, institutions, circumstances etc. in and around an organization, like marketing begins at customers' levels (Kotler & Armstrong, 1996). Then, there is a need for making environment the focal point of analysis. This we have felt over the years especially when we have started receiving odd remarks by practicing managers in the classrooms We are also confronted beyond the class rooms as to why environments so important and so cardinal a factor in the management, has not surfaced prominently in the academic write-ups, although successful managers almost everywhere start their journey from the environment defined in terms of forces, factors, circumstances with which they have to interact. These questions are mostly asked in developing countries but not much in the developed countries. This is also not the whole truth. We teach most of the texts that come from the western writers, most of whom visualize management in terms of certain functions or processes being carried by people in a structure with some technology, without explaining why managers do what they do or why managers play certain roles (Mintzberg, 1975).

2. Our Definition of Management and its Explanation

Faced with some such vexing questions, we have tried several definitions ranging from `management is what a manager' does in order to relate his system to the demands and circumstances of his environment to the more inclusive way of visualizing management that make environment as the focal issue in attaining surpluses. To us, management is the social process of designing and maintaining an environment and/ or subsystems thereof to enhance and ensure congruence between work setting factors as well as relating each of them or all of

them to each other or all other effectively and efficiently with the internal stakeholders and influences and external forces, factors, circumstances, institutions, issues, events etc. in a reciprocated pattern to generate surplus. This is a lengthy definition but such lengthy definition is not uncommon in social science (French & Bell, 1999)

This definition has several characteristics that deserve scrutiny, namely:

Contrary to popular saying that charity begins at home; management in fact begins at or with the analysis, understanding and prediction of environment. Therefore, our definition has made environment as the focal point of attention.

Although there could be several definitions of the term environment, it has been given a meaning which envelops both the ideas of internal and external environment as well as all different types of environment with which the organization interacts or interfaces.

This definition attaches special meaning to the word 'congruence' and recognizes that congruence is a must at all levels to have surplus, Congruence may be conceptualized not only among strategy, structure, process, people and culture but also among the different factors of organizational work setting. Such factors are organizing arrangement, social factors, physical factors and technology. Organizing arrangement factors include goals, strategy, techniques, policies, structure, administrative policies and procedures, administrative system, reward system, ownership; social factors include culture, management style, interaction process, informal patterns, and networks, individual attributes; physical settings include space configuration, physical ambiance, interior design, architectural design; and technology such as tools, techniques, equipment and machine, information technology, job design, work flow design, technical expertise, technical procedures and technical system (Porras & Robertson, 1992 modified)

The word relating means coping, adapting, surviving, prospering, taming or even being subservient

The general themes that organization is a system as much as environment is also a system are retained in the definition.

The word surplus has been attributed the same meaning as Weihrich & Koontz (1993) have attributed and, it means economic and-socio psychological surpluses. We have also borrowed many ideas and concepts from Koontz & Associates as well as from the process school of thought and recognized fondly their attempts to integrate all different approaches to management.

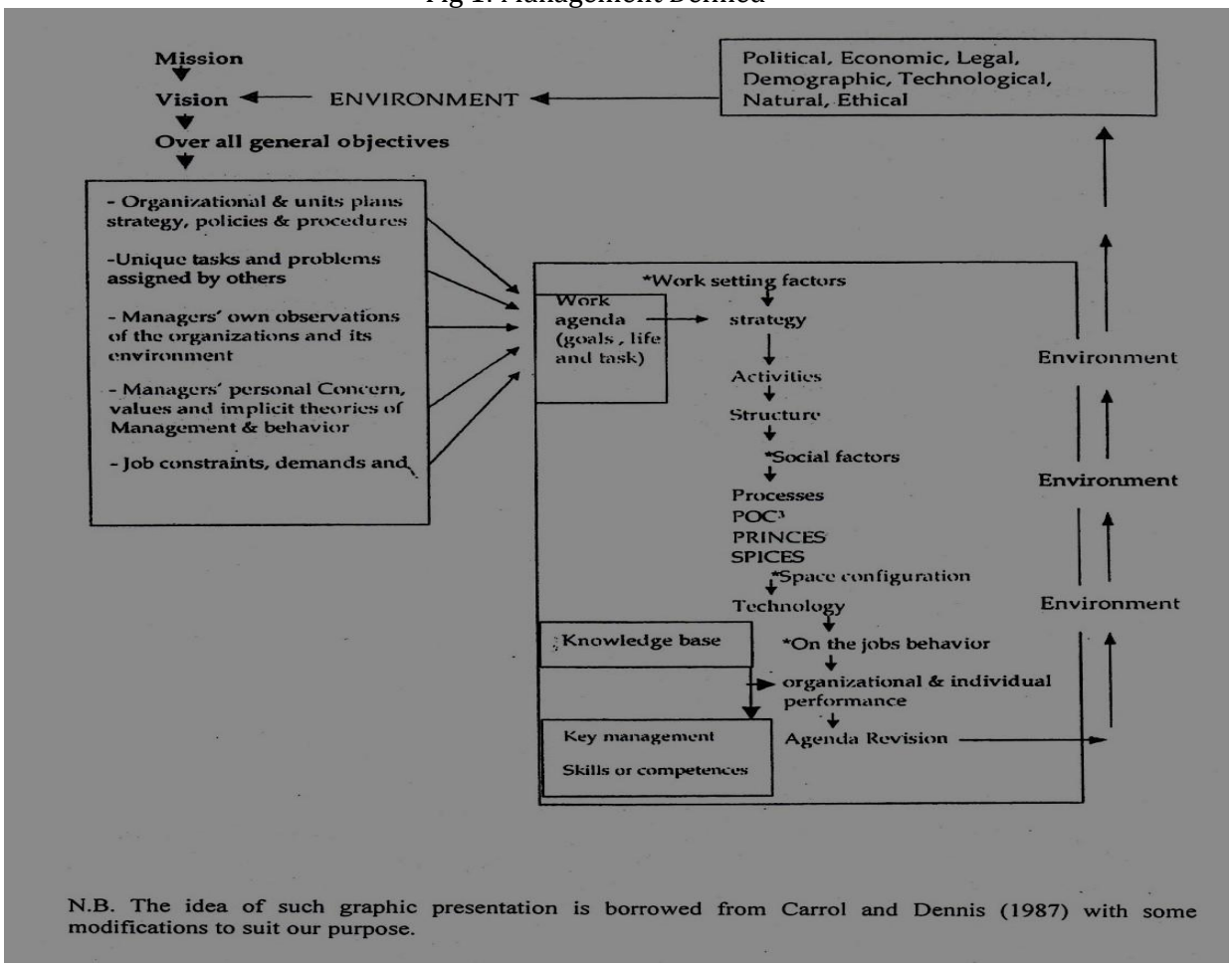
The functions of management as envisioned in POC3 (Fayol, 1949), or POSLC (Weihrich & Koontz, 1993) or PRINCESS (Mahoney & Associates, 1965) SPICES (Gillen & Carroll, 1985) have been totally or partially given due cognition. The rationale of role theory (Mintzberg, 1975) and the roles being played by managers at different levels and different times have not missed our attention; nor the effort to integrate different approaches to management (Carroll & Gillen, 1987) prominently the functional approach having highest number of citations in the management literature and the role theory- second in importance in terms of academic citations have not been overlooked.

The people and their culture have received due importance in this definition who are instrumental in the internal integration and external adaptation (Lutham, 2001).

Like Weihirich & Koontz (1993), we are of the opinion that management applies to all different kinds of organizations and at all levels of management.
The definition has made it imperative that organization is not only passive recipient of the dictations of environment but can also be bent, reshaped, redesigned or made subservient to organization (Lutham, 2001).

This definition further recognizes that management begins with the creation of an internal environment as seen by Weihrich & Koontz (1993). in which people start the process of analyzing, understanding, evaluating and predicting the external environment. On the basis of critical appreciation of the environment, the organization's mission, vision overall objectives are determined. Thereafter or simultaneously, the strategy especially the corporate, business and operational strategies are formulated; additional people are brought in who undertake certain processes, functions or tasks with chosen and congruent technology and create further structure. All these tend to ensure a congruent behavior that ensures productivity and satisfaction. However, the other side of the story is that organization through its people, culture, structure, strategy, mission, vision, and objective can influence characters of the environment and thus create the congruent interfaces. This is being reflected in the fig 1 below:

Fig 1: Management Defined



N.B. The idea of such graphic presentation is borrowed from Carrol and Dennis (1987) with some modifications to suit our purpose.

All managers have work agenda, which includes goal agenda, and a task agenda as well as life agenda. The managers especially the top managers work from 'goal agenda', which is a set of desired future states they are trying to reach. Managers must be concerned not only with their

own goals but also with those of other managers. Therefore, a manager allocates time to the organization's formal goals and plans, to goals and plans of others in the organizations and to their own goals and plans (Carroll & Dennis, 1987). Besides, they need to interact with relevant and significant environments.

Managers also devote time to organization building, management development, mentoring and coaching of organizational members. Managers perform a large number of task and activities to build organization, leader direct the subordinates, coordinate with other units or continuously revise such goals, plans and strategy. These are specific observable task activities and invisible and often less or in comprehensible more fundamental managerial functions

Thus, managers play roles and perform functions. They play the roles or functions in a framework after determining the basic thrust or goals on their strategic evaluation of the organization and their environments and they act like consummate opportunists (Carroll & Dennis, 1987).

Managers perhaps require more skills (Katz, 1974) and competences (Anderson, 1984) than knowledge to ensure internal integration and knowledge is all the more important in scanning the environment than in comprehending what are to be done in order to enhance productivity and personal well-being. One of the major determinants of success of a manager is the knowledge of the key customers and suppliers, knowledge of the industry and technology, general knowledge of political and economic condition along with knowledge of organization culture and technology, knowledge of management policies and techniques which sharpen the vision, the mission, objectives and strategy (Carroll & Dennis, 1987) This knowledge can be expanded and enhanced by injecting knowledge of psychology, sociology, anthropology, sociometry, econometric, mathematics, calculus, computing, physics, chemistry, biology, business administration and accounting especially for structuring the unstructured and taking decisions in uncertain, unpredictable and complex environment and implement them in changed circumstances.

3. Other Meanings and Implications of this Definition

This definition has brought environment in the focus at the beginning and environment at the end and will convince one that management is apparently the management of the environment. However, it has other meanings and implications especially the added implications for the philosophy, mission, vision, objectives, curricula and syllabuses for those who have not yet taken any step to overhaul the traditional management education; and for recasting reshaping overhauling the management education where such education started as a matter of blind imitation. Now that environment has become complex, turbulent and uncertain (Worthington & Britton, 1999) and that it has been and is the most important determinant of ultimate success and failures (with limited exceptions) of any organization, the management education should be sensitive to the environment as a concept of supreme importance. Thus, in addition to teaching strategic management and including the different components or types of environment in nutshell, the business environment should be taught as a separate discipline and its various components like internal and external environments or the political, economic, social, demographic, technological and ethical parts be separately taught to impart a clear understanding of the environment before managers do any other thing. This outwardly orientation shall make the strategic management, strategic human resource management and organizational behavior as the more important arena of management education. There is no alternative than to redesigning, shaping, reshaping, orienting and reorienting and overhauling the present day business education, which is an improved version of earlier commerce education in many places.

The definition implies that managers 'require clear shift of paradigm in visualizing, scanning, measuring environment from a superficial to scientific standpoint with discovery of new tools, techniques and knowledge. Such innovative and creative efforts will equally be needed in almost everywhere including, development of mission vision objectives, strategies, and process or in handling people and their culture.

This definition gives additional responsibility to researchers and practitioners of finding out tools and techniques, methods of projecting, forecasting, predicting the environment and developing people who will ultimately play the pivotal role in the internal integration and external adaptation of the organization. It is heartening to see that the time old labor management has become HRM, which now is a line function and integrated closely with the organizational strategic planning.

Such an orientation will compel managers to go beyond the known process of adaptation through forecasting, planning, buffering, smoothing, lobbying, boundary spanning, domain shifting, hiring and retaining of right persons, rationing, strategic alliance, joint venture, role playing, confrontation, consultation, bribing, encroachment, discharging social responsibility, upholding ethical standard etc.

This definition shall also force us to think that social system is not a pawn to be dictated by the environment but a force that can influence the environment in the process of dynamic equilibrium without being all the time responsive, loyal or subservient to demands of the environment. Last but not the least, if this definition is pursued, then Mintzberg (1975) and role school of thought (McCall & Sergist, 1980, Snyder & Wheelen, 1981, Kurke & Aldrich, 1983) would also be able to see that organization entails unending spree of planning, organizing, staffing, leading and controlling in visible and invisible forms before or during the time managers start playing any roles and/or after playing such roles.

4. Empirical Exposures of the Definition

This definition was tested in the empirical situation. The samples were the different groups of undergraduate or graduate students at Dhaka University, World University of Bangladesh and National Institute of Business Management and Information Science for the last several years, among the audiences, there were large number of practicing managers with degrees in commerce. Before putting this definition to empirical tests, the participants were exposed to a good number of definitions of management. They were asked to find out the strengths and weaknesses of each and every definition. This was done with the undergraduate students followed by regular MBA students and lastly with the MBA executive program students. Each group was also exposed to all different definitions of management that had explicit recognition of the internal and external environment. The opinion of each group was recorded and summed up. Then the groups were exposed to situations resembling the FGD and or confrontation meetings. The outgrowth of such exercises is the definition we have given in this paper. On the basis of this definition and its inner and outer meanings, we have designed our curricula and syllabi as well as redesigned or reshaped them. Such curricula and syllabi are in vogue for several years. Most of the private and public universities in the Country numbering not less than 79 have designed their course curricula, which place emphasis on the analysis, evaluation, prediction and control of the environment. One may be surprised to see that Business schools in Bangladesh teach such courses which were the exclusive domain of other disciplines Already, the study of Strategic Management and the courses like physics, chemistry, mathematics statistics, quantitative methods, economics, politics, government, psychology, sociology, history, languages, computing, programming, e-commerce, communication, business law, and industrial law have entered in the domain of business studies. As days pass, the students of management are compelled to generate a goat like tendency (in the positive sense)

of grabbing and eating whatever comes on their way and whatsoever is capable of enhancing their stock of knowledge to comprehend, analyze, predict or negotiate, confront, compromise or control the environment In days to come, Human Resource Management will occupy a more coveted place along with tile organizational Development as lucrative areas of specialization alongside the general management, marketing, finance, banking, entrepreneurship, - organization behavior or organizational theory or international business to enhance the stock of knowledge that proved to be more relevant for the comprehending the relatively more turbulent, more uncertain and unpredictable an environment unleashed by increasing globalization, intense competition revolution in the information technology (Luthan, 2001).

It is said the test of the tree is in its fruits. The redesign, reshuffle of the previous commerce education have been found useful. The business graduates groomed on the basis of present curriculum and courses have themselves proved more acceptable to the employment market than the commerce graduates. The employers have responded positively towards such graduates. This is apparent in advertisement they put up for recruitment.

5. Summary and Conclusion

From the text books on management, it appears even today that management is defined in terms of what a manager does The apparent answer to the question what does a manager do, are planning, organizing, staffing, leading and controlling or something alike or akin to these from an operational, functional or process school perspective or playing as many as ten roles or such number of roles as envisioned by role school of thought. These two perspectives stand first and second respectively in terms of citations in the textbooks. Not to speak of others, the popular schools do not clearly specify why such processes are undertaken or roles played. They have also terribly failed to include environment as a leading concept in their definitions. The influence of environment on organization is a fact, which no practicing manager can deny. There are evidences too that managers at the beginning create an environment from which evaluation, measurement of external environment are activated and there after they decide about the mission, vision, objectives and strategy structure etc. in line with the demand of the circumstances surrounding an organization. The reciprocity of organization and its environment is also well-documented fact. Taking these two things together, it is opined that management should be defined by attaching utmost importance to environment; and course curricula, syllabi should be developed accordingly. The textbooks on management should start with environment as the focal point.

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Quality of Work Life, Personality, Organizational Commitment, Performance Appraisal and Job Performance: Research Gaps

ARTICLE
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Abstract:
The overall purpose of this research paper is to unearth current research gaps in relation to five variables i.e. quality of work life, personality, organizational commitment, performance appraisal and job performance for future systematic empirical investigations. Nine research gaps related to these variables have been identified through a desk research study. The conceptual confusion is one of the research gaps and it relates to quality of work life as well as job performance. Formulating working definitions for both constructs have the potential of minimizing the existing confusion and disagreement. Different types of relationships among the variables were identified and consequently those variables were labelled as independent, dependent, mediating and moderating variables. Finally a nomological network providing associations among the five variables was developed. The literature survey, logical arguments and general system theory provide a solid foundation for the developed frame work. Furthermore, the developed nomological network was proposed to be tested empirically in the research setting of Station Masters of Railway Department, Sri Lanka.

Key Words: *Job Performance; Organizational Commitment; Performance Appraisal System; Personality; Quality of Work Life*

1. Introduction

At present, researchers have paid more attention towards the employees who work in organizations and their perception related to the existing management practices followed by organizations. Both the organization and employee can be considered as dual sides of the same coin. Lawler (2005) mentioned that people are the primary source for company's competitive advantage and organizational prosperity and survival depend on how the employees are treated. As a result, Human Resource Management plays a key role in determining the success and progress of employees in an organization.

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Individual performance is the main unit of the overall success of any organization. Therefore, *'Job performance'* can be considered as the record of outcomes produced by a specified job function or activity during a specified time period (Bernardin and Beatty, 1984). Organizations must possess characteristics which enable to make healthy and happy employees through meeting their reasonable expectations. Constructing of *'Quality of work life'* is one of the strategic goals of human resource management in an organization. The American Society of Training and Development considers that the quality of work life is needed to achieve twin goals including effectiveness of organization and employee improvement. It means that the concept of quality of work life is more important for efficient and effective utilization of human resources in modern organizations. On the other hand, employees are committed to perform organizational goals when the employers treat them well. At present no organizations can perform at peak levels unless each employee is committed towards the organizational objectives (Dixit and Bhati, 2012). Organizations are facing new challenges regarding higher achievement of employees and creating a committed workforce. There should be a favorable give and take policy for the achievement of *'Organizational commitment'*. Employee should be committed to achieve organizational goals when the employers treat them well. Creating a better quality of work life is a more favorable solution for it. The level of organizational commitment may vary from person to person due to the type of employee *'Personality'* traits. Glueck (1979) defined personality as the characteristic way a person thinks and behaves in adjusting to his or her environment. Employees' actions, attitudes and pattern of employee behavior may be varied and personality may be an influencing factor for the organizational commitment. It provides benefit to an organization in a number of ways such as; improving job performance, reducing absenteeism and turnover, etc. Another variable is *'performance appraisal system'.* It's one of the main activities of the human resource management function in an organization. A successful performance appraisal system must be a tool to gather information and communicate it to both parties for the purpose of making various decisions. Schuler and Youngblood (1986) explained that "performance appraisal system deals with controls to influence the outcome of the employee's job performance."

Hence, the purpose of this study is to review literature and to find out research gaps which would become particular aspects of interest to the future researchers to carry out research that will add to the general body of knowledge in relation to quality of work life, personality, organizational commitment, performance appraisal and job performance.

This paper attempts to:

(a) Identify the landscape of three main variables of job performance, quality of work life and organizational commitment.
(b) Explore the different types of relations among the above variables through theoretical and empirical findings in the past literature.
(c) Present a nomological network by uncovering research gaps that can be raised for further studies.
(d) Specify research gaps in relation to the nomological network with a research setting of Railway sector in Sri Lankan context.

2. Research Methodology

The above mentioned specific objectives are expected to be achieved with a systematic review of existing literature. Tranfield *et al.* (2003) advised that the archival method is applicable for this type of studies. Sekaran and Bougie (2013) suggested referring academic books and journals as the most useful sources of information. Literature review is the strongest

foundation of a research that can be built in the mind of researcher. As a result, one does not run the risk of "reinventing the wheel"; that is wasting effort on trying to re-discover something that is already known. Therefore, published information over the past years in relevant books and refereed journals which have been published in the popular data bases were considered to be useful inputs for this study.

3. Literature Review

Job Performance: In 1974, Porter and Lawler defined job performance as a function of individual ability, skills and effort in a given situation. It should be the record of outcomes produced on a specified job function or activity during a specified time period (Bernardin and Russell, 1993). Viswesvaran and Ones in 2000, highlighted it as scalable actions, behaviors and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals. Simply, it is the sum of behaviors of employees (Griffin, 2007). Ramawickrama *et al.* (2017b) defined, "Job performance is the extent to which the employee has shown his or her traits, engaged in behaviors and produced results which are appropriate to task performance, and has engaged in citizenship performance and counterproductive performance during a particular period of time."

Many of researchers have discussed the dynamic nature of job performance and have used numerous dimensions for measuring it up to now. Previous researchers' attempts in measuring: Objective evaluation and subjective evaluation form of job performance (Burtt, 1926; Viteles, 1932 as cited in Viswesvaran, 2001), hard criteria and soft criteria of job performance (Smith, 1976), direct measures and indirect measures of job performance (Schmidt 1976 as cited Viswesvaran, 2001), and judgmental vs. non-judgmental measures of job performance have been reviewed in literature (Landy and Farr, 1983 as cited by Levy, 1993). Thirteen types of pro-social organizational behaviors were discussed by Brief and Motowidlo in 1986. Murphy (1989) elaborated four dimensions including task oriented behavior, interpersonally oriented behavior, down-time behavior and destructive or hazardous behavior. Campbell *et al*. (1990) proposed eight performance components for measuring job performance. In-role work performance and extra-role performance were declared by Borman and Brush in 1993. In the same year, having an idea towards the multi-dimensional nature of job performance, both concepts of task performance and contextual performance were classified by Borman and Motowidlo (1993). On the other hand, perspectives of job performance such as "generic work behavior" and "adaptive performance behavior" were discussed respectively by Hunt (1996) and Pulakos *et al.* (2000). Recently Koopmans *et al.* (2011) conducted a systematic review process and proposed four theoretical dimensions including task performance, contextual performance, adaptive performance, and counterproductive work behavior as taxonomies of job performance. However, many authors have conducted studies related to job performance and they have defined the concept of job performance differently and they used different dimensions for measuring it. As a result, we defined "Job performance is the extent to which the employee has shown his or her traits, engaged behaviours and produced results which are appropriate to task performance, and engaged in citizenship performance and counterproductive performance during a particular period of time." As a result, researchers faced difficulties in applying clear-cut measurement dimensions for measuring job performance. Further, many of past studies have highlighted the necessity of empirical findings for measuring job performance. Therefore, it says clearly that there is a problem of conceptual clarification of the variable of job performance.

With reference to the above, it is clear that job performance is a more important construct on behalf of employee perspective as well as employer perspective. Researchers are facing an inability to generalize job performance dimensions to a particular context. It can be pointed out that there is a conceptual gap of the variable of job performance. Of course task, duties and

responsibilities are varying from profession to profession even in the same organization. Thus, future researchers have the opportunity to fill this research gap of finding the suitable measures of job performance for different careers of different sectors in different country contexts.

***Quality of Work Life**:* Quality of Work Life is an important variable not only for the management discipline, but also it has been vastly discussed by different authors in the world in relation to different disciplines. The term "Quality of Work life" was introduced by "Louis Davis" and the research papers were published in USA journals in year 1970. The International Labors Relation Conference, New York (1972) defined this concept giving more attention towards a "humane working life." Boisvert (1977) believed "a set of beneficial consequences of working life for the individual, the organization and society." In the year 1979, American Society of Training and Development mentioned quality of work life as "a process of work organization which enables its members at the levels to actively participate in shaping the organization's environment, methods and outcomes. According to Ramawickrama *et al.* (2017a) it seems that some authors considered organizational or employer perspective of quality of work life and other authors such as Nadler and Lawler, 1983; Kiernan and Knutson, 1990 discussed employee perspective of quality of work life. Further, in 1960, Mayo considered quality of work life as a multifaceted concept and Walton (1975) highlighted quality of work life consisting of humanistic value and social responsibilities in an organization. It is an approach or a method used for improving work in an organization (Ford, 1973). This perspective does not advocate one particular job design technique and it is more concerned with the overall climate or culture.

Lawler (1975), Martel and Dupuis (2006), as cited in Šverko and Galićin (2014) noted that no universally accepted definition of quality of work life has been formulated yet, except it has to do with the well-being of employees in an organization. Different people have different perspectives on what constitutes quality of work life (Davis and Cherns, 1975). Krueger *et al.* (2002) mentioned that quality of work life is "an umbrella term which includes many concepts." Ramawickrama *et al.* (2017a) defined that "quality of work life is the extent to which employees' reasonable expectations about the employment have been met". Different definitions could be found from different authors. As it is as an abstract construct having less measurable and observable properties than a concrete concept, researchers face difficulties in defining and measuring it due to its subjective nature. As examples, recent studies show that only minimum numbers of measurement dimensions (03 dimensions) have been applied by Rose *et al.* (2006), Gnanayudam and Dharmasiri (2007) and Al Muftah and Lafi (2011). The maximum number of measurement dimensions (14 dimensions) have been used by Saraji and Dargahi (2006) and Satyaraju and Balaram, as Cited in Bora *et al.* (2015). In between 03 to 14 dimensions have been used by different researchers from different contexts such as Walton (1975), Saklani (1979), Levine*et al.* (1984), Mirvis and Lawler (1984), Baba and Jamal (1991), Lau and May (1998), Wyatt and Wah (2001), Rathinam and Ismail (2007), Hosseini (2010), Tabassum (2011), Sinha (2012), Stephen and Dhanapal (2012), Mazloumi *et al.* (2014), Swamy *et al.* (2015) and Almarshad (2015). However, in 1975 Walton defined quality of work life consisting of humanistic value and social responsibilities in an organization and included eight dimensions for his model such as adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life space and social relevance of the work life.

Ramawickrama *et al.* (2017a) have faced an intellectual puzzle in clarifying dimensions of quality of work life. They concluded that quality of work life is a broader concept and majority of researchers have reviewed the consequence of quality of work life as job satisfaction. They noticed that different authors have used different dimensions for different sectors of

organizations in different countries. Further, Beh (2012) described that, there is no one size of quality of work life that fits to all organizations in any country. Every organization needs to develop its own to represent its employee, customer and organizational needs etc.

According to the above reasons, there is a conceptual confusion of quality of work life in present scenario. *As researchers have familiarized to select dimensions* for quality of work life *based on different careers in different sector of organization in different country context, it creates a problem with the exact dimensions which should be used to measure the variable of quality of work life. Therefore it has created one of the research gaps to decide more suitable measurement dimensions for the variable of quality of work life for different careers of different sectors in different country contexts.*

Organizational Commitment*:* The concept of 'Employment Commitment' lies at the heart of any analysis of Human Resource Management. In general, Human Resource Management policies cause to increase the level of commitment. Gallie and White (1993) suggested that employee commitment is related to personal characteristics that they called external factors (beliefs and sense of success) and internal organizational factors (structures and policies of the organization). Muthuveloo and Rose (2005) noted, "The literature defines commitment as an employee's level of attachment to some aspect of work. Various authors have been instrumental in identifying types of employee commitment as critical constructs in understanding the attitudes and behaviours of employees in an organization". According to them, employee commitment is grouped into three foci including career commitment, work commitment and organizational commitment.

The concept of 'Organizational Commitment' originates from an article 'The organization Man' written by Whyte in 1956. In 1966 Grusky, as cited in Daxi and Bhati (2012) organizational commitment involves "The nature of the relationship of the member to the system as a whole". Kanter (1968) defines commitment as "the willingness of social actors to give their energy and loyalty to social systems, the attachment of personality systems to social relations, who are seen as self-expressive".

The concept of organizational commitment has grown in popularity in the literature on industrial and organizational psychology (Cohen 2003). Organizational commitment is an increasing field of study since past research has shown its importance to the organization as a whole. Early studies mentioned that organizational commitment viewed the concept as a single dimension based on an attitudinal perspective, embracing identification, involvement, and loyalty (Porter *et al.,* 1974). Accordingly, attitudinal perspective refers to the psychological attachment or affective commitment formed by an employee in relation to his identification and involvement with the respective organization. Porter *et al.* (1974) defined it as "an attachment to the organization, characterized by an intension to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf". Allen and Mayer (1990) theorized that, employees with strong affective commitment remain because they *want to*, those with strong continuous commitment because they *need to*, and those with strong normative commitment because they feel they *ought to do* so. McCaul *et al.* (1995) defined as a global attitude which can influence an individual's reaction towards his or her organization. Further, Mowday *et al.* (1979) consisted of organizational commitment into following three:

a) Belief in an acceptance of an organization's goals and values
b) Willingness to strive harder to develop an organization by being part of the organization and
c) Willingness to continue working and be loyal to the organization

In 1997 Mayer and Allen improved the idea as a psychological state that characterizes the employees' relationship with the organization and has implication for the decision to continue membership in the organization. Luthans (2005) explained that organizational commitment is an attitude reflecting employees' loyalty to their organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and well-being. Many authors think it is as employee loyalty towards the organization (Kantar 1968; Newstrom 2007) and some say unwillingness to leave the organization due to pay, status, colleague friendship etc. As explained by Opatha (2015) organizational commitment causes a significant competitive advantage. Of cause, managers should attempt to create and improve it.

Three component models have undergone the most extensive empirical evaluation to date (Allen and Meyer, 1996; Meyer and Allen, 1997; Meyer, 1997).Thus, Allen and Meyer (1991) suggested that researchers could better understand an employee's relationship with an organization by analyzing all three components simultaneously.

1. ***Affective commitment*** involves the employee's emotional attachment to, identification with, and involvement in the organization. It is relative strength of an individual's identification with and involvement in a particular organization (Mowday *et al.,* 1979). Greenberg and Baron (2003) explained that persons desire to work for an organization because he or she agrees with its underlying goals and values. It is a work related attitude with positive feelings towards the organization (Morrow, 1993).
2. ***Continuance Commitment*** involves commitment based on the cost that the employee associates with leaving the organization such as the loss of job security, promotions and other benefits. Greenberg and Baron (2003) explained that persons desire to continue working for an organization because he or she needs to do so and cannot afford to leave.
3. ***Normative Commitment*** involves employees' feelings of obligation to stay with the organization because they should; it is the right thing to do. Greenberg and Baron (2007) explained that persons desire to continue working for an organization because he or she feels obligations from others to remain there.

As mentioned by Reichers (1985), employee's level of commitment may move from a low level to a moderate level and continue to develop to a higher level of commitment. A high level of organizational commitment is characterized by a strong acceptance of the organization's values and willingness to exert effort to remain with the organization. The moderate level of organizational commitment is characterized by a reasonable acceptance of organizational goals and values as well as the willingness to exert effort to remain in the organization. The low level of organizational commitment is characterized by a lack of acceptance of organizational goals and values and the unwillingness to exert effort to remain with the organization. However, Jaros (1997) mentioned that organizational commitment is an important part of an employee's psychological state because employees who have a high organizational commitment are theorized to engage in several behaviours such as citizenship activities and high performance that are believed to be beneficial to the organization.

Empirical evidence of relationships among the variables of Quality of Work Life, Job Performance, and Organizational Commitment:

Quality of Work Life and Job Performance: There is recent research evidence which shows that quality of work life has a positive impact on employee turnover and productivity. In year 2007 Beh and Rose did a study under the topic of "Linking quality of work life and job

performance: Implications for organizations" in relation to Managers in a manufacturing industry in Malaysia and found that quality of work life is a relevant and crucial determinant of job performance. Gayathiri and Ramakrishnan (2013) studied nursing profession under the topic of "quality of work life-linkage between job satisfaction and performance" and showed hospital management has to ensure quality of work life of nurses that can provide satisfaction and enhance job performance. In the same year Nair studied about Colleague teachers in Thrissaur District, Kerala and found that perceived level of quality of work life among collage teachers differ based on their gender and accepted the tested hypothesis of significant relationship between the overall quality of work life and organizational citizenship behavior. Associating to the water and waste water office in Razavi, Shekari *et al.* (2014) investigated the relationship between quality of work life and job performance. High quality of work life is essential for organizations which care about staff recruitment and survival, so the quality of work life is one of the important variables which have been noted by many managers who wish to evaluate the performance of employees. Taghavi *et al.* (2014) did a study of relationship between quality of work life and performance effectiveness of high school teachers in Shirvan and the results of this study indicate that there is a ninety nine percent level of significance about the relationship between quality of work life and performance effectiveness. Rai and Tripathi (2015) conducted a study of effect of quality of work life on job performance and found that there is a significant positive effect of quality of work life on job performance among the IT professionals in India. Mohammadi (2016) did an investigation under the topic of influential factors on the quality of work life and its relationship with employee performance and the results indicated that there is a significant relationship between the quality of work life and the increase in the employee performance in selected organizations in Iran.

Quality of Work Life and Organizational Commitment: Louis (1998) studied secondary schools at the University of Wisconsin and reviewed that quality of work life measures are strongly associated with both dependent variables of commitment and sense of efficacy. Donaldson *et al.* (1999) emphasized that quality of work life factors significantly predicted organizational commitment, absenteeism, and tiredness. Representing the Sri Lankan context, Gnanayudam and Dharmasiri (2007) have conducted a study under the topic of "The influence of quality of work life on organizational commitment" and substantiated that quality of work life prevailing in the apparel industry of Sri Lanka positively influences the worker commitment. Daud (2010) concluded that there is a strong relationship and cohesiveness among employees in the work place will improve the sense of commitment among employees in Malaysian firms. In 2012 Ahmadi *et al.* conducted a survey of Public organizations in Kurdistan province and reviewed that better quality of work life helps for a higher level of organizational commitment too. Ojedokum (2015) conducted a study under the topic of quality of work life and commitment amongst employees in public organizations in Ghana and concluded that workers reported favorable perception of quality of work life, also reported higher score on job involvement and organizational commitment. They wish to improve organizational commitment through institutionalization of organizational culture. Ali and Zilli (2014) studied both private and public organizations located in Delhi, and advised to create a suitable atmosphere for a proper quality of work life in an organization. Associating public sector organizations in Rivers States, Omugo *et al.* (2016) identified the relationship between quality of work life and organizational commitment and finalized that quality of work life enhances organizational commitment with favorable positive relations.

As mentioned by Damir 2012 as cited in Nayak and Sahoo (2015) "committed employees are more adaptable, productive and having the sense of responsibility and they are not financial liabilities towards the organization." Nelson and Quick (1997) stated that organizational commitment is related to higher quality of work life, lower rate of absenteeism, and increased

productivity. Udayakumar and Opatha (2003) also highlighted that organizational commitment is a stronger predictor of job performance. McShane *et al.* (2008) mentioned "employees with high affective commitment also have higher work motivation and organizational citizenship, as well as higher job performance. Dixit and Bhati (2012) conducted a study with Indian Auto component industry and observed that employee commitment (affective, normative, and continuous) is significantly and positively related to sustained productivity. In 2013 Rehan and Islam did a research associating with 14 private and public universities in Pakistan and results indicated that certain dimensions of commitment influence specific dimensions of organizational citizenship behavior. Tolentino (2013) observed the relationship between organizational commitment and job performance of the academic and administrative personnel and they indicated that both the academic and administrative personnel desire to stay in the university because they feel they ought to. This feeling is driven by their loyalty to the university. As a result, academic personnel have stronger affective and normative commitment than the administrative people. However, they found that both the academic and administrative people are performing their job very well. Hettiarachchi and Jayarathna (2014) paid attention on the tertiary and vocational education sector in Sri Lanka for analyzing the effect of employee work related attitudes on employee job performance. They found that employee related work attitudes (job satisfaction, organizational commitment and job involvement) and job performance (task and contextual performance) are significantly related.

On the other hand, Nayak and Sahoo (2015) studied health care employees in Cuttack and Bhubaneswar in Odisha and reviewed that employee commitment acts as a partial and significant mediator in the relationship between quality of work life and organizational performance. Further, they have suggested that better quality of work life is the key to attract and retain qualified and motivated employees and can possibly lead to enhanced quality of services in health care organizations. Kim (2014) investigated the effect of work-life balance on affective commitment and in-role performance to explore the mediating role of affective commitment to link work life balance with in-role performance in the Korean context. The study supported the hypothesis that affective commitment would mediate the relationship between work life balance and in-role performance.

As discussed the above empirical findings conducted by different parties, it is evident that there may be proper relationships among the concepts of quality of work life, organizational commitment and job performance. However, the usage of these concepts i.e. the way of positioning these different variables as independent, dependent, mediate or moderate etc. is questionable. Further, it is essential to review results from research archives. Therefore, the following Table 1 summarizes clearly, how different authors have used these variables for their studies.

Three columns of Table 1 consist of three main variables including job performance, organizational commitment and quality of work life. Three rows of the Table 1 indicate three types of variables including independent, dependent and mediating variable. Hence, it shows how the three variables such as job performance, organizational commitment and quality of work life have been used in previous studies (labelled as independent, dependent or mediating).

Table 1: Usage of the Three Variables

Variables	***Job Performance***	***Organizational Commitment***	***Quality of Work Life***
Independent	None	*As cited by Reichers in 1985,* Van Maanen, 1975; Porter *et al*., 1976; Steers, 1977; Koch and Steers, 1978; Angle and Perry, 1981; Bateman and Strasser, 1984; Larson and Fukani, 1984; Hom *et al.,* 1979, Mowday *et al.,* 1979. *Recent findings are*: Dixit and Bhati, 2012; Rehan and Islam, 2013; Tolentino, 2013; Hettiarachchi and Jayarathna, 2014; Hafiz, 2017.	Beh and Rose, 2007; Gnanayudam and Dharmasiri 2008; Ganguly, 2010; Aketch *et al.,* 2012; Islam, 2012; Tahera, 2013; Nair, 2013; Shekari, *et al*., 2014; Taghavi, *et al.,* 2014; Rai, 2015; Louis, 1998; Daud, 2010; Ahmadi, *et al*., 2012; Parvar, *et al.,* 2013; Varghese and Jayan, 2013; Gayathri, *et al,* 2013; Narehan, *et al*., 2014; Nekouei*, et al.,* 2014; Ojedokum, 2015; Nayak, 2015; Ali, 2015; Muindi, *et al.* 2015; Omugo, *et al.,* 2016;
Dependent	Sonnentag and Frees, 2001; Beh and Rose, 2007; Aketch *et al.* 2012; Dixit and Bhati, 2012; Nair, 2013; Rehan and Islam, 2013; Gayathri *et al*, 2013; Shekari*et al.,* 2014; Taghavi *et al.,* 2014; Rai, 2015; Tolentino, 2013; Hettiarachchi and Jayarathna, 2014; Muindi *et al.,* 2015; Hafiz A. Z. 2017.	*As cited by Reichers in 1985,* Kiesler Sakumura, 1966; Grusky, 1966; Brown, 1969; Lee, 1969; Scheldon, 1971; Hrebiniak and Allutto, 1972; Alutto *et al.,* 1973; Steers 1977; Bartol, 1979; Hall *et al.,* 1970; Buchanan, 1974; Farrell and Rusbult, 1981; Morris and Sherman, 1981; Rusbult and Farrel, 1983; Fukami and Larson, 1984; Stump and Hartman, 1984. *Recent findings are:* Louis, 1998; Gnanayudam and Dharmasiri, 2008; Daud, 2010; Ahmadi, *et a*l., 2012; Parvar et al., 2013; Ojedokum, 2015; Ali, 2015; Omugo *et al.,* 2016;	None
Mediate/ Intervening	None	Varghese and Jayan, 2013; Kim 2014; Nayak and Sahoo, 2015.	None

Source: Based on Literature

According to the previous research findings, the main variable of job performance has been used only as dependent variable. It means that every researcher has labelled job performance as a dependent variable for their studies. Schmidt and Hunter (1992) mentioned that job performance is the most important 'Dependent Variable' in industrial work and organizational psychology. The construct of quality of work life works as an 'independent variable'. Findings show that no one has used job performance as a 'mediating variable'. The other construct, i. e. organizational commitment has been used for different purposes by different researchers. It means that many authors have used organizational commitment as an independent variable as well as a dependent variable. But, few of authors have used it as a mediating variable for their studies.

Hence, a research gap can be created for positioning the main variables towards future studies. It highlights lack of evidence for considering organizational commitment as a mediator in-between the main variables such as quality of work life and job performance. Further, studies are needed to investigate whether there is *a mediating effect of organizational commitment* on the *relationship between quality of work life and job performance.*

Moderator Relationships among Job Performance, Organizational Commitment and Quality of Work Life:

Except the above types of relationships (independent, dependent and mediate), there may be some other kinds of moderating relationships among these selected variables. Generally, the moderating variable influences the strength of the relationship between two other variables. Sekaran and Bougie (2013) mentioned that the moderator variable shows a strong contingent effect that can modify the original relationship between the independent variable and the dependent variable.

Performance appraisal as a moderator in between organizational commitment and job performance: Common sense seems to say that committed employees corporate with their bosses and co-workers. They strive to complete the given assignments on time. A systematic 'performance evaluation process' may influence the organizational as well as individual performance. As evidence, Spector (1997) mentioned that correlation between quality of work life and job performance has been unexpectedly high and strong for professional jobs with little supervision, but low and weak for manual supervised jobs. Opatha (2003) conducted a study with the topic of employee performance evaluation system as an evaluative study of five selected public quoted manufacturing firms in Sri Lanka. Eight major aspects of job performance evaluation were considered and argued that the existing performance evaluation system influences the job performance and human productivity in Sri Lanka. Pandey and Khan (2016) carried out a study of quality of work life and its impact on performance appraisal system. Accordingly, one of them shows that the relationship between quality of work life, job performance and career growth aspects leads to the existing performance appraisal activities. In 2012, Zheng and others examined whether there is a relationship between performance appraisal process and organizational citizenship behavior among the employees who are working in five companies located in North-west Province in China. The main variables of the hypothesized model included performance appraisal process and organizational citizenship behavior. Findings shed a new light on the importance of performance appraisal process. Performance appraisal not only is associated with employee's in-role behavior but also extra-role behavior that is related to the social environment at work. Hence, they highlighted that organizations need to pay considerable attention on the existing performance appraisal process and regard it as an important practice to promote commitment of employee and their citizenship behavior. Ali and Opatha (2013) discussed about performance appraisal system and business performance in the apparel industry in Sri Lanka and showed a significant and

positive relationship between perceived systematic use of performance appraisal system and perceived degree of business performance of the apparel firms in Sri Lanka. Further representing the Sri Lankan context Bilal *et al.* (2014) conducted a study under the topic of impact of performance appraisal system on job performance with special reference to private sector universities in developing counties. Accordingly, they concluded that employee perception towards the existing performance appraisal practice causes evaluating and developing job performance as well as achieving more enhanced organizational success. Further, representing the Sri Lankan context, Weerakkody and Mahalekamge (2013) evaluated the relationship between performance appraisal satisfaction and employee outcomes in the banking sector. The results showed a weak positive relationship between performance appraisal satisfaction and job outcomes.

Hence, the employee perception towards the prevailing performance appraisal system may work as a moderating variable on the suggested nomological relationship between organizational commitment and job performance. It seems that there is lack of theoretical argument and empirical evidence with regard to contingent effect of employee perception of the prevailing performance appraisal system on the relationship between organizational commitment and job performance. Hence it is worth to study this kind of relationship in different country context representing different sectors of organizations and different career settings related to a particular country.

Personality as a moderator in between quality of work life and organizational commitment: Many of the industrial psychologists have considered the usefulness of 'Personality' measures in predicting job related out comes such as organizational commitment, job performance, turnover etc. In 1993 Goldberg mentioned that "personality measures are valid predictors of divers job-related criteria". Hogan, Hogan and Roberts (1996) explained that unlike many measures of cognitive ability, personality measures typically do not have an adverse impact on dis-advantaged employees. Obviously, they mention that personality factors can enhance fairness in personal decisions. Further, explained by Howard and Howard (1995) as cited in Hussain *et al.* (2012) personality type is important to run and retain the organizational competitive advantage because personality tests help to recruit their incumbents, to maximize their utility and to obtain best of their candidates.

As evidence, Rose *et al. (*1998), Wright *et al.* (1995) as cited by Rothmann and Coetzer (2003) showed that personality dimensions are related to job performance. According to Luthans (2005), people in general and behavioral sciences defined "Personality" from different perspectives. Accordingly, most people tend to equate personality with social success (being good or popular, or having "a lot of personality") and to describe personality by a single dominant characteristic (strong, weak or polite). When it is realized further, thousands of words can be used to describe personality. Murray, Barrick and Mount (1991) as cited by Luthans (2005), personality measures are widely used in employee analysis and selection because these measures contribute to the learning and understanding of today's employees. Though many personality traits have been investigated over the years, the big five personality dimensions (Conscientiousness, Extraversion, Agreeableness, Openness to experience, and Emotional stability) have emerged as the most important because of their relationship with performance. Further, it states "Conscientiousness is the single strongest Big Five predictor of work performance" (Luthans, 2005). People with conscientiousness can be characterized as dependable, hardworking, responsible, persevering and achievement oriented.

Rothmann and Coetzer (2003) studied about the big-five personality dimensions and job performance of the employees in pharmaceutical companies and found that big five personality traits were related to task performance and creativity. Muindi (2015) conducted a

study with five variables including independent variable (quality of work life), mediating variable (job satisfaction), two moderating variables (competence and personality) and the dependent variable (job performance). Finally, the study found that there is a significant relationship between quality of work life and job satisfaction and the personality has a moderating effect on quality of work life and job satisfaction. Jointly quality of work life, personality, job satisfaction and competence have a greater effect on job performance with competence being the most significant predictor of job performance.

The above findings have highlighted the necessity of the "Personality" as a new applicable variable in between the variables i. e. quality of work life and organizational commitment in a created relationship network. Hence, another research gap can be presented. There is a lack of sufficient evidence of big five personality as a moderator in between quality of work life and organizational commitment. The authors suggest to do future studies by considering big five personality as a moderator on the relationship between quality of work life and organizational commitment in a different country context representing different sectors of organizations and different career settings.

Based on the identified research gaps, a nomological network was developed for further empirical studies and the developed nomological network is presented in Figure 1.

Fig1: Nomological Network of the Study

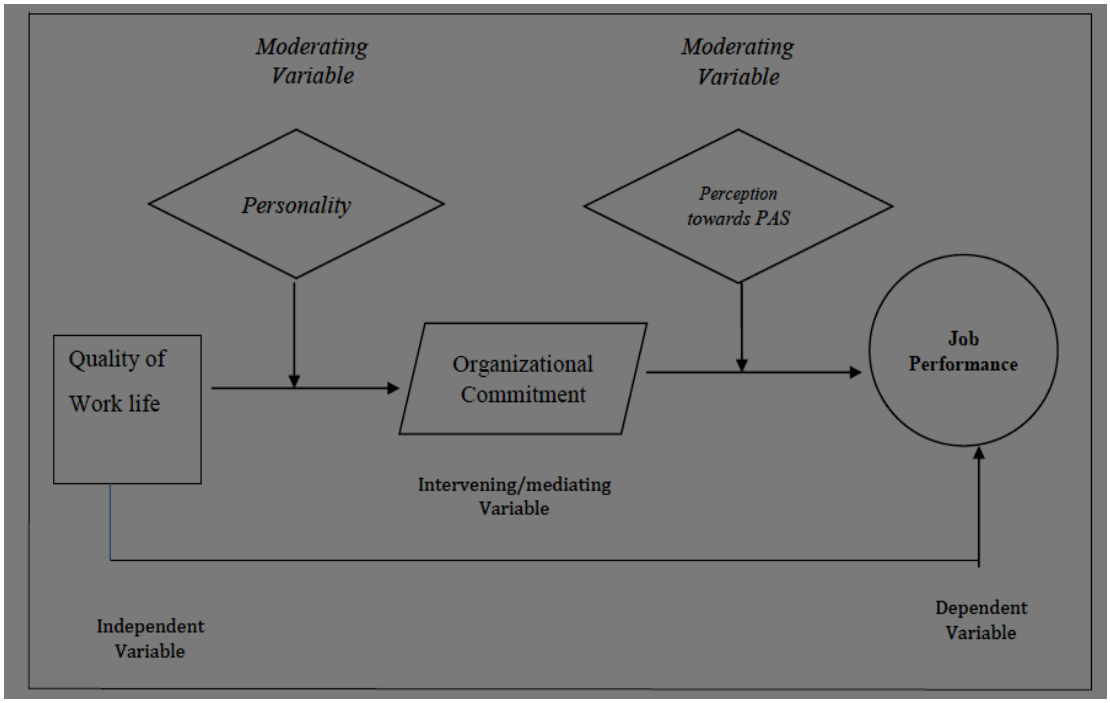

Figure 1 illustrates the three main variables i.e., quality of work life, organizational commitment and job performance as main variables of this framework. They are considered as the independent, mediating and dependent variables respectively. Personality and perception on performance appraisal system (PAS) work as the moderators of this model. General system theory provides a strong stand to the above framework. While human qualities and abilities are treated as inputs from the environment, employee behaviors are treated as throughput and employee satisfaction and performance are treated as outputs. Quality of work life may be one of the input resources. Quality of work life builds a proper balance between work and personal

life which also makes sure organizational productivity and job satisfaction. As a result, the quality of work life practices may create attitudinal changes in employees' mind. The attitudinal variables such as job satisfaction and organizational commitment predict and may lead to organizational citizenship behavior. It means that committed employees are volunteering for extra job activities; helping coworkers and making positive comments about the company (Organ and Ryan 1995, as cited in Luthans, 2005). Employees who are having different personalities show different behaviors. Hence, the prevailing performance appraisal system may affect favorable or unfavorable results of employees.

Though many empirical findings were discussed above, this nomological network of the given relationships is argued to be original. Relationships among the variables i. e. quality of work life, personality, organizational commitment, performance appraisal system of the organization and job performance together have neither been theoretically argued nor empirically tested in Sri Lankan context or perhaps in the international context. No any finding could be found similar to the hypothesized model given in figure 1.

Therefore, it is intended to investigate whether personality, organizational commitment, and performance appraisal system of the organization influence the relationship between quality of work life and job performance as a whole.

The nomological network is proposed to test empirically in Sri Lankan context with special reference to the Railway sector. Though, there is not a similar study that has been done worldwide in relation to the variables in this nomological framework, few research findings could be found in respect of the railway employees in national and international context.

Empirical findings of the Railway sector: In the 2010 Ranjan and Prasad studied about 'Working-Conditions, Stress and their Outcomes: A Review Study among Loco-Pilots (Railway Drivers) in India' and found that drivers are facing extremely stressful and fatigue work environment and high probability of accidents. They have suggested ergonomics of the driver´s cabin, leisure time activities and psychological training etc. Hosmani and Bindurani (2014) studied the impact of quality of work life on job performance amongst employees of South Central Railways. Several aspects of quality of work life have been analyzed including working conditions, safety measures, welfare practices, career development opportunities etc. This study reveals that there is a high level of satisfaction among the employees regarding quality of work life as it enhances the employee quality of work life and also organizational performance. Mazloumi *et al.* (2014) have done an assessment of quality of work life among train drivers in Iran railways and concluded that working conditions and home-work interface were identified as appropriate measures for improving the quality of work life of train drivers. Verma (2015) suggested that there is a significant relationship between quality of work life and job satisfaction among diesel locomotive employees in Varanasi.

Representing the Sri Lankan context Halpita *et al.* (2011) did an exploratory study on how technology makes changes in railway transportation in Sri Lanka. They found that "most of the work related to Sri Lanka Railway service is done manually and also highlights that the early established manual system is inappropriate for the current situation and it creates lots of problems for workers and passengers".

Being a state-owned enterprise, Sri Lanka Railways earns 7.5 billion LKR as the net income managing around 14,400 employment. "Station Master" means the officer appointed by the General Manager to be in overall charge of the station. Having burdensome duties and responsibilities with this special job category, only males are being employed as station masters in Sri Lankan context. All railway servants employed at the station or within its limits

are subject to station master's authority and directions in the working of the station. Hence, the scope of station masters' responsibility is vast. Basically, he must control and maintain day to day activities of a particular station and need to bear responsible for admission of trains. Not only that, but also he is the person to manage relations with the external customers who may be the passengers or cargo owners.

Mani *et al.* (2014) studied occupational stress on quality of work life among the railway station masters of Trichy division in Tamil Nadu. They concede that "many of researchers have searched for occupational stress of jobs such as pilots, nurses, accountants, teachers, university academics, managers and IT professionals. Few researchers have touched railways (Engine pilots) but no any study in relation to the job category of station masters. Further, they declared that the station master is in charge of reception and dispatch of trains, ensuring safety, running of trains, safety of cargoes, as well the lives of railway passengers. As they suggested the probable consequences that might by faced by station masters were burnout due to stress, accidents and illness, hyper tension, coronary heart diseases, and severe depression. As a result, poor quality of performance, lower job satisfaction, high turnover and increased work absence or lack of concentration on the job may occur. So, it is agreed that it is vital to enhance the quality of work life in order to reduce the negative effect of lower level of quality of work life. General understanding is that any employed person spends nearly one third of his or her live in the work place. This general understanding does not apply to the profession of station masters because they have to work and live with their profession. Kesavan *et al.* (2015) have conducted their research on the topic of *"150 Years of Sri Lankan Railways: Evaluation of the Services from Employee and Customer Perspectives"* to recognize the customer perspective on the current level of quality and to identify their own grievances as well as the employee perspective on the current administration and functionality of Sri Lankan Railways. They have made important suggestions through their findings and mentioned "when compared with many other developing countries in the region, though Ceylon railway has 150 years of long history, the current level of service and working facilities are not at a satisfactory level". Further, they mentioned that very few research works have been carried out in railway industry in recent past. As a result another research gap can be highlighted as below.

Due to unavailability of empirical knowledge in relation to the existing practices of quality of work life, personality, organizational commitment, performance appraisal and job performance in railway service sector in Sri Lanka, there is a need to uncover the level of quality of work life and its effect on job performance of station masters in Sri Lankan context.

4. Discussions

Five variables which were studied widely are incorporated in a nomological network given in Figure 1. Three stages were followed to develop Figure 1. At the beginning, three main variables i.e., job performance, quality of work life, and organizational commitment were widely discussed and measurement dimensions of them were studied through theoretical studies and past empirical studies and mentioned briefly in this paper. In view of the nature of conceptual confusion, necessity of further studies emerged as below:

(i) As researchers are facing difficulties to determine job performance dimensions for a specific profession, studies are needed to find suitable job performance taxonomies for the profession of Station Masters who work in the Railway Department, Sri Lanka.
(ii) As researchers are facing difficulties to determine the exact dimensions which should be used to measure the variable of quality of work life, studies are needed to confirm suitable measurement dimensions for Station Masters who work in the Railway Department, Sri Lanka.

The second stage paid attention to develop the main structure of the relationship network of Figure 1 and labelled the main variables with past evidences. Hence, the job performance, quality of work life and organizational commitment in the relationships network have been labelled as the dependent variable, independent variable and the mediating variable respectively.

Four empirical gaps were identified correspondingly and they are given below:

(i) Due to lack of adequate empirical evidence showing the relationship between quality of work life and job performance, it is needed to find empirical evidence of the relationship between quality of work life and job performance of Station Masters who are working in the Railway Department, Sri Lanka.

(ii) Due to lack of adequate empirical evidence showing the relationship between quality of work life and organizational commitment, it is supposed to find empirical evidence of the relationship between quality of work life and organizational commitment of Station Masters who work in the Railway Department, Sri Lanka.

(iii) As researchers suggested further evidence to clarify the relationship between organizational commitment and job performance, there is a need to find empirical evidence of the relationship between organizational commitment and job performance of Station Masters who work in the Railway Department, Sri Lanka.

(iv) Due to lack of evidence for the usage of organizational commitment as a mediating variable in between quality of work life and job performance, it is needed to investigate the mediation effect of organizational commitment on the relationship between quality of work life and job performance related to Station Masters who work in the Railway Department, Sri Lanka. The third stage of Figure 1 considered the moderator relationships that could be raised from logical arguments. One of the moderators was performance appraisal system and the other one was personality. Hence two research gaps were identified as below:

(v) Due to lack of empirical evidence of personality as a moderator on the relationship between quality of work life and organizational commitment, it is needed to find empirical evidence of contingency effect of personality on quality of work life- organizational commitment relationship in relation to Station Masters who work in the Railway Department, Sri Lanka.

(vi) Due to lack of empirical evidence of the prevailing performance appraisal system as a moderating effect on organizational commitment-job performance relationship. A need arises to find empirical evidence about the moderating role of perception of prevailing performance appraisal system in the setting of Station Masters who work in the Railway Department, Sri Lanka.

Accordingly, an empirical study is proposed to find out whether personality, organizational commitment, and performance appraisal system influence the relationship between quality of work life and job performance of Station Masters who work in the Railway, Sri Lanka.

5. Conclusion

Quality of work life, personality, organizational commitment, and performance appraisal system and job performance are critical phenomena in human resource management and organizational behavior disciplines. An attempt was made to explore important research gaps, and then subsequent further studies related to the above variables and to develop a nomological network showing the linkages among the variables under consideration. We believe that it was possible to give a justifiable account to achieve the four objectives established for this research paper. Our attempt in terms of a desk research reveals certain research gaps implying further studies to carry out to fill those gaps.

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Endangered Historical Sites Conservation in Bangladesh: A Case Study of the Sonargaon

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Abstract:
Bangladesh has a bundle of significant historical places among them one of the most antique solitary is the Sonargaon. Sonargaon is directly related to the countries tradition, history, religion and cultural identity but the absences of appropriate cultural resource management often result in the threat to conservation of the Sonargaon and it is largely ignored in policy decision. World Monument Fund considered the Sonargaon was placed in 2008 watch list of the 100 most endangered sited due to a lot of intimidation to conservation . In this study, thus an attempt was made to calculate the economic value of the Sonargaon in the Bangladesh in relation to the conservation issue. This study assesses households WTP for the Sonargaon conservation through a CVM study. Single Bounded Dichotomous Choice with an open ended follow up format was used to elicit households' willingness to pay. Based on the data collected from 208 respondents descriptive statistics indicated that most of the respondents have perceived that Sonargaon is under threat and important for the cultural identity and are willing to pay for any conservation initiative. Logit model was employed to assess the determinate of willingness to pay. Results of the model show that family size, education level of the household head, perception about importance of the Sonargaon conservation program, consider citizens' involvement important for conservation program and offered bid were the important variables in determining willingness to pay for the Sonargaon conservation. Similarly, probit model was also applied to estimate mean willingness to pay (WTP), and the study shows that the mean willingness to pay estimated from the Single Bounded Dichotomous Choice model was 107.49 taka per month per household. The results of the study have found the socio economic and demographic characteristics, awareness and attitude of the households are responsible for households WTP for the Sonargaon conservation. Therefore, policy and program intervention designed to address the issue of conserving the Sonargaon in the Bangladesh needs to take into account these factors to make it more effective.

Key Words: *Conservation; Contingent Valuation Method; Economic Valuation; Historical place; Willingness to pay.*

1. Introduction

Historical places are very important for any countries to represents its culture, traditions and religions. It preserves the traditions and cultural identity of any countries with them which can be a great source of knowledge for future generations. Now-a-days historical place is considered as a crucial level for economic development. Despite of many researches with alarming result around the whole world the historical sites in Bangladesh has neglected in terms of its social and economic consequence. The traditional approach of Bangladesh is that heritage is a non-reproducible good and that can be misused, unless and until if there is not hard conservation issue come. The main problem of our heritage conservation is that it is in a rent seeking economy. This is harmful for our heritage maintenance and efficient level of

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outcomes. Beyond this there are several reasons for the threats to the historical place. Such as- Pollution (both air and water pollution); sometimes the visitors become threat by their several antisocial activities such as- writing, scratching and soon. Natural disasters like flooding, earth quarks ,landscape, and precipitation; for irrigation and farming water seeping into the ground around the heritage sites; contraction around the historical place such as hotels, motels, shopping mall can hamper the natural beauty of the sites. The surrounding area of any historical place should not be charged because if it is changed then it becomes isolated (Goel, 2011). To solve this threats Bangladesh government and individual awareness is must. Government can play an important role to preserve our historical sites. Govt. should take necessary steps to stop pollution and damage at historical sites. Government can take some special rules, plan and budget for the conservation purpose of different historical sites in Bangladesh.

On the other hand, people's active participation and contribution to the management of historical heritages across the world has been critically considered as an efficient management technique. Though Bangladesh has a lot of different impressive historical sites and as a Bangladeshi anybody can feel proud of its rich historical diversely monuments so the main focus of this study was to find out the economic benefits of historical sites in the perspective of its conservation. Specifically, this paper was focus on a very special and ancient historical site to find out its economic value. Considering the historical significance and tourism value of the Sonargaon, a medieval historical site situated near Dhaka city in Bangladesh, this study find an economic (conservation) value of the site using a Contingent Valuation Method (CVM). The focus of this study is to find out the willingness to pay of Dhaka city dwellers (particularity in Banasree area) for conservation of the Sonargaon and also to find out its economic benefits.

Due to many threats to conservation, the Sonargaon is identified in 2008 watch list of the 100 most endangered sites by World Moments Fund (World Moments Fund, 2008). So conservation of endangered monuments like Sonargaon is a very important matter for any countries cultural perspective. It has been identified that still there is a knowledge gap on historical sites economic value in the context of developing countries like Bangladesh. To my best knowledge there is no study that measures the economic value of the Sonargaon.

The main goal of the study is to estimate economic value of the Sonargoan related to the conservation issue in the Bangladesh to help formulate long term policy of conservation program.

Based on the goal, the following specific objectives have been identified for the current study:

a) To elicit people's willingness to pay for the conservation program of the historical site of the Sonargaon;
b) To determine the factors affecting peoples willingness to pay in the context of non-use value of the Sonargaon;
c) To provide possible policy inputs for its conservation program.

2. Literature Review

Conservation of endangered monument is a matter of immense important and value. Several techniques exist to measure the economic value placed by people on conserving historical sites. HPA and a TCM have been criticized by many authors for failing to measure adequately the non use value of historical sites. The CVM is, however, able to measure such values (Kotchen, 2000) by using survey questions to elicit people's started preference for public goods, such as the preservation of historical sites, wildlife species and outdoor recreational amenities (Jakobsson and Dragun, 1996; Welsh and Poe, 1998; Whitehead, 2002; Witzen and Urfei, 2001).Bangladesh have a lot of important historical sites but at my best knowledge there is no study has been done to find out the economic benefit of those historical sites. But in rest of the world several studies have been conducted on valuation of historical sites. Noonan

(2003) reports that most the survey was conducted under the perspective of developed countries, out of his 65 CV survey related to cultural resource only five studies were for developing countries – for Argentina, Mexico, Morocco, Peru, Tanzania (Dutta, 2007).

Dutta, et. al (2007) did a study shows that Urban planner in developing countries take their own initiative to reserve heritage sites for getting more visitors attraction. So in this case they want to earn more revenue from heritage tourism. The paper mainly focuses of the very ancient and important historical place the Prinsep Ghat, in India. This paper mainly use stated preference method. To find out the total economic value in Prin Sep Ghat in Calcutta, India they use contingent valuation method. The initial sample size was 203 which were chosen in a purposive manner to maintain a balance among different education, income, occupation and religious group. This survey strictly follows the NOAA panel guideline, for the interview they followed face to face interview method. This study use lifetime willingness to pay (LWTP) rather than WTP. This study was use two most important regression model, TOBIT model and truncated model. TOBIT model is used to find out there total economic value of the Prin Sep Ghats and to determine the determinants of the WTP. Truncate model was used to find out the socio-economic factor of the groups which can be a customer group during commercial development of the sites. The outcome shows that the huge demand for the site can be use for effective marketing sites without changing its historical identity.

Montenegro, et. al (2012) did a work to measure the economic value of the urban cultural heritage of Valdivia, Chile for deriving its economic value they use the Contingent Valuation Method with Probit Divariate models. Pollicino, et. al (2001) did a study to estimate the benefits of cleaning Lincoln cathedral. This study shows that the valuation for decreasing the soiling of cathedral because of air pollution. This study creates a hypothetical situation to increase the cleaning cycle from 4 years to 10 years. This study conducted face to face interviews with 328 Lincolnshire residents in the streets. They find evidence of starting point bias; using the single bound dichotomous choice the mean WTP values reported here $ 23 annually and using the dichotomous choice $ 20 and $15 with the correlation.

Santagata, et. al (2000) conducted a survey using contingent valuation method to elicited WTP valued from 464 Naples residents for the NMA, a network of cultural and historic monuments in the central city. The survey asked to the respondent about voluntary WTP to a non-profit operator of the NMA in lies of government support. Though only 4800 line per capita is sport on the NMA by the city, this study estimated mean WTP values of 17000 using open-ended question and 30000 using dichotomous-choice questions.

Wills, et. al (1998) estimates the demand for cultural heritage at work worth castle. This paper summarizes two papers one of them was Durham cathedral, conducted by the Willis (1994) and another paper was Grainger. World Bank Group (1998) conducted a CVM survey of urban World Heritage site in Morocco. The survey creates a hypothetical situation that the government and experts had a plan to preserve the Fes medina historical site. They interviewed total 600 visitors to the Morocco. They chose randomly the respondent and asked about WTP for preservation fee. The finding showed that the average WTP among visitors and non-visitors to Fes is $ 2.15 among European households of the preservation of the Fes Medina.

Morey, et. al (1997) did a group interview survey to elicit WTP for slowing the rate of pollution damage to outdoor marble monuments in Washington DC. It used ten pair wise choice questions and a payment card question. The survey was conducted in Boston and Philadelphia and the sample size was 272. The median household WTP was found $ 73.31 and $ 68 using the pain wise-chose and payment card responses respectively. While the mean WTP was found

$ 82.31 and $ 57 using this two types questions respectively. Morey, et. al (1999) Again did a study using data from their own previous study Morey et. al (1997). In this study they mainly focus on economic issues. They used classic interaction terms and random parameters. This combined model found median and mean $94 and $ 87 respectively.

Kling, et. al (2001) undertook a survey to elicit WTP value for preserving the Northern hotel in Fort Collins, Co, a local landmark. They used a dichotomous-choice question for one time properly tax payment to restore the hotel. At first they were selected 212 usable observations furthers they reduced to 177 by omitting several respondents who chose WTP=$ 0. Scarpa (1998) estimates the value of public access to Rivoli Castle, an important cultural heritage site in Italy. The survey interviewed 1323 respondents all of them were visitors to the castle. They also used dichotomous choice for question format. They asked WTP to a special impendent agency to preserve current conditions and quality. 95percent of the respondent was showing their positive approach for willing to pay. Visitors to Rivoli Castle are willing to pay approximately $ 28 per year to keep public access to Rivoli Castle. Powe, et. at (1996) undertook a study on benefits received by visitors to heritage sites in Warkworth Castle. The authors wanted to measure the use benefits receive by visitors and their conservation values.

Observations and research gaps identified from the literature review are:

a) The Sonargaon is the 100 most endangered sites (WMF, 2008) and under threat to many sources;
b) Economic valuation is the tools for valuation and management of endangered monuments;
c) CVM is a widely applied, likely to be more reliable and useful monetary evaluation method for measuring economic value of endangered historical place like Sonargaon;
d) Most of the historical place related study has been largely based on tourism demand and satisfaction criteria;
e) Almost 70 percent of the study which used CVM is followed dichotomous-choice method to ask the WTP question;
f) Most of the study follows open-ended question format and few studies follows payment card question format; and
g) There is a knowledge gap on the Sonargaon economic value-no study has been conducted in connection with the economic value.

3. Methodology

This study explores how the households of Banasree, Dhaka City value the conservation of the historic sites the Sonargaon, which can be used to ensure the sustainable management of the most ancient historical sites the Sonargaon.

The study undertook an exploratory cross sectional survey. Households were selected using simple random sampling to avoid selection bias. The sample has been selected from residents of Banasree in Dhaka city. The city is chosen based on the fact that Dhaka is a capital city relatively more educated and aware people live here and hence more capable of responding to any fund for the conservation of the Sonargaon. Banasree area of Dhaka city randomly selected out of 49 thanas. Again out of 9 (A-H, J) Block only 2 (B and E) Block are selected at random. Finally, for selecting residents for the survey from the Banasree area, again a simple random sampling technique has been employed. A total of 208 households were used for the analysis. The respondents were generally above 18 years old who are well known about family expenditures and income. A hypothetical market scenario was developed to assess the city residents willingness to pay (WTP) for the conservation of the Sonargaon. The respondents were presented with latest information about the present condition, the polity and institutional issues that need to be addressed in conserving the Sonargaon in the Bangladesh.

Primary data were collected from sample respondents through a structured questionnaire via face to face interview as suggested for CV survey. Data on social, demographic, institutional, economic, awareness and willingness to pay for the Sonargaon conservation were collected through this survey.This study employs the Single Bounded Dichotomous (SBD) choice format with an open ended follow-up question to elicit respondents WTP as an economic value for Sonargaon conservation in the study area. According to the Mitchell and Carson (1989) the questionnaire was divided in three parts.

Then the dichotomous choice elicitation format a respondent was asked about his/her WTP to assess the existence value of conserving the Sonargaon. From the seven alternative bid values, one bid value was randomly assigned for each respondent. After that this survey asked an open-ended follow-up valuation question and the reasons for in consistencies if any. At the end of the respondents who refused the bid value offered in the survey were asked the reason why they were not willing to pay for the conservation of the Sonargaon in the Bangladesh.

Bid design is important from the point of view of the efficiency of the estimators because they determine the variance-covariance matrix when they are the only repressor. For this reason in this study before the final survey was implemented a pilot survey were conducted to come up with starting bid values. A total of 40 households were selected for the pilot survey purpose. The main objective of the pilot survey was to elicit the payment vehicles and to set up bid prices. This study used seven alternatives bid values to elicit households willingness to pay as a support Sonargaon conservation practices which were 10, 20, 50, 80, 100, 200, 500 Taka. An increase in bid value may have a negative impact on household's willingness to pay support Sonargaon conservation practices if it is considered as a normal good.

The data collected from CV study will analyze in two ways:

- Using descriptive statistics and
- Using economic model

Logit and Pobit was use in this study. A logit model is applied to the respondent's response to the WTP elicitation question and the Pobit model is used to estimate mean WTP for the closed-ended format.

In the dichotomous choice method, individuals are assumed to have utility function, *U*, income (*I*), and a set of conditioning factors (*S*)

$$\mathbf{U\ (I;\ S)}$$

With the conservation of the Sonargaon, each individual is confronted with a specified bid value, BID, which she/he could contribute towards the conservation initiative. It is assumed that the individual would accept a suggested BID to maximize his or her utility under the following condition and reject it otherwise (Hanemann, 1984):

$$\mathbf{U\ (1,\ I\ -BID;\ S) + \varepsilon_1 \geq U\ (0,\ I;\ S) + \varepsilon_0}$$

Here, ε_1 and ε_0 are independently distributed random variables with zero means. Our dependent variable is dichotomous, and equals 1, if the *i*th household is willing to pay a bid amount as economic value to the conservation of the Sonargaon, and 0 otherwise.
The general form of the estimation form is:

$$Y_i^* = X_i\beta' + \varepsilon \quad \text{.....(1)}$$

Where,
Y_i = Is the dependent variable
X_i = Is a vector of independent variables

β´= is a vector of parameters to be estimated and
ε = is the error term
In practice, Y_i^* is unobservable. What we observe is a dummy variable Y_i defined by

$$Y_i = \begin{cases} 1 \; if \; Y_i^* > 0 \; or \; U(1, I - BID; S) + \varepsilon_0 \geq U(0, I: S) + \varepsilon_1 \\ 0 \; otherwise \end{cases}$$

The probability that a household is willing to pay to for the conservation of the Sonargaon is:

$$\begin{aligned} Prob(Y = 1|X) &= Prob(Y^* > 0) \\ &= Prob(X_i B' + \varepsilon > 0|X) \\ &= Prob(\varepsilon > -X_i B'|X) \end{aligned}$$

If the distribution is symmetric,

$$\begin{aligned} Prob(Y = 1|X) &= Prob(\epsilon < X_i B'|X) \\ &= F(X_i, B') \; \ldots\ldots\ldots\ldots\ldots (2) \end{aligned}$$

Where F is a cumulative distribution function (cdf). Therefore, by choosing the logistic cdf in equation (2) for the logit model, the probability that the ith household is willing to pay for the maintenance of the Sonargaon is:

$$Prob(Y = 1|X) = F(X_i, B') = P_i = \frac{e^{z_i}}{1 + e^{z_i}} \qquad \ldots\ldots\ldots\ldots\ldots (3)$$

Z_i is a linear function of *n* explanatory variables (X_i), and expressed as:

$$Z_i = \beta_0 + X_{1i}\beta_1 + X_{2i}\beta_2 + X_{3i}\beta_3 + \cdots + X_{ni}\beta_n$$

If P_i is the probability that the ith household is willing to pay for the conservation of the Sonargaon, then$(1 - P_i)$, the probability of not willing to pay, is

$$1 - P_i = \frac{1}{1 + e^{z_i}}$$

So, we can write

$$\frac{P_i}{1 - P_i} = \frac{1 + e^{z_i}}{1 + e^{-z_i}} = e^{Z_i}$$

Where $P_i / (1 - P_i)$ is the odds ratio Taking the natural logarithm, we get the log of the odds ratio, which is known as logit model:

$$L_i = \ln\left(\frac{P_i}{1 - P_i}\right) = \ln(e^{z_i}) = Z_i \; \ldots\ldots\ldots\ldots\ldots\ldots\ldots \quad (4)$$

If the error term (ε) is taken into account the logit model becomes:

$$Z_i = \beta_0 + X_{1i}\beta_1 + X_{2i}\beta_2 + X_{3i}\beta_3 + \cdots + X_{ni}\beta_n + \varepsilon \ldots\ldots\ldots\ldots\ldots\ldots\ldots 5)$$

In other words, for the derivative approach (marginal effect)

$$\begin{aligned} \frac{\delta Prob(Y = 1|X)}{\delta X_k} &= \left[\frac{1}{1 + e^{z_i}}\right]\left[1 - \frac{1}{1 + e^{z_i}}\right]\beta_k \\ &= P_i \; (1 - P_i)\beta_k \; \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots (6) \end{aligned}$$

This calculation is applied when δX_k is small; in other words, this can be applied when we are interested in knowing the elasticity of willingness to pay at a point with respect to unit changes in a continuous variable δX_k. For the case of a dummy variable – e.g., a change from 0 to 1 – the formula is:

$$\frac{\Delta P_i}{\delta X_{Pi}} = Prob\big((Y = 1|X), (X_k = 1)\big) - Prob\big((Y = 1|X), (X_k = 0)\big) \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots (7)$$

The above two equations are used to explain how a change in the variable of interest affects willingness to pay for the conservation of the Sonargaon.

Assuming the error term is distributed with mean zero and variance equal to one, equation (2) takes the form of a probit model. Then, divide the intercept (α) by the coefficient associated with the bid value(β). Assuming the probability of a household's willing to pay for the conservation of the Sonargaon is a linear function of bid value, the following probit model is specified to calculate the mean WTP:

Then, mean WTP (μ) using the probit model as follows:

$$\mu = \frac{\alpha}{\beta} \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \textbf{(8)}$$

Where, α is the constant term, and β is the bid coefficient.Then, the aggregate willingness to pay (AWTP) is obtained by multiplying MWTP by the total households in the study area (TH) measured in *Taka; this gives:*

$$AWTP = MWTP * TH \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \textbf{(9)}$$

The dependent variable in our WTP estimation was households' willingness to pay to support conservation practices for the Sonargaon is ready to contribute (Willing to pay).
One consideration is whether the variables that influence WTP are policy-relevant, that is, whether WTP can be influenced by various interventions. Thus, the following 10 potential explanatory variables, which are hypothesized to influence households' willingness to pay as existence value to support the Sonargaon conservation, were selected.

Table 1: Description of variables

	Variables	**Description**	**Type**	**Expected Sign**
Dependent Variable	WTP	Ready to contribute the proposes bid	Dichotomous	
Explanatory Variables	AGE	Age of the Household Head	Continuous	Positive/ Negative
	GENDER	Sex of Households	Nominal	Negative
	FAMILY	Number of Family Member of Household	Continuous	Negative
	EDUCATION	Education Level of the Household Head	Continuous	Positive
	INCOME	Total Monthly Income of the Family	Ordinal	Positive
	IMPORTANT	Important for cultural identity	Dummy	Positive
	THREAT	Sonrgaon is under threat for any source	Dummy	Positive
	CONSERVATION	Like to see Sonargaon Conservation program	Dummy	Positive
	CITIZEN	Citizen's involvement important for conservation fund	Dummy	Positive
	BID	Bid Value	Continuous	Negative

4. Results and Discussions

This study analysis's how much economic value a household places on the Sonargaon conservation and how socioeconomic and demographic factors affect this value. Out of 208 sample respondents 66.82 percent were found to be willing to pay the proposed bid prices for the Sonargaon conservation whereas the remaining 33.18 percent rejected the proposed bid

prices. (*Table 2*). Mean of the bid values for non-willing households is found to be 152.03 with minimum 10 and maximum value of 200 on the other hand, bid value of disposed households is 41.58 which much lower than bid offered to non-willing group. The result shows that the variable is statistically significant at 1 Percent probability level. Mean maximum willingness to pay for non-willing household is lower than that of the willing household, which is estimated to be 17.83 and 50.47 taka respectively.

Table 2: Household Willingness to Pay, Bid Value and Maximum Willingness to Pay

Variable	per cent for 1 dummy variable	Mean (n=208)	non-willing (n=69)			Willing (n=139)			Mean Diff (t test)
			Mean	*Min*	*Max*	*Mean*	*Min*	*Max*	
WTC	66.82								
BID		78.22	152.03	10	500	41.58	10	200	8.54***
MWTP		39.64	17.83	0	200	50.47	10	100	

**** Statistically significant at 1percent; Source: Compiled from the Primary Survey*

Above presents the distribution of "yes" and "no" responses along the bid prices explain argument and hypothesis that states the probability of 'yes' responses decline with higher bid values. It also explores the relationship between bid values to average maximum willingness to pay to support Sonargaon conservation in the Bangladesh. In this study there appears to be no starting point bias because a multiple comparison test of means failed to reject the null hypothesis that all means are equal. The bid sets were randomly offered to the respondents. These bid sets were based on the pilot survey. For each initial bid offered there are two possible answers yes or no.

Table 3 reports the reasons of sample respondents who were not willing to pay for the proposed hypothetical fund for the Sonargaon conservation. Accordingly, of the 69 of sampled respondents who were unwilling to pay either, about 26.08 per cent and 17.39 per cent of the households were not willing to pay because of their doubtfulness about the effective utilization of the fund and other reasons such as low income and they were categorized as true zero bids. Whereas, about 42.02 per cent and 14.49 per cent of the respondents are stated zero amount as willingness to pay for conservation (*Table 3*). The zero bidders reasoned that "the government should pay for it" and "I don't bother about conservation of Sonargaons". These respondents were excluded from the aggregate analysis for the present study.

Table 3: Reasons for not willing to pay for the conservation of Sonargaon

Reason for not willing to pay	Freq.	Percentage
Sole responsibility of government	29	42.02
Doubtful about the effectiveness of the fund	18	26.08
Don't bother about conservation of Sonargaon	10	14.49
Other reasons	12	17.39
Total	**69**	**100**

Table 4 shows sex composition of Sample Households from the total sample size of 208, out of which only 83 or 39.90 per cent of the respondents were found to be female headed households and the remaining 125 or 60.09 per cent were male headed households. Out of the total sample households taken, 139 (66.82per cent) were willing to take part in the conservation process and contribute the randomly offered bids and the other 69 (33.18per

cent) of the households were not willing to pay. Out of all the 69 non-willing households, female headed households contribute 37.68 per cent while male headed households were the other 62.32 per cent.

Table 4: Sex Composition of the Sample Households

Willing to pay existence value for the conservation of Sonargaon							
	Not Willing		Willing		Total		
Sex	No	Percentage	No	Percentage	No	Percentage	χ2
Female	26	37.68	57	41.00	83	39.90	.13
Male	43	62.32	82	58.99	125	60.09	
Total	69	100	139	100	212	100	

On the other hand, 57 from the total 139 willing households, 41.00 per cent were female headed and the rest 82 (58.99 per cent) were male headed households. *Table 4* indicates that there is no significant relationship between sex of the household head and willingness status to accept the offered bid. This underlines that, sex difference is not an important component in WTP decision. In addition, out of the 83 female headed households, 26 (31.32 per cent) of them were not willing and the remaining 57 (68.68 per cent) of them were willing to contribute the bid offered for. From the total 125 male headed households, 43 (34.4per cent) were not willing to contribute the taka per month offered and the remaining 82 (65.6 per cent) were willing to take up the offered bid of taka per month.

Table 5 shows the relationship of willingness to pay and age, education, number of family members and income of households in the study area. The average age of the household heads of the respondents was estimated to be 41.06 years with a minimum of 22 and the maximum of 75 years. The willing households had a sample mean age of 40.99 years, while the counterfactual had a sample mean of 41.22 years. There is no significant difference between the non-willing and willing household of different age group. This underlines that, age difference is not an important component in WTP decision.

The sample households had a total of 208 family members with a minimum of 2 and a maximum of 13 members. The mean household sizes of the non-willing and willing households were 5.25 and 4.53, respectively, and this difference is statistically significant at 1per cent probability level; showing that there was a significant difference between the non-willing and willing households in their family sizes. This is might be the higher number of family members requires more amounts of money as living expenses and fewer surpluses are available to make such voluntary payments as like Sonargaon conservation.

The mean of the number of years that the household head spent on school was also computed, as is shown in the *Table 5* below. The result shows that the mean of years that the sampled household heads spent in school for the willing and non-willing households are 14.49 and 11.87 years, respectively. The total sample mean education level of the sampled household was 13.62 years. Similar to family size, the mean education level of the household heads of the willing and non-willing groups had statistically significant difference at 1per cent probability level. The significance of the variable indicates the importance of education in influencing household willingness to pay for the conservation of the Sonargaon.

Table 5 shows that there is not statistically significant difference between the two groups in terms of total income at less than 1 per cent probability level. Thus, income plays less important role in WTP decision of the residents of Dhaka city.

Table 6 shows that relationship of willingness to pay and respondent awareness and thought about cultural importance. More than 94 per cent of the respondents perceived that Sonargaon is an important for cultural identity and the respondents who were willing to contribute the offered bids in Sonargaon conservation is found to be as high as 99 per cent. Similarly, more than 84 per cent of the non-willing households also perceived high importance on the Sonargaon conservation. Result shows that there is statistically significant relationship between willingness status and perception on the importance of the Sonargaon at 1per cent probability level; showing that the perception of importance of the Sonargaon increases respondent's willingness to pay.

Table 5: Age, Education, Number of Family Members and Income of the Households

Willing to pay for the conservation of the Sonargaon						
	Not Willing (N=69)		Willing(N=139)			
Variable	Mean	St.Err	Mean	St.Err	t test	Mean (N=208)
AGE	41.22	1.286	40.99	.868	0.15	41.06
EDUCATIOAN	11.87	.483	14.49	.313	-4.68***	13.62
FAMILY	5.25	.128	4.53	.086	4.70***	4.77
INCOME	5.27	.179	5.20	.147	0.30***	5.22

**** statistically significant at 1percent; Source: Compiled from the Primary Survey*

Table 6 also shows that 86per cent households considered that the Sonargaon are under threat and 14 per cent were not in the same thinking. Out of the 69 non-willing households, about 72per cent thought Sonargaon is under threat and 28per cent did not considered the same. On the other hand, considered and non-considered willing households were 93per cent and 7per cent, respectively. The result also shows that there was a significant difference between the non-willing and the willing households in consideration of Sonargaon in the Bangladesh under threat, which is statistically significant at 1per cent probability level.

Table 6: Important for cultural identity, under threat for any source, Conservation program, and Citizen's involvement to the Sonargaon conservation fund.

Ready to contribute for the conservation						
	Non Willing (N=69)		**Willing (N=139)**			
Variable	**Mean**	**St.Err**	**Mean**	**St.Err**	**t test**	**Mean (N=208)**
IMPORTANT	.84	.04	.99	.007	-4.64***	.94
THREAT	.72	.05	.93	.02	-4.36***	.86
CONSERVATION	.76	.05	.97	.01	-5.25***	.91
CITIZEN	.65	.05	.97	.01	-7.34***	.87

**** Statistically significant at 1per cent; Source: Compiled from the Primary Survey*

Furthermore, 91 per cent of the respondents were like to see conservation of Sonargaon and 9 per cent thought otherwise. Out of those who were willing to accept the offered bid for Sonargaon conservation, 97 per cent would like to see conservation of the Sonargaon. Similarly, 76 per cent of the non-willing households also like to see conservation of the Sonargaon. The result also shows that the variable Conservation (Like to see Sonargaon conservation) is statistically significant at 1per cent probability level.

Table 6 also shows that 87 per cent households considered that the citizen involvement is important for running Sonargaon conservation program and 13 per cent were not in the same

thinking. Out of those who were willing to accept the offered bid for Sonargaon conservation, 97 per cent considered that the citizen involvement is important for running Sonargaon conservation program. Similarly, 65 per cent of the non-willing households also perceived that the citizen involvement is important for running Sonargaon conservation program. Result shows that there is statistically significant relationship between willingness status and perception on the citizen involvement is important for running Sonargaon conservation program at 1per cent probability level; showing that the perception of citizen involvement is important for running Sonargaon conservation program increases respondents willingness to pay.

A total of 10 explanatory variables were considered in the econometric model used in this case, out of which only 7 variables were found to be significantly influencing the probability of willingness to pay among the selected households.

Table 7 indicated that the logit estimate, out of total 7 significant explanatory variables hypothesized only 2 explanatory variable have positive and significant effects of probability of respondents accepting the offered initial bid and 2 have negative and significant effect on the other hand, the rest 3 explanatory variables were found to be not significant at 5percent probability level.

Table 7: Logit Model Estimates of WTP

RTC	Coeff.	Std. Err.	P>|z|
Family	-0.647***	0.231	0.01
Education	0.126**	0.057	0.03
Important	1.682	1.759	0.34
Threat	0.625	0.857	0.47
Conservation	1.133	1.525	0.46
Citizen	3.480***	1.181	0.00
Bid	-0.025***	0.005	0.00
_cons	-0.110		0.95
Observations	208		
Log likelihood	-65.032582		
LR chi2(7)	134.26		
Pseudo R2	0.5079		
Prob > chi2	0.000		

**** and ** statistically significant at 1 per cent and 5 per cent respectively*

The coefficient of this variable supports the proposed hypothesis and it was found to be significant at 1 percent probability level. Households with higher family size are expected to pay less than those who have a smaller family size. This is precisely because payment to Sonergaon conservation is largely depends on household expenditure and surplus money. Hence, households with small family size may tend to pay more for conservation. The implication of the negative sign is that an increase in household family size decreases the probability of a respondent to support the proposed voluntary contributions to the Sonargaon.

Education has an expected positive effect related to the likelihood of saying “Yes” to the offered bid. The coefficient of this variable was significant at less than 5 percent probability level, which shows that an increase in the education level of the household head increases its WTP. Education is considered as a measure of cultural awareness and considered that more

educated people are having more consciousness for the Sonargaon conservation which makes WTP more feasible. The empirical findings by many researchers indicated education plays an important role for willingness to pay. It had positive and significant effect on the households WTP at less than 5 percent level of significance. This implies that acceptation an offered bid amount is higher amongst those households who are educated than who do not.

Citizen has an expected positive effect related to likelihood of saying "yes" to the offered bid. The coefficient of this variable was found to be significant at 1 percent probability level which shows that households who consider citizens involvement is important for the conservation program have higher probability to pay for the conservation of the Sonargaon. This is because people who consider that citizen involvement is important for the Sonargaon conservation program have higher cultural awareness.

Initial bid offered has been found to be negative and significantly related at 1per cent significance level with willingness to pay for the conservation of the Sonargaon. This implies, the probability of a 'yes' response to the bid increases with decrease in the offered bid which indicates that the likelihood of accepting an offered bid amount increases as the bid amount goes down and vice versa which is consistent with the economic theory.

In general in the logit model consider Sonargaon as an important cultural identity (Important) consider Sonargaon are under threat (Threat) and like to see Sonargaon conservation program (Conservation) are has expected sigh, but statistically not significant.

Table 8: Marginal Effects of the Explanatory Variables

Variable	dy/dx	Std.Err.	z	P>z
family	-0.142***	0.050	-2.86	0.00
education	0.028**	0.013	2.16	0.03
important º	0.397	0.367	1.08	0.28
threat º	0.146	0.209	0.7	0.48
conservation º	0.202	0.209	-0.97	0.33
citizen º	0.673***	0.113	5.95	0.00
bid	-0.005***	0.001	-4.59	0.00

**** and ** statistically significant at 1per cent and 5per cent respectively*
(º) dy/dx is for discrete change of dummy variable from 0 to 1

The result in the *Table 8* show that keeping the affect of the other factors constant at their mean value, a one person increase in the total family size decreases the probability of willingness topay by 14.2 per cent. This is because households with higher family size need more money for the household expenses. Hence they are willing to pay less of the existence value in this conservation initiative. The marginal effect estimates of the logit model showed education level of the household the most critical explanatory variable to relate to the probability of willingness to pay for the conservation of Sonargaon positively and significantly. The result shows that for each addition increment of education from one year level to another. The probability of the willingness by the household to pay for the Sonargaon conservation will increase by 2.8 percent at less than 5 per cent probability level one possible reason could be the respondent with higher income might have higher perception of historical resource conservation that influences the decision to participate in the Sonargaon conservation.Similarly for the option of citizen involvement for the Sonargaon conservation (citizen), about the conservation problem of the Sonargaon, was happened to take the expected sigh and it also found to be statistically significant at 1 percent probability level. Holding other thing constant, the probability of a household willingness for the conservation of

the Sonargaon increased by 67.3 percent for perceived respondents that the other counters factual ones. Consistent with the earlier expectation and established economic theory, the randomly offered bid value (BID) has a negative and significant effect on the WTP for the conservation of Sonargaon at 1per cent level of significance. The marginal effect here indicates that a one taka increase in the contribution of the proposed fund reduces the probability of being willing to pay for the proposed fund by nearly 0.5 per cent.

The mean willingness to pay (μ) was calculated using the formula from probit model, following Haab and Mconnell (2002), using the following formula:

$$\mu = -\alpha / ß \quad \ldots\ldots\ldots (1)$$

Where α = a coefficient for the constant term

ß = a coefficient for the amount of the bid that the household was asked to pay.

The probit estimates show that the coefficient for the constant term is -.0128035 and the coefficient for the bid is found to be 1.376243. Thus, the estimated mean willingness to pay (MWTP) from probit model for the conservation of the Sonargaon in the Bangladesh is Tk. 107.49 per month.

Table 9: Probit parameter estimates for the conservation of the Sonargaon

Variable	estimates	Std. Err.
Bid	-.0128035	0.0019226
_cons	1.376243	0.166227
Log likelihood	-96.044377	
LR chi2(1)	72.24	

Table 10: The Aggregate WTP

Name of the Study Area	Total Households	Sampled Households	No. of Households with Protest Zero	Expected Protest Households	HHs with Valid Responses	Mean WTP from Probit	Total WTP
Banasree, Dhaka	288798	208	22	0.105	258253	107.49	27759615

Mean was used as a measure of aggregate economic value of the Sonargaon conservation in the Bangladesh arising from this study. There are 288798 households in the study area Banasree of Dhaka. After deducting the protest zeros 30545 the expected total households with valid responses are 258253 households. The total willingness to pay in the whole study area (Banasree) is thus simply the multiplication of the respective means and the number of the expected households.

In Table 10 above, the aggregate WTP was calculated. The aggregate WTP for the conservation of the Sonargaon is computed to be 27759615 taka per month. This shows that there is a high level of willingness to pay for the Sonargaon conservation initiative, if it is taken seriously.

5. Conclusion

The study was designed to find out the variables, which determine respondent's willingness to participate in Sonargaon conservation and find out how each of the selected variables is related to the willingness of the respondents to participate in the Sonargaon conservation project. Moreover, this study also attempts to estimate the mean willingness to pay keeping in mind its policy relevance. Based on the results from this study, the Government of Bangladesh can initiate a Sonargaon conservation project after a proper benefit cost analysis based on this

information to see if the total benefits from the conservation project would outweigh the total costs before charging households. It is said conservation program is implemented; the study findings can serve as a policy input for involving households/ stakeholders in the management process. The aggregate amount is obtained by multiplying the mean WTP by the households with valid response from Banasree. The mean WTP from the probit model estimates is 107.49 taka per month per household. The mean WTP found from this study indicates that government can generate a substantial amount of revenues for designing, evaluating or managing a Sonargaon (historical site) conservation project/policy. Finally, this study only analyses the demand side information for the Sonargaon conservation of Bangladesh. It is expected that the findings from the present study may serve as a basis for any possible future study on the ancient historical site Sonargaon and the need for initiating better management of the Sonargaon.

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Introducing Technology in Bangla Written Research Work: Approach of Econometric Analysis

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Abstract:
Research paper written in English always gets support from technology. It is corrected and modified by spelling checker, plagiarism or paraphrasing checker and citation and referencing software. But such technology based support is rare in practice in research written in Bangla. Thus, it is difficult to analyze the quality of Bangla written manuscript with respect to the research of contemporary global standard. This present study attempts to examine attitudes and perception of writers' (who prefer to write their research work in Bangla) towards the usage of different software in Bangle manuscript, evaluate the efficiency of software usage in Bangla manuscript and ways forward to implement software usage in Bangla manuscript. To meet the research objectives, this study carried out questionnaire survey through the cluster sampling approach. For empirically supported assessment, this study used the Stochastic Frontier Analysis. One hundred seventy two (n=172) researchers, teachers and academicians from different educational and research institutions of Pabna city were selected for interview. The result shows 1% increase in educational attainment and graduate writing course will lead to contribute better writing quality in Bangla at 67% and 23% respectively. The result also shows that grammar and spell checker, plagiarism checker, citation and referencing software and software usage training are statistically significant at the convenient levels, but they are not usages properly and efficiently in the Bangla written papers and research works. The findings indicate that usages of technology in Bangla written works are very effective to improve the quality of Bangla writing papers and researches.

Key Words: *Bangla Research; Bangladesh; Online Technology; Stochastic Frontier Analysis.*

1. Introduction

Presence of volatility, uncertainty, complexity and ambiguity of a society requires research. Research can change the civilization and society. It enhances human well-being through answer to unexplored research questions. It generates cutting edge knowledge and minimizes the research gap on similar studies or research.

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Value free, unbiased and scientific writing structure has special implications of writing a qualitypaper, e.g. journal article, book, dissertation, conference proceedings paper, review, case study, working paper, synthesis report and assessment report. Under this circumstance, the manuscripts should follow scientific writing approach with modified structure and uniform style. Scientific writing requires the manuscript should be free from misspell, plagiarism and paraphrasing. It also requires that the manuscript should always follow appropriate citation and referencing style like APA, MLA, Harvard, Chicago, Oxford, Turabian, MHRA, IEEE, ISO 690, GOST, SIST02 and Vancouver.

As we know, plagiarism, misspell, misplacement of suffix and prefix, inappropriate punctuation marks, verbose expression and inappropriate citation and referencing style make hindrance to produce quality paper. More specifically, plagiarism is a form of serious research and scholastic misconduct and associated with replication and imitation. It is in the sense of "theft of intellectual property" has been around for us as long as human have produced work of art and research (Mourer et al., 2006).

Easy access to web, large database, telecommunication, availability of books and journals in the library, research institution and book shop, newspaper and letter in general, has turn plagiarism into a serious problem for publishers, academicians and researchers. According to Research Resources at Plagiarism Organization, 2006, the following things are treated as the plagiarism: turning in someone else's work as your own; copying words or ideas from someone else without giving credit; failing to put a quotation in quotation marks; giving incorrect information about the source of a quotation; changing words but copying the sentence structure of a source without giving credit; and copying so many words or ideas from a source that it makes up the majority of your work, whether you give credit or not (Plagiarism Organization, 2006).There are several forms of plagiarism: copy-paste, idea plagiarism ,self plagiarism, paraphrasing, artistic plagiarism, code plagiarism, forgotten or expired links to resources, no proper use of quotation marks, misinformation of references and translated plagiarism (Mourer et al., 2006).

The main challenges of a writer to write a plagiarism free research paper. Research paper may be affected by accidental, unintentional, intentional and selfplagiarisms. Without knowledge of citation and referencing technique or style enhanced plagiarism and disrupt the merit and quality of a research paper. It is a common problem all over the academic and research world. To get rid of such problem, papers written in English always get support from technology. English written paper is correct and modified by spelling checker, e.g. Grammerly and Ginger; plagiarism or paraphrasing checker like iThenticate, Quetext, Turnitin, Plagscan, Duplichecker and Plagium; citation and referencing software like Mendeley, Refworks, Zotero, Endnote, Ottobib and Refdot. But such technology based support is rare in practice in Bangla written research papers as many Bangladeshi writers write their papers on contemporary issue, global issue, peace and security, Bangla literature, history, culture, religion, nature, politics, society, economy, heritage and many more. Thus, it is difficult to detect plagiarism and the quality of Bangla written manuscript with respect to ethical ground, scientific and global standards.

The findings of this study can ensure improved and quality of writing technique in Bangla. These findings are also helpful to other writers written their manuscript in other languages. The specific objectives of our study are to examine the attitudes and perception of writers' (who prefer to write their research work in Bangla) towards the usages of different software in their manuscripts or papers or research works, evaluate the efficiency of software usages and ways forward to implement more software usages in Bangla written manuscript.

2. Theoretical Motivation (Efficiency Performance of Software Usage)

2.1 Defining efficiency

Farrell (1957) first introduced the measurement of efficiency in the industrial sector. Generally, it means getting maximum output with minimum input. Efficiency is attained when individuals in society maximize their utility, given the resources available in the society (Australian Government Productivity Commission, 2013). Maximum productive efficiency requires that goods and services be produced at the lowest possible cost. The failure to produce the maximum output from a given input mix at minimum cost results in inefficiency (Wadud, 2009). Efficiency has three forms: productive efficiency, allocative efficiency and dynamic efficiency. The writing efficiency (integrated part of productive efficiency and dynamic efficiency) is the concernof ability of a writer to produce technology supported plagiarism free manuscript from a given set of software using existing technology.

The authors have given an introduction followed by theoretical motivation of the study in the first two sections. Section 3 covers study area, methodology and research plan along with specification of model. Section 4 includes estimation and discussion of results separately for model as usual and inefficiency model. Section 6 gives conclusions and policy implications.

2.2 Theoretical framework: The Stochastic Frontier Analysis

A model takes into account the essentials of a phenomenon or a system ignoring minor details. A model may be iconic giving shape to an abstraction, symbolic, expressing the phenomenon in symbols or logical, involving mathematical relationships or statements underlying the various aspects of the phenomenon under observation (Bhat, 2000). Stochastic frontier production function model is such a kind of model. It is proposed by Aigner et al.(1977) and Meeusen and Broeck (1977). It involves a random variable or chance factor and decomposes the composed error term into two components: a stochastic random error component and a technical inefficiency component (Wadud, 2009). The general stochastic frontier production model is defined as:

$$y_i = f(x_i;\beta)e^{ui} \qquad (1)$$
$$u_i = \xi_i - \zeta_i, \qquad i = 1,2,3,\ldots\ldots\ldots\ldots q, \qquad -\infty \le \xi_i \le \infty \text{ and } \zeta_i \ge 0$$

where y_i represents the manuscript of the of the ith author, x_i a vector of k manuscripts, β a vector of K unknown parameters. The error term u_i is decomposed into stochastic random disturbance or symmetric random errors (ξ_i) and an asymmetric non-negative random error term (ζ_i).The stochastic random disturbances take account of measurement error and capture exogenous shocks and other factors not under the control of the authors (Wadud, 2009). The asymmetric non-negative random errors or inefficiency effects account for inefficiency in software supported writing a manuscript. When $\zeta_i = 0$, the software supported writing the manuscript is the best-practice frontier, which produce the maximum plagiarism free manuscript given the software and when $\zeta_i > 0$, the manuscript is affected by plagiarism.

The symmetric random error is assumed to be independently and identically distributed as $N(\sigma, \sigma^2\xi)$. The asymmetric non-negative random error is assumed to be independent and identically distributed non-negative truncations (at zero from below) of the $N(\mu, \sigma^2\zeta)$ distribution. The variance parameters of the model are expressed as:

$$\sigma_u^2 = \sigma_\xi^2 + \sigma_\zeta^2, \qquad \gamma = \sigma_\zeta^2 / \sigma_u^2 \; and \; 0 \le \gamma \le 1 \qquad (2)$$

The maximum likelihood estimation of (1) provides estimates for β and variance parameters. Given the distributional assumptions of ξ_i and ζ_i, the estimate of -ζ_i can be derived from the conditional expectation of -ζ_i, given u_i, applying standard integrals:

$$E(-\zeta_i / u_i) = \left[\frac{1-\phi\left\{\sigma_i^* - (\mu_i^* / \sigma_j^*)\right\}}{1-\phi(-\mu_i^* / \sigma_i^*)} \right] e^{(-\mu_i^* + \frac{1}{2}\sigma_i^{*2})} \quad (3)$$

where $\mu_i^* \equiv \frac{\mu\sigma^2 - \mu_i\sigma^2\zeta}{\sigma^2\xi + \sigma^2\zeta}$; $\sigma_i^{*2} \equiv \frac{\sigma^2\zeta\sigma^2\xi}{\sigma^2\xi + \sigma^2\zeta}$ represents cumulative distribution function (Battese & Coelli, 1988; Wadud &Miah, 2015).

3. Selection of Study Area, Methodology and Research Plan

3.1 Study area

Pabna city is selected as the case study site because of its frequent research practice in Bangla language. Pabna is a culturally advanced city. The major portion of its scholarsand researchers from different educational institutions, e.g. Pabna University of Science (PUST), Government Edward College, Shaheed Bulbul College, Pabna College, Shaheed M Monsur Ali College, Pabna City College, Islamia College, Government Mohila College, Imam Ghazali college, Pabna Zila School, Gvernment Girls School and others has frequently published their papers in Bangla. This city is bounded by the Government Edward College in the North, the Icchamoti River in the East, Pabna Mental Hospital in the West and Pabna University of Science and Technology in the South. It is approximately 223 km away from the Dhaka, the capital city of Bangladesh.

3.2 Methodology and research plan

3.2.1 Techniques and tools of data collection

Social studies frequently seem to face a 'methodological dilemma', that is how to effectively synthesize formal and informal methods and quantitative and qualitative data (Iqbal et al., 2016).This study addresses, on one hand, some qualitative issues. On the other hand, some quantitative data are required to estimate the parameters of the econometric model for policy formations. Likert scale is used to figure out the data. Likert (1932) developed the principle of measuring attitudes by asking respondents to respond to a series of statements about a topic, in terms of the extent to which they agree with them and so tapping into the cognitive and affective components of attitudes. Likert-type or frequency scales use fixed choice response formats and are designed to measure attitudes or options (Bowling, 2000; Burns & Grove, 1997; Milon &Iqbal, 2017). These ordinal scales measure levels of agreement/disagreement. Along with some continuous data, we also considered categorical data, i.e. strongly agree: 5, agree: 4, undecided:3, disagree: 2 and strongly disagree: 1 options of under the provision of Likert-type scale technique.

3.2.2 Sampling and questionnaire survey

The final sample for questionnaire survey was selected on the basis of the general observations, following 'cluster sampling' technique. Personal interviews were conducted from (13-18) November, 2017 at different educational institutions of Pabna city, followed by a structured questionnaire to assess the perception of writers (write papers in Bangla) about software usage in their research writing or paper. The questionnaire includes the attributes and variables: usage of software, educational status and software related training status of the respondents. The surveys involved 172 writers, of which all writers agreed to participate in the survey and responded to the questionnaire (response rate was 100%). Most of the respondents do not have any writing experience with the citation, referencing and plagiarism

software previously and majority portion of themprefer to use software while they are writing their manuscripts (see Fig. 1 and 2 for more detail).

Fig 1: Writing experience status with software

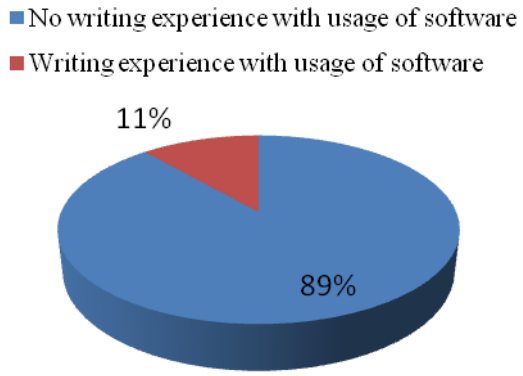
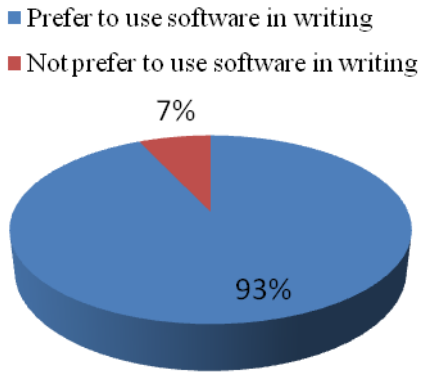


Fig 2: Preference status of software



3.2.3 Model specification: The Cobb-Douglas Stochastic Frontier

There are a large number of production functions, e.g., Cobb-Douglas production function, Translog production function, Box-Cox production function, Constant elasticity production function, Leontief production function, etc. Among them, the Cobb-Douglas production function has been widely used in the analysis due to its applicability, acceptability and simplicity. Thus, this study considered thelog natural Cobb-Douglas production function for better empirical assessment. The general form of the Cobb-Douglas production function is expressed as:

$$\ln y_i = \beta_0 + \sum_{i=1}^{q} \beta_i \ln x_i + u_i \qquad (4)$$

In the significance test procedure, this study will develop a test statistic (z test) and examines its sampling distribution under the null hypothesis. By using SPSS econometric software, the *Z*-test is computed from the raw data and obtained its *P*- value. The *P* - value gives the exact probability of obtaining the estimated test statistic under the null hypothesis. If this *P*- value is small, one can reject the null hypothesis, but if it is large one may not reject it. In attempting to policy implications or research decisions, this study will be considered the *P* - value at the convenient significant levels 1% (0.01)***, 5%(0.05)** and 10% (0.10)*.

4. Estimation and Discussion of Results

4.1 Definitions of attributes and variables and their relationship

Definition of different attributes and variables used in the model of equation (4) is presented in Table 1.

It is possible to check the correlation between the proposed attributes and variables in the model and say about the intensity of the relationship and their direction. The following Table 2 shows the correlation matrix between Bangla written manuscript (bqm), grammar and spelling checker software (gscs), plagiarism checker software (pcs), citation and referencing software (crs), educational attainment (ea), graduating writing at university level (gwu) and writing workshop and software usage training (wwst).

Table 1: Definition of attributes and variables

Attributes/Variable	Description	Data type	Hypothesized relationship
bqm: Outcome variable	Bangla written manuscript	Categorical	
gscs: Control variable	Grammar and spelling checker software	Categorical	+
pcs: Control variable	Plagiarism checker software	Categorical	+
crs: Control variable	Citation and referencing software	Categorical	+
ea: Control variable	Educational attainment	Continuous	+
gwu:Control variable	Graduate writing at university level	Categorical	+
wwst: Control variable	Writing workshop and software usage training	Categorical	+

Table 2:Correlation matrix between variables

Bqm	1							
Gscs	0.371**	0.839**	1					
Pcs	0.569**	0.615**	0.341**	1				
Crs	0.803**	0.632**	0.839**	0.911**	1			
Ea	0.135**	0.275**	-0.274**	0.478**	0.479**	1		
Gwu	0.485**	-0.173**	0.098**	0.370**	0.561**	0.879**	1	
Wwst	0.632**	-0.615**	0.563**	0.542**	0.400**	0.263**	0.130*	1
** Correlation is significant at the 0.01 level (2-tailed)								

There are relationships between the variables of Bangla written manuscript (bqm) and grammar and spelling checker software (gscs), Bangla written manuscript (bqm) and plagiarism checker software (pcs), Bangla written manuscript (bqm) and citation and referencing software (crs), Bangla written manuscript (bqm) and educational attainment (ea), Bangla written manuscript (bqm) and graduating writing at university level (gwu) and Bangla written manuscript (bqm) and writing workshop and software usage training (wwst). All variables are positively correlated with the Bangla written manuscript under the condition of two-tail test.

4.2 Estimation of parameters of the model and discussion of result

To estimate the parameters, Cobb-Douglas production type regression model with different forms was developed using SPSS software. Results for all 72 respondents from the regression models having two forms: Model as usual and Inefficiency model are shown in Table 3.

4.2.1 Model as usual

The model as usual shows results when only the attribute of graduate writing course and the variable of educational attainment are included in the estimation involving Econometrics. Attribute and variablein the model as usual are statistically significant at the convenient levels (1%, 5% and 10%) with expected sign. Education and graduating writing course at university level plays an important role to enhance Bangla manuscript writing capability as this are positively related to Bangla written manuscript. Our estimated result shows that 1 percent increase in education and graduate writing will lead to increase the capability of writing plagiarism free Bangla manuscript at 67 percent and 23 percent respectively.It is possible to estimate the overall explanatory power or goodness of fit by using Pseudo R^2 (Birol et al., 2005; Agimmass & Mekonnen, 2011). Pseudo R^2statistics between 0.2 and 0.4 are said to be adequate (Bennett & Blamey, 2001; Birol et al., 2005; Agimmass & Mekonnen, 2011). The

estimated value of the Pseudo R^2 of this model is 0.3913 which maintains the adequate level of goodness of fit. This value implies that 39% of the total variations of the outcome variable can be explained by the variation of used attribute and variable of this model.

4.2.2 Inefficiency model

Four attributes are proposed to include in the inefficiency model based on the existing literatures. Like the model as usual, all attributes are statistically significant at the 1%, 5% and 10% levels but show the inefficient status. All the attributes are positively related to Bangla written manuscript which imply that if the increases in usages of grammar and spelling checker, plagiarism checker, citation and referencing software and writing workshop and software usages training, then there is a possibility for quality, plagiarism and fundamental Bangla written manuscript and vice-versa. The value of Pseudo R^2 of the inefficiency model of 0.4279 implies that 42% of the total variation in the outcome variable can be explained by the variation of our proposed attributes in the inefficiency model. The result of the inefficiency model is better than the model as usual because of the higher estimated value of Pseudo R^2. Thus, the conclusions and policy implications part of our study is guided by the inefficiency model.

Table 3:Maximum likelihood estimates of the Cobb-Douglas Stochastic Frontier model

Model as usual				
Name of attributes/variables	Parameter	Coefficient	Standard error	*P*-value
Constant	β_0	1.9671*	0.9751	0.0000
ea	β_1	0.6709*	0.5320	0.0001
gwu	β_2	0.2325**	0.1907	0.0365
Log likelihood value		43.8290		
Pseudo R^2		0.3913		
No. of Observation (n)		72		
Inefficiency model				
Name of attributes/variables	Parameter	Coefficient	Standard error	*P*-value
Constant	β_0	0.0013***	0.1193	0.1001
gscs	β_1	0.0204*	0.7798	0.0000
pcs	β_2	0.0004*	0.1452	0.0039
crs	β_3	0.0118*	0.4765	0.0000
wwst	β_4	0.1714**	0.9100	0.0401
Log likelihood value		47.0942		
Pseudo R^2		0.4279		
No. of Observation (n)		72		

Note. *Significant at 1% (0.01), **Significant at 5% (0.05) and ***Significant 10% (0.10)

5. Conclusions and Policy Implications

Writing is nature's way of letting you know how sloppy your thinking is (Guindon, n.d.). A fundamental writing requires generating a novel idea. It should be unique, scientific, effective and resourceful. It should able to disseminate new knowledge through the depth of the investigation but not to duplicate or copy and paste of others ideas and writing. But, it will be hampered when a researcher or a writer apply the approach of copy and paste in his/her research work. This practice is punishable offense and ethically wrong. This practice is also common in Bangla written research works or papers due to the lack of availability of software

in the market and lack of expertise how to write academic writing. Research and educational institutions of Bangladesh like university and college can compulsory introduce graduate writing course to their respective students and encourage their students, teachers and researchers to use more software e.g. spelling checker, plagiarism or paraphrasing checker and citation and referencing software. Cost effective, easy to use and availability of Bangle writing related software and apps in the market are highly required. It is possible only under the condition of occurrence of effective demand for the end of Bangla writers. Research and training institutes and universities can strongly check plagiarism and introduce strong blind peer review system for the Bangla written research works or manuscripts or papers. Publication outlets of Bangladesh and Bangla language dominated regionsshould introduce impact factors, h-index or Hirsch index and i10-index to their respective journal article, research note and books for better quality and maintain the indexing system (e.g. Scopus, ISI, Thomson and Reuters and Web of Science) controlled by Bangla Academy, Asiatic Society, Visva Bharati and other reputed research institutions in Bangladesh and West Bengal, India.

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Scope and Challenges for Vehicle Tracking Service Business in Bangladesh

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Abstract:
Vehicle Tracking Service (VTS) market in Bangladesh could be around TK 280 million by 2020. However, there are many challenges in operating such business in Bangladesh including regulatory, sourcing and market development related difficulties. This research predominantly utilized qualitative research method such as semi-structured interviews to conduct a feasibility study of the VTS market in Bangladesh. In addition, secondary data including academic literature, policy documents and industry circulated dissemination materials were also analyzed. At present there are more than 20 organizations that have acquired license from Bangladesh Telecommunication Regulatory Commission (BTRC) to run VTS operations. The findings of this research suggest that the industry is still in the inception stage of industry lifecycle and there are three main factors that can fuel a significant market expansion which includes: increased digitization; continuation of recent trends in increased vehicle purchase and inevitability of reducing vehicle related crime rate.

Key Words: *Distribution; Feasibility study; Service marketing channel; Sourcing market analysis; Vehicle tracking service*

1. Introduction

Bangladesh is one of the most densely populated countries in the world and undeniably the main problem faced by the road public transport system in big cities is the limited number of public vehicles and lack in public vehicle scheduling information. As a result, the passengers get dissatisfied with the public transport system and become encouraged to buy private vehicles. Consequently, the sale of private cars witnessed a significant rise over the last few years (The Independent, 2017). A total of 21,959 new private passenger cars have been

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registered with Bangladesh Road Transport Authority (BRTA) in 2017 that means over 1830 cars hit the streets every day (BRTA, 2018).The security of these vehicles is the primary concern for all vehicle owners. It becomes necessary to track vehicle when it goes on road. Emerging technologies in communication have a substantial influence on our daily lifestyle of which transportation is no exception (Bagloee et. al., 2016). Global Positioning System (GPS) technologies for locating vehicles have become popular globally. Since vehicle tracking (VT) offers continuous monitoring of a vehicle, this system enables the owner to track his/her vehicle through web or mobile. The vehicle tracking service (VTS) allows to set rules against uncontrolled driving such as 'speed violations' and 'harsh braking' and helps to implement discipline against the drivers thus reduces the possibilities of rough and dangerous driving and unauthorized vehicle use (Wang and Loui, 2009; Khan, 2016).VTS also enables owner to set go or no go area for vehicle and any violation will be reported through alerts. In case of an emergency, the driver or the passenger can press the Panic Button to alert the vehicle owner.

GPS based systems are widely used in current business environment to track resources including vehicles and employees who travel to multiple locations during each work day. Since GPS devices are often integrated into global systems for mobile communication (GSM) network, the locations can be recorded real-time from cell phones (Wang and Loui, 2009). From both the practitioner and the research community perspective, the use of technology in the transportation processes has brought growing interest in recent years to ensure safety and maximize profit (Perego et. al., 2011).

Despite the fact that VTS offers various benefits, it is still in the inception stage of industry lifecycle. In Bangladesh there are about 26 companies who have received license from BTRC to provide VTS related services (BTRC, 2018a); however, the total numbers of VTS users are very limited. There are only two VTS companies that are operating for more than 6 years. This article, transferring knowledge from primary and secondary data, provides insights of the potentials and limitations of VTS business in Bangladesh.

2. Methodology

As explained in the previous sections VTS sector is at its inception phase in Bangladesh. But, the socio-economic conditions indicate that the sector can enjoy rapid growth. However, there is very little academic or industry research on the issues. Considering the situation, this study conducted research on the business environment and market potential of VTS services in Bangladesh.

Exploratory research was deemed as suitable due to the lack of existing academic work on the issue. It should be mentioned that exploratory research is usually conducted for a problem that has not been studied clearly before (Zikmund, 2013). Typically, exploratory research consists of the following methods: secondary research and qualitative data collection. This research analyzed secondary data such as government regulations, related statistics and service offerings of existing VTS service providers. In addition, semi-structured interviews of relevant stakeholders were conducted to generate qualitative data. Table 1 provides further details of the semi-structured interviews.

Table 1 : Regulatory information

Stakeholders	No. of interviews	Role
VTS service professional	6	Mid management, customer executives
BTRC official	1	Joint secretary level
Existing VTS customer	4	Individual customer, logistics service provider

3. Result and Discussion

This section provides the results of the exploratory research and in addition discusses and interprets the findings. The discussion includes assessment of the regulatory environment, actors in the sector, service gap and market potential for the VTS sector in Bangladesh.

3.1 Regulatory Environment of VTS Sector in Bangladesh

To analyze the VTS market environment, it is important to understand the business environment of this sector. Business environment can be defined as the combination of internal and external factors that influence a company's operating situation (Teece, 2010). There are many external factors that can influence a VTS provider in Bangladesh of which the regulatory issues are critical.GPS vehicle tracking system can be imported under the Bangladesh Customer Tariff defined by Article 85. The necessary tariff of such import and code is provided in Table 2. It should be noted that overall cost including the duty and after sales tax is 17% which would be ultimately passed on to the end customer; hence increasing the retail product and service price.

Table 2: Regulatory information (Bangladesh Customs, 2018)

Code	Item	Duty	After sales tax
85269110000-10-000	GPS vehicle tracking system	2%	15%

The VTS service provider must obtain license from Bangladesh Telecommunication Regulation Commission (BTRC). BTRC issues license under section 36 of Bangladesh Telecommunication Act 2001. Prerequisite for such application and other relevant details is provided in Table 3. An important fact to note is that license duration is for 6 years and licensee must share 1% of the gross revenue with BTRC. The service provider also must source wireless data transmission facility from a cellular mobile operator. This results in further cost increase if the VTS service provider is not a cellular mobile operator. In summary, the regulatory environment of the VTS sector cannot be termed as very investment friendly.

Table 3: Government fees and taxes (BTRC, 2018)

Requirement	Application form fee	License acquisition fee	Annual license fee	Gross Revenue Sharing	License duration
Ability to source wireless data transmission facility from a licensed cellular mobile and BWA operator	TK 5000	TK 300,000	TK 200,000	1%	6 Years

3.2 VTS Service Providers in Bangladesh

In Bangladesh there are about 26 companies who have received license from BTRC to provide VTS related services (BTRC, 2018a). VTS equipments are mostly imported from China; however, some businesses assemble equipment with parts being imported. Software needed is brought from third party and/or developed in-house. In addition, there are some individuals/ small shops that sell VTS equipments and services without license.VTS service providing organizations can be categorized as follows:

Mobile Phone Operators: Most of the mobile phone operators are providing VTS service; this includes Grameen Phone and Airtel (now Robi). As mentioned while analyzing the regulatory environment, VTS service providers' need to source wireless data transmission service from licensed cellular mobile phone operators. The situation puts the mobile phone operators in an advantageous position to market VTS service at lower cost. The mobile operators providing VTS service procures the devices from mainly China and has local partners for installation, repair and maintenance.

Automobile supply/ distributions companies: Automotive assemblers such as Nitol has partnered with Bangla Link which is a cellular mobile operator to assemble VTS equipment and provide package service to customers.

Electronics assemblers: Some electronics manufacturers have added VTS equipment as part of their portfolio. In such scenario parts are imported from China. One such enterprise is Onnorokom Electronics which has its own in-house software department and also takes help from other specialized software partners.

Security service providers: Some of security service providers also have obtained VTS license and customers for these firms are mainly internal.

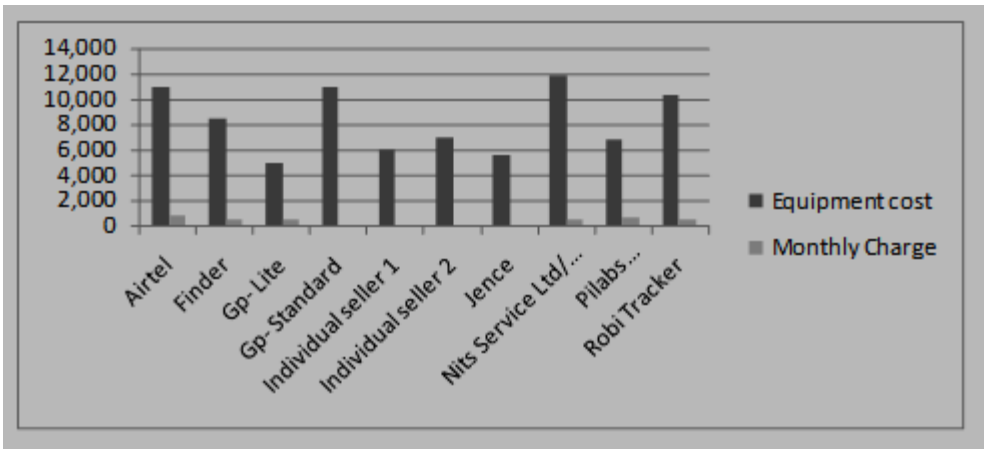
Non-licensed sellers: These sellers of VTS operate without a license or permission. These are small retailers or shops that import VTS equipments and use personal use mobile sim cards for data transmission.

3.3 VTS Service Gaps

An analysis of the VTS related services available in Bangladesh was conducted and the results are provided in Figure 1. The list is based on a brief primary analysis of the market. It should be mentioned that the warranty period of equipment is between 1 to 3 years for all sellers. The service packages of various VTS firms vary from basic GPS tracking, power disconnection, voice monitoring to engine reports etc. All service providers charge a onetime fee for the equipment and a monthly charge for the service. However, there is no binding contract between the service provider and consumer which means the latter can stop using the service anytime. Some service providers charge consumers on a pay as you go basis for the usage cost. Figure 2 provides details of prices charged by some of the VTS providers in Bangladesh. However, considering the socio-cultural need of the country and the availability of technology this research has identified two features that should be part of the service packages of major VTS firms; namely integrated vehicle monitoring and real-time fuel monitoring.

Fig 1: VTS services offered

Fig 2: VTS services charges



Lack of integrated vehicle management (IVM) system: At present none of the service providers truly provides IVM system. IVM refers to the adaptability of systems to assess the current or future state of the member system health and integrate that picture of system health within a framework of available resources and operational demand.

Real time fuel monitoring: In Bangladesh most vehicles (both individual and commercial purpose) are operated by paid drivers. Hence, there is a major worry among vehicle owners regarding stealing of fuel by the drivers. It should be mentioned that at present most of the vehicles run both on fuel such as petrol, octane, diesel and compressed natural gas (CNG). Hence, there is a significant interest among vehicle owners (commercial and private) to monitor fuel/gas real time. It should be mentioned that none of the VTS providers provide any real time fuel /gas monitoring service at present. However, two organizations namely NITS Services/ Banglalink and Pilabs Bangladesh/ Onnorokom Electronics are working on integrating such services to their existing offerings.

3.4 VTS Market Potential

Bangladesh has a significant VTS market potential; there are only two VTS companies that are operating more than six years. The industry is still in the inception stage of industry lifecycle. As part of this research, the authors conducted various semi-structured interviews with numerous stakeholders in the industry. It was revealed from these interviews that there are three main factors that can fuel a significant market growth namely, increased digitization, increase in vehicle purchase and car theft and security issues.

Increase in vehicle purchase: All the interviewees noted that there is steady growth of vehicle purchases in Bangladesh. It is expected that the trend will continue in the coming years. The subjective judgment of interviewees is also supported by available statistics on vehicle registration. Till 2017, total 3,300,106 vehicles were registered with an average growth of 15% per year (BRTA, 2018). The interviewees further suggested that even 1% market penetration for VTS service products could result into a huge market in Bangladesh.

Car theft and security issues: Over the last few years, the country has seen a spate of car theft and other related criminal activities (Bangladesh Police, 2018). Most of the interviewees concurred that there is nervousness among the vehicle owners in particular logistics service providers regarding the safety of their vehicle. The situation could influence more vehicle owners to acquire VTS services.

Increased digitization: Internet access and speed has always been a thorn and a drawback for Bangladesh. Situation has improved significantly with implementation of submarine fiber optic connectivity complimenting the Very-small-aperture terminal (VSAT) mediums resulting in an increase in high speed mobile data coverage. In summary the last decade has seen significant investment in digitations (ICT Ministry, 2018). Several ICT related laws have been passed in last couple of years and the T/ITES sector is valued at USD 650 million. This trend of digitization in Bangladesh is expected to be beneficial for the betterment of the VTS sector.

This research estimated the potential market size of the VTS market in the future; in 2020, the potential market size of VTS in Bangladesh is roughly estimated to be TK 281 million. To make the estimate, the growth of the vehicle registration was considered: during 2016 to 2019 the growth is approximately 15%. It is assumed that 1% of the vehicles can be installed with VTS by 2020. The equipment cost, and potential yearly charge is averaged to be Tk 8000/year and TK 7200 respectively (Table 4). Equation 1 is used to develop the estimate.

VTS Market (start of 2020) = Number of vehicle (at end of 2019) * 1%* (Equipment Cost * Charge) = TK 281 million

Table 4: Vehicle growth and assumptions

Year	No. of vehicles	Assumption	No of vehicles with VTS	Assumption
2016	10,59,403	15% growth as present		1% vehicles installing VTS
2017	12,18,313		12,183	
2018	14,01,060		14,010	
2019	16,11,219		16,112	

4. Conclusion and Managerial Implications

This research has investigated the potential market and the current business environment of VTS sector in Bangladesh. The research which was exploratory in nature reveals that Bangladesh is a promising market for VTS with a potential market size of TK 281 million by 2020. The government's increased focus on digitization combined with high growth of vehicle purchase and apprehension among car owners regarding security are likely to fuel the growth. However, regulatory policies by BTRC can be a hindrance with high rate of taxation and duties. VTS providers also must recalibrate their existing service offering by adding integrated vehicle monitoring and real-time fuel monitoring system which would further draw customers in large numbers. In addition, as the VTS market grows, it is likely that more firms would start assembling and manufacturing VTS equipment which would be a boost to the local manufacturing sector.

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Impact of Demographic Factors on the Job Satisfaction: A Study of Private University Teachers in Bangladesh

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Abstract:
The numbers of private universities are increasing significantly in Bangladesh. Job satisfaction is questioned of faculty members who are actually responsible to shape the quality education of these institutions.Job satisfaction is a complex phenomenon which is determined by multiple variables. After extensive literature review, Demographic variables like gender, age, education, designation, and experience and marital status of the teachers have widely been found critical in determining the job satisfaction. This study aims to examine the effects of these demographic factors on job satisfaction among the private university teachers of Bangladesh. To administer this descriptive type of research 384 teachers are selected from 22 private universities by using convenient sampling technique. The researchers have used cross tabulation and regression analysis by using SPSS 22 software. It is found that, Job satisfaction of faculty members significantly differed based on their Age and Experience. However, other demographic factors: gender, designation, marital status had no statistically significant differences. Findings of this research are important to policy makers of higher education system of Bangladesh.

Key Words: *Demographic factors; Job Satisfaction: Teachers; Private University.*

1. Introduction

Among all the work-related attitudes, job satisfaction has received greater attention of all the researchers in the field (Locke & Latham, 2000).“The destiny of the nation is shaped in its classrooms” (Education commission report, India p.1, 2013). More specifically, job satisfactions of faculty members of universities play an important role for many reasons. Researchers (e.g., Nawaz & Jan, 2012) agreed that satisfied academicians are happy and happy ones are hold positive attitudes and sensitivities towards their universities. Hence, success of the universities depends on their job satisfaction. Number of studies found that faculty job satisfaction is the most significant aspect in higher education and is important for the improvement, efficacy and effectiveness of the higher education system (Syed et al. 2012, Eyupoglu & Saner, 2009b, Küskü, 2003, Hagedorn 1996; Rosser 2004; Smart 1990). job satisfaction is the expression of contentment by an employee with regard to different dimensions of job (Wikipedia, 2009; Malik et al., 2010; Sattar et al., 2010). Job satisfaction can also be viewed as the degree of an employee’s affective orientation toward the work role occupied in the organization (Tsigilis, Zachopoulou, & Grammatikopoulos, 2006).

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If the teachers are not satisfied then it may have a greater negative impact in the education sector and the poor performance will be the result. It is a general attitude which is determined by the job predictors (i.e. pay, job, superior behavior and environment etc.) and the personal attitude (demographics) and other social and group factors (Shajahan and Shajahan, 2004:116). Thus the study examines the impact of demographic factors on job satisfaction. A number of academic studies have been done to evaluate the level of job satisfaction but there is no research which identifies the impact of demographic factors on job satisfaction of private university teachers in Bangladesh.

Demographics are defined as a set of qualities or characteristics of a population or group of individuals (Merriam-Webster, 2011: 436). These characteristics are measured by years of service, marital status, gender, age and level of grades etc. Demographic variables gender, age, education, designation, numbers of years in organization and marital status of the employees have widely been found critical in determining the satisfaction (Stacey, 1998; Rocca & Konstanski, 2001; Shah & Jalees, 2004; Tsigilis et al., 2006, Chughtai & Zafar, 2006; Eker, Anbar, & Dirbiyik, 2007; Asadi, Fadak, Khoshnodifar, Hashemi, & Hosseininia, 2008). Another group of researchers have recorded that age, gender, experience, department, foreign qualification or exposure to different culture, and technological challenges always influence the overall satisfaction of the employees (Tella et al., 2007; Asadi, et al., 2008).

Based on the observation above, it is urged to understand the factors that contribute towards job satisfaction among faculty members. Hence, various investigations must have been conducted in order to identify which factors might increase the job satisfaction among academicians of universities (Bilal, 2012). Working conditions and related factors are examined frequently to understand the variation of job satisfaction of the Bangladeshi university faculty members. But, No study found to examine the relationship between demographic factors and Job satisfaction, Bangladesh in particular. Accordingly, the purpose of the current research was to examine demographic factors affecting job satisfaction of faculty members of private universities in Bangladesh.

2. Literature Review

Many empirical studies have focused on the effects of demographic factors on employee job Satisfaction. The findings on the role of demographic variables in the literature have been mixed. Some studies have reported of the significant effect of demographic variables on job satisfaction (Platsidou & Diamantopoulou, 2009; Linz, 2003; Bilgic, 1998; Chen and Francesco; 2000; Oshagbemi, 2000; Mathieu & Zajac, 1990; Rhodes, 1983; Salancik, 1977) whereas other researchers have reported of no significant statistical effect on job satisfaction (Brief & Aldag, 1975; Okpara, et al., 2005).

Literature also provides evidence that employees express diverse attitudes about these factors of satisfaction due to their demographic diversities (Sattar et al., 2010). Several studies have explored the demographic attributes by using them as predictors of organizational attitudes, for example, gender, sector, designation, marital status, age, qualification, and experience (Saiyadain, 1998; Naval and Srivastava, 2004). Cano and Miller (1992) also found that the teacher's age, years in teaching and degree status were not significantly affected on their job satisfaction. The research done by Jaime & Jamie (2004) has investigated that demographic characteristic of faculty members were negligibly related to overall job satisfaction. DeVaney and Chen (2003a) showed that demographic variables such as age, gender, race, and education have an effect on job satisfaction. Malik (2011) found that demographic variables, age, job rank, job qualification and years of experience were slightly related to the overall job satisfaction of university faculty members. Relationship between faculty job satisfaction and demographic variables of faculty members in a public higher education in Singapore, Paul and

Phua (2011) indicated that while variables such as job position and age influenced the levels of job satisfaction, the variables: academic qualification, gender, marital status, and length of employment had no influence of statistical significance. Noordin and Jusoff (2009) found that the demographic factors such as; current job status, marital status, age and salary appear to have significant impact on the respondents' level of job satisfaction. The findings of Oshagbemi (2003) depicted that the Experience, gender and age of faculty members did not have significant relationships with the overall job satisfaction.

The review of the literature on the effect of demographics on job satisfaction has shown that the findings are mixed. Some studies have indicated that job satisfaction is not influenced by the various demographic variables and in some other studies indicated the reverse results. These inconsistencies call for further empirical studies such as the current study to add to the literature. And, this is why; we are intent to conduct the study to observe the association between the demographic variables and the degree of overall job satisfaction of faculty members of private universities in Bangladesh.

3. Research Design

3.1 Nature of the study

The study is descriptive in nature. Both primary and secondary sources of data have been used to administer the study.

3.2 Population and sampling plan

The sample size was 384 respondents from different private universities who have their campus in different areas of Dhaka City. The detail distributions of samples were categorized in different designations as Lecturer, Senior Lecturer, Assistant Professor, Associate Professor and Professor from 22 private universities.

Table 1: Population and sampling plan

Target Population	Elements	Individual faculty members of private universities in Bangladesh especially in Dhaka City.
	Sampling Unit	The faculties from different levels of private universities
	Extent	Selected different campuses of private universities in Dhaka city.
	Time	March- April, 2017
Sampling Frame	A well structured sample frame was found.	
Research tools	A Structured questionnaire	
Sampling Technique	Non probability convenience sampling procedure was used for selecting different level of faculties.	
Scaling technique	Moderated form of Likert Scale (7 points) for Job satisfaction level	
Data Used	Primary and secondary	
Sample Size	384	

3.3 Sample size determination

The sample size is based on statistical formula; provided that the total population is greater than 10,000. For such purpose we will use a sound statistical formula for two strata as stated below:

$$n = z^2pq/d^2$$

Where, n = the desired sample size

z=the standard normal deviate, usually set at 1.96, which corresponds to the 95 percent confidence level.

p=the proportion in the target population estimated to have a particular characteristics. If there is no reasonable estimate, then can be used 50 percent (0.50)

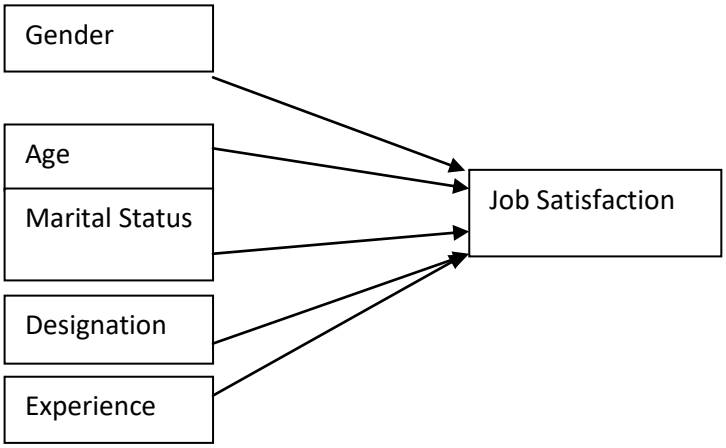
q= 1-p

d= degree of accuracy desired, usually set at 0.05.

So, the sample size is **384** [1.96^2 (0.50) (0.50)/ $(0.05)^2$].

3.4 Research hypotheses

The independent variables of this study represent the demographic factors that include, gender, age, Experience, marital status and Designation of faculty members. These factors were selected based on the extant literature discussed in section on Literature Review of this paper and other factors deemed important by the researchers. So, the theoretical framework is proposed here as:



The definitions and related operationalizations of these selected demographic variables are indicated in Table 2 below. And, Job satisfaction level considered as dependent variable in that study.

Table 2: Definition of variables

Demographic variables	Definition and Operationalizations
Gender	Male and Female
Age	≤ 26 Years <30, ≥ 30 - <35, ≥ 35 - <40, ≥40 - <50, More than 50
Marital Status	Single, Married, Divorced / Separated and Widow
Designation	Lecturer, Senior Lecturer, Assistant Professor, Associate Professor, Professor
Experience	≤ 1 - <3 Years , ≥3 -< 7 Years, ≥7 - < 12 Years, More than 12 Years

To achieve the objectives of the study mentioned in the previous section the following hypotheses (Null) are tested:

Hypothesis 1:

H0 = There is no significant effect of age on overall job satisfaction level of the university teachers.

Hypothesis 2:

H0: There is no significant correlation between gender and Job satisfaction level of the university teachers.

Hypothesis 3:
H0: There is no significant correlation between marital status and Job satisfaction level of the university teachers.
Hypothesis 4:
H0: There is no significant correlation between designation and Job satisfaction level of the university teachers.
Hypothesis 5:
H0: There is no significant correlation between Experience and Job satisfaction level of the university teachers.

4. Methodology

Descriptive analysis has shown through cross tabulation to understand the overall level of job satisfaction with each of the demographic variables. And, further Researchers adopted linear regression analysis to test the association each of the demographic variables. Multiple regressions have not done for better understanding the impact of each demographic variable on the level of job satisfaction. Through Linear regression each of the hypothesis were tested. The questionnaire included 5 personal determinants such as age, gender, marital status and designation. The independent variables of this study represent the demographic factors that include, gender, age, Experience, marital status and Designation of faculty members while the level of job satisfaction counted for dependent variable. After that the findings has summarized and concluded with recommendations. SPSS version 22 has used to analyze the data.

5. Results and Discussions

To meet the objectives of the study, the impact of demographic variables on job satisfaction and of private university teachers in Bangladesh the following analysis is administered by the researchers.

a. Identification of the profile of the respondents
b. Understanding the overall job satisfaction level based on variability of demographic characteristics
c. Determining the impact of independent variables (Each demographic variable) on dependent variable (Job satisfaction) through linear regression analysis
d. Showing summarized table to show the relationship between dependent and independent variables

5.1 Profile of Respondents

Table 3 below summarizes the profiles of the respondents. The profile characteristics include gender, age limit, marital status, designation, Experience and number of promotions in their current institution.

According to table 3, it can be observed that 64 percent of the respondents were male teachers and rest of the 36 percent were female teachers who were conducted the survey for the data collection. Most of them are in the age limit of 26 to 30 and least was more than 50 years old; the figures were 60 percent and 1 percent respectively. Among the sample 56.8 percent respondents were married whereas 41.4 percent were single. Surprisingly only 1.8 percent were either divorced or separated. To enlighten the designation of the respondents it is seen that 68.8 percent were Lecturer, 19 percent of them were Assistant Professor and only 1.6 percent were professor. The respondents were asked regarding the Experience in their current organization and it is seen that 71.4 percent of them were serving from 1 to 3 years whereas only 1.6 percent were serving for more than 12 years.

Table 3: Profiles of Respondents

Particulars	Variables	Frequency	Percent
Gender	Male	246	64.1
	Female	138	35.9
Age Limit	26 – 30	231	60.2
	30 – 35	110	28.6
	35 – 40	28	7.3
	40 – 50	11	2.9
	More than 50	4	1.0
Marital Status	Single	159	41.4
	Married	218	56.8
	Divorced/Separated	7	1.8
	Widow	-	-
Designation	Professor	06	1.6
	Associate Professor	12	3.1
	Assistant Professor	73	19
	Senior Lecturer	29	7.6
	Lecturer	264	68.8
Experience (Existing Organization)	1 – 3 Years	274	71.4
	3 – 7 Years	92	24.0
	7 – 12 Years	12	3.1
	More than 12	6	1.6

5.2 Descriptive statistics of the state of Job satisfaction with selected demographic variables

The following table shows the status of cross tabulated relationship between the demographic factors and their job satisfaction of the respondents.

5.2.1 Job satisfaction on the basis of gender

Table 4: Cross tabulation between level of job satisfaction and gender

Levels of Job Satisfaction	Gender of the Respondents		Total
	Male	**Female**	
Never	4	0	4
	1.6%	.0%	1.0%
Seldom	8	6	14
	3.3%	4.3%	3.6%
Occasionally	43	32	75
	17.5%	23.2%	19.5%
About half of the time	47	26	73
	19.1%	18.8%	19.0%
A good deal of the time	84	33	117
	34.1%	23.9%	30.5%
Most of the time	48	40	88
	19.5%	29.0%	22.9%
All the time	12	1	13
	4.9%	0.7%	3.4%
Total	246	138	384
	100.0%	100.0%	100.0%

According to the findings of cross tabulation between job satisfaction and gender of the respondents the above table shows that among 246 male faculties only 1.6 percent were never satisfied with their job which is the lowest whereas 34.1 percent of the male are satisfied at a good deal of the time which is the highest. Surprisingly, only 4.9 percent of them are satisfied at all the time. On the contrary, among the female faculties there was nobody who was never satisfied and 29 percent of them are satisfied most of the time.

5.2.2 Job satisfaction on the basis of age

Table 5: Cross tabulation between level of job satisfaction and age

Levels of Job Satisfaction	Age Limit of the Respondents					Total
	26-30 yrs	**30-35**	**35-40**	**40-50**	**More than 50**	
Never	1	2	1	0	0	4
	.4%	1.8%	3.6%	.0%	.0%	1.0%
Seldom	10	3	0	1	0	14
	4.3%	2.7%	.0%	9.1%	.0%	3.6%
Occasionally	45	28	2	0	0	75
	19.5%	25.5%	7.1%	.0%	.0%	19.5%
About half of the time	57	13	3	0	0	73
	24.7%	11.8%	10.7%	.0%	.0%	19.0%
A good deal of the time	64	32	13	6	2	117
	27.7%	29.1%	46.4%	54.5%	50.0%	30.5%
Most of the time	45	30	8	3	2	88
	19.5%	27.3%	28.6%	27.3%	50.0%	22.9%
All the time	9	2	1	1	0	13
	3.9%	1.8%	3.6%	9.1%	.0%	3.4%
Total	231	110	28	11	4	384
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0 %

The above table shows the level of job satisfaction based on the age of the respondents. It is observed that the 0.4 percent of teachers of age 26 to 30 are never satisfied whereas 3.9 percent of them are satisfied all the time. There is a surprising result shows the table in the age group of more than 50 years of teachers. There is nobody of them who are either never satisfied or all the time satisfied. Therefore, 50 percent of them are satisfied at a good deal of the time and rests of the 50 percent are satisfied at most of the time.

5.2.3 Job satisfaction on the basis of marital status:

Table 6: Cross tabulation between level of job satisfaction and marital status

Levels of Job Satisfaction	Marital Status of the Respondents			Total
	Single	**Married**	**Divorced or Separated**	
Never	1	3	0	4
	.6%	1.4%	.0%	1.0%
Seldom	8	6	0	14

	5.0%	2.8%	.0%	3.6%
Occasionally	37	38	0	75
	23.3%	17.4%	.0%	19.5%
About half of the time	26	45	2	73
	16.4%	20.6%	28.6%	19.0%
A good deal of the time	43	71	3	117
	27.0%	32.6%	42.9%	30.5%
Most of the time	36	51	1	88
	22.6%	23.4%	14.3%	22.9%
All the time	8	4	1	13
	5.0%	1.8%	14.3%	3.4%
Total	159	218	7	384
	100.0%	100.0%	100.0%	100.0%

According to the table 6, only 0.6 percent of the single teachers are never satisfied whereas the ratio is 1.4 percent in case of married teachers. However, the scenario is reverse when they were asked about the satisfaction of all the time. 5 percent of the teachers agreed the statement who were single and 1.8 percent agreed the statement who were married. Surprisingly, there is nobody among divorced or separated who are never satisfied in their existing job. The overall tend shows that single teachers are more satisfied than married teachers. The reason it may be that all the married teachers have more obligations to their families so the satisfaction is less than single teachers.

5.2.4 Job satisfaction on the basis of designations

Table7: Cross tabulation between level of job satisfaction and designation

Levels of Job Satisfaction	Designations of the Respondents					Total
	Lecturer	**Senior Lecturer**	**Assistant Professor**	**Associate Professor**	**Professor**	
Never	1	0	3	0	0	4
	.4%	.0%	4.1%	.0%	.0%	1.0%
Seldom	11	0	1	0	2	14
	4.2%	.0%	1.4%	.0%	28.6%	3.6%
Occasionally	52	9	11	1	2	75
	19.8%	31.0%	15.1%	8.3%	28.6%	19.5%
About half of the time	64	1	6	1	1	73
	24.3%	3.4%	8.2%	8.3%	14.3%	19.0%
A good deal of the time	70	8	30	7	2	117
	26.6%	27.6%	41.1%	58.3%	28.6%	30.5%
Most of the time	55	10	21	2	0	88
	20.9%	34.5%	28.8%	16.7%	.0%	22.9%
All the time	10	1	1	1	0	13

	3.8%	3.4%	1.4%	8.3%	.0%	3.4%
Total	263	29	73	12	7	384
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

The above table shows that there are three designated teachers such as Senior Lecturer, Associate Professor and Professor where there is nobody who never satisfied with their existing job considering the psychological factors. However, 0.4 percent of Lecturer and 4.1 percent of Assistant Professor agreed that they never satisfied with their job. The table also shows that almost all the designated teachers are stated that they are satisfied at a good deal of time. The reason behind such type of statement is that there are obvious some other factors affecting the job satisfaction.

5.2.5 Job satisfaction on the basis of experience

Table 8: Cross tabulation between level of job satisfaction and experience

Levels Job Satisfaction	Experience of the Respondents				Total
	1-3	3-7	7-12	More than 12	
Never	1	3	0	0	4
	.4%	3.3%	.0%	.0%	1.0%
Seldom	12	2	0	0	14
	4.4%	2.2%	.0%	.0%	3.6%
Occasionally	56	18	1	0	75
	20.4%	19.6%	8.3%	.0%	19.5%
About half of the time	65	7	1	0	73
	23.7%	7.6%	8.3%	.0%	19.0%
A good deal of the time	70	40	4	3	117
	25.5%	43.5%	33.3%	50.0%	30.5%
Most of the time	58	22	6	2	88
	21.2%	23.9%	50.0%	33.3%	22.9%
All the time	12	0	0	1	13
	4.4%	.0%	.0%	16.7%	3.4%
Total	274	92	12	6	384
	100.0%	100.0%	100.0%	100.0%	100.0%

According to the table 8, it is seen that job satisfaction may vary on the basis of the length of the service in their current organization. There is nobody who stated never satisfied serving in their existing organization for 7 to 12 years or even more than 12 years. Once again the trend is at a good deal of the time and at most of the time they are satisfied. The cause in favor of this statement may be that all those six psychological factors are affecting their job satisfaction positively.

5.2.6 Decision of hypothesis testing

In our study, we found that, there are significant differences of job satisfaction level with the each demographic variable. The following table shows the summary of the results of hypothesis testing:

Table 9: Summary of hypothesis testing

Independent Variable(s)	Dependent Variable	Significance Level (P value)	Rejecting Null Hypothesis
Gender	Job Satisfaction	.620	No
Age	Job Satisfaction	.010	**Yes**
Marital Status	Job Satisfaction	.410	No
Designation	Job Satisfaction	.531	No
Experience	Job Satisfaction	.016	**Yes**

Now we can analyze the summarized findings in following manner:

Gender: A number of researches have been carried out on the job satisfaction level of university faculty members with their impact of gender. The difference between male and female in job satisfaction has some contradictory results. In the present study, The *R* value (Appendix: A) represents the simple correlation and it is 0.025 which indicates an insignificant correlation between variables. Consequently, The R^2 value indicates how much of the total variation in the dependent variable, Job satisfaction can be explained by the independent variable, Age. In this case, .01% can be explained, which is almost zero.Eventually,'P value' (.620) indicated that, there is no significant relation between respondents' job satisfaction level and gender. It happens probably due to social change as nobody bother about the job rather concentrated the job. Some previous studies (Chatatrakul, 1972; Spraque, 1974; Ward and Sloane, 2000; Ali and Akhter, 2009; N. I. Malik,2011; Dhanapal et al., 2013; Mehrad Aida 2015; Sohail and Delin, 2013; Nawaz and Jan, 2012 and Sseganga and Garrett 2005) also supported the findings of our present study.

Age: The *R* value in model summary table (Appendix: A) represents the simple correlation and it is 0.131 which indicates a positivebut weak correlation. The R^2 value indicates how much of the total variation in the dependent variable, Job satisfaction can be explained by the independent variable, Age. In this case, 17% can be explained, which is healthy with comparing other variables. Age and job satisfaction has positive correlation as per the findings ('P value of .010) of the current study. The finding is consistent with findings of many studies. According to Petput(1971) older workers are more likely to be satisfied than younger workers. Similarly Mello (2006) identified that job satisfaction increases with age. The research findings of similar studies (Bas and Ardicin, 2002;Panmuk, 1975; Rollins, 1973; Probe, 1971; Spraque, 1974; Saleh and Otis, 1976; Hulin and Smith,1965; Noordin and Jusoff, 2009) also provides same evidence.

Marital status: The *R* value in model summary table (Appendix: A) represents the simple correlation and it is .042 which indicates an insignificant correlation. The R^2 value indicates how much of the total variation in the dependent variable, Job satisfaction can be explained by the independent variable, Age. In this case, .02% can be explained, which is almost zero. Marital status has no impact on the level of job satisfaction as per the 'P value' (.410) of the linear regression. The finding is also consistent with a group of previous studies like: Oshagbemi (2003); Lacy (1969); Petput (I971); Mehrad Aida(2015).

Designation: Although some research found the positive relation between job satisfaction and designation of the faculty members but, the results ('P value' is .531) of the current study showed the reverse. The *R* value in model summary table also (Appendix: A) represents the simple correlation and it is .032 which indicates an insignificant correlation. The R^2 value indicates how much of the total variation in the dependent variable, Job satisfaction can be explained by the independent variable, Age. In this case, .01% can be explained, which is almost zero. There are not as much studies to interpret the results but from existing

researches it is concluded that if academicians take the responsibilities according to their designations, their satisfaction level will increase and so on atmosphere of universities. Previous studies of Eyupoglu and Saner (2009); Sohail and Delin (2013) and Nawaz and Jan (2012) also concluded with same result.

Experience: The *R* value in model summary table (Appendix: A) represents the simple correlation and it is 0.122 which indicates a positivebut weak correlation. The R^2 value indicates how much of the total variation in the dependent variable, Job satisfaction can be explained by the independent variable, Age. In this case, 15% can be explained, which is healthy with comparing other variables.Through the rejecting null hypothesis ('P Value' is .016) the finding indicates that, there is a significant relationship between the level of job satisfaction and the experience. Important thing is that the result is consistent with the result of linear regression between age and job satisfaction. That means, Age and Experience both are concerned with time. It indicates that, as faculty members get age and experience, they are likely to be more satisfied. The result also consistent with a group of studies (Lacy, 1969; Probe, 1971; Petput, 1971; O'Reilly and Roberts, 1975; Oshagbemi, 2003: 1217;Bender and Heywood 2006; Tack and Patitu 1992) as well. They found that there is a positive relationship between job satisfaction and experience means the longer the academicians were on the jobs, the more satisfied they were with their work.

6. Summary of Findings

a) The study found that, Job satisfaction is not influenced by Gender, Marital status, designation.
b) The study found that Job satisfaction is positively influenced by the Age and Experience. It is noted that theoretically there is consistency between age and experience as both age and experience goes towards the same way. So, the findings are showed a rational consistency which also indicated a form reliability of data.
c) The data analysis results meet the expected hypotheses but not at the extreme level rather at moderate level and somewhere at poor level. The researchers guess that there are some other factors in different categories which are responsible to influence the job satisfaction of private university teachers in Bangladesh.

7. Policy Recommendations

Job satisfaction of academicians has very serious implication for the management of any organization including universities (Eyupoglu & Saner, 2009). So, the researchers feel that following measures and attention may be taken by the private university authorities to improve the state of job satisfaction of the teachers:

a) It is mentioned earlier that teaching required much mental effort with the greater support of physic so they must lead a smooth and sound personal life. The university authority should be concerned about the mental peace especially in the life out of work.
b) The workload of the senior faculties should be rationalized. Financial support and other opportunities should be given to seniors so that they will be positively motivated and more satisfied.
c) As experience has positive correlation with job satisfaction, the university authorities should hire experienced faculty members so that they can contribute for the university more actively.
d) It is also recommended that, university authority should nurture the junior faculty members to gather experience as experienced faculties are supposed to be more satisfied.
e) The university authority should ensure the job satisfaction of the university teachers to sustain them in their institutions for the long term period which benefits all; the university, teachers and the society.

8. Future research directions

There are some limitations experienced by the researcher as stated below: Firstly, only few/ selected demographic variables are examined for private university academics in this study. Thus, more demographic variables could be included in future studies. Secondly, this study only deals with the relationships between demographic variables and job satisfaction. But, Demographic variables are not only determinants of faculty's job satisfaction. Thus, more job satisfaction factors could be included in future studies. Thirdly, this study can be extended to include the academics of public universities. Fourthly, the present study is conducted in only 22 private universities situated in Dhaka. As a result, it may be difficult to generalize the findings of this study. For future research, a larger number of private universities and out of Dhaka to better represent the private universities of Bangladesh. Fifthly, The Job Satisfaction Questionnaire constructed with the use of modified Likert method. No other method was used to construct the Job Satisfaction Questionnaire. Finally, the respondents have been selected based on their availability. Besides this the respondents were not be relaxed and free all the way to express their opinion which leads them to be biased.

9. Conclusion

This study mainly focused on evaluating the impact of demographic variables on the job satisfaction of private university teachers of Bangladesh. There are some selected demographic variables taken as considerations such as, Gender, Age, Experience, Designation and Marital Status. The findings meet the researchers 'two of hypotheses i.e., the job satisfaction is positively influenced by the Age and Experience but others are not. The reason it may be that there are some other factors such as physiological, safety, social, esteem and self-actualization factors may also influence the job satisfaction of the private university teachers of Bangladesh. It is only conducted on the universities located at Dhaka city, it would be an interesting study if it is possible to compare and correlate the universities of rural area and urban area. Thus, the authority of the private university should be more conscious to get the teachers satisfied to ensure the effective and quality education nationwide in Bangladesh. Hence, in order to improve the job satisfaction of academics, it is crucial that the universities should understand the requirements of their academicians and make available what is best for them. The consequence will be the overall progress of the society and the nation which is required to sustain in this competitive global competitive world.

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Appendix A: Output Tables of Linear Regression

Gender

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.025[a]	.001	-.002	1.284

a. Predictors: (Constant), Gender of the Respondents

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.405	1	.405	.246	.620[b]
	Residual	629.967	382	1.649		
	Total	630.372	383			

a. Dependent Variable: Satisfaction level of faculty members

b. Predictors: (Constant), Gender of the Respondents

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	4.657	.197		23.65	.000	4.270	5.044
	Gender of the Respondents	-.068	.137	-.025	-.496	.620	-.336	.201

a. Dependent Variable: Satisfaction level of faculty members

Age

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.131[a]	.017	.015	1.274

a. Predictors: (Constant), Age of the Respondents

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.817	1	10.817	6.670	.010[b]
	Residual	619.555	382	1.622		
	Total	630.372	383			

a. Dependent Variable: Satisfaction level of faculty members;

b. Predictors: (Constant), Age of the Respondents

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	4.250	.138		30.720	.000	3.978	4.522
	Age Limit of the Respondents	.202	.078	.131	2.583	.010	.048	.356

a. Dependent Variable: Satisfaction level of faculty members

Marital Status

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.042[a]	.002	-.001	1.283

a. Predictors: (Constant), Marital Status of the Respondents

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.122	1	1.122	.681	.410[b]
	Residual	629.251	382	1.647		
	Total	630.372	383			

a. Dependent Variable: Satisfaction level of faculty members
b. Predictors: (Constant), Marital Status of the Respondents

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	4.400	.211		20.895	.000	3.986	4.814
	Marital Status of the Respondents	.103	.125	.042	.825	.410	-.142	.348

a. Dependent Variable: Satisfaction level of faculty members

Designation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.032[a]	.001	-.002	1.284

a. Predictors: (Constant), Designations of the Respondents

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.648	1	.648	.393	.531[b]
	Residual	629.725	382	1.648		
	Total	630.372	383			

a. Dependent Variable: Satisfaction level of faculty members
b. Predictors: (Constant), Designations of the Respondents

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	4.499	.124		36.308	.000	4.256	4.743
Designations of the Respondents	.041	.065	.032	.627	.531	-.087	.168

a. Dependent Variable: Satisfaction level of faculty members

Experience

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.122[a]	.015	.012	1.275

a. Predictors: (Constant), Experience of the Respondents

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.437	1	9.437	5.806	.016[b]
	Residual	620.935	382	1.625		
	Total	630.372	383			

a. Dependent Variable: Satisfaction level of faculty members
b. Predictors: (Constant), Experience of the Respondents

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	4.224	.156		27.082	.000	3.917	4.530
of the Respondents	.253	.105	.122	2.409	.016	.047	.460

a. Dependent Variable: Satisfaction level of faculty members

Appendix B: List of the Universities

Sl. No.	Name of the Universities
1	AIUB
2	ASA University
3	Asian University of Bangladesh
4	Atish Dipankar University
5	Bangladesh Islamic University
6	Bangladesh University
7	BRAC University
8	BUBT
9	BUFT
10	Daffodil International University
11	Dhaka International University
12	East west University
13	Green University
14	IUBAT
15	Manarat International University
16	Northern University
17	Prime University
18	Southeast University
19	Stamford University Bangladesh
20	UIU
21	ULAB
22	University of Asia Pacific

Significance of Professional Experience in the Internal Branding Interventions of Service Organizations

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Abstract:
This empirical research explores the significance of internal branding in upholding the brand knowledge of the professionals in service industry. In this regard the study sheds light on the internal branding practices referring to the professional experience of the employees from the service organizations in Dhaka city. Non-probability judgmental sampling was applied to collect primary data by surveying 103 respondents with structured questionnaire. The analysis incorporated basic descriptive statistics and cross tab analysis. The research findings reveal that internal branding interventions in service firms are essential to develop employees' perception and commitment about the organizational brand values. Hence, with enriched professional experience the employees become more concerned about sharing the brand knowledge within their organization. In view of this, this study contributes to the service marketing literature by highlighting the rationale of internal branding in service industry to nurture and synchronize the employees' behavior in harmony with the organizational branding interventions.

Key Words: *Brand values; Employee behaviour; Internal branding; Professional experience.*

1. Introduction

Internal branding is still a young research field in its literature (Burmann & König, 2011). The concept has emerged to address the necessity of living the brand which warrants congruity between the brand messages conveyed to external and internal audience (Boone, 2000; Ahmed & Rafiq, 2003). It is the people, not the advertising, that are at the core of a brand (Mitchell, 2002). In the academic and scholarly studies on branding, the employee role is regarded as an indispensable part in delivering the service as promised by the brand (Zeithaml et al., 2006). To ensure that employees behave in ways that support the brand promise, internal branding has become of great importance to academia and practitioners (Punjaisri & Wilson, 2007). Particularly, service branding heavily relies on employees' actions and attitudes (De Chernatony & Segal-Horn, 2003). Because of their influences on customers' brand perception, a service organization needs to embrace internal branding concepts to ensure that their employees are delivering the service at the quality level promised by its brand (Biedenbach & Manzhynski, 2016).

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As globalization increases, the topic of internal branding has grown in popularity, particularly as a way for firms to secure a competitive advantage in the global marketplace (Keller et al., 2011). The topic is quite new however, and there are many aspects that have not been fully explored, including the influence of employees' professional experience and perceptions on a firm's internal branding interventions. In this regard, this study aims to comprehend these concerns from the perspective of service sector in Bangladesh.

The service sector in Bangladesh registered a steady growth of 6.5 percent in the fiscal year 2016-17, up from 6.25 percent in 2015-16 (BBS, 2016). Services, including digital ones, now account for half of GDP and two-fifths of the employments. The services sector plays an increasingly important role in the development of national as well as global economy. In today's competitive market, for businesses to be successful, only financial capital is not sufficient, there is an obvious need to build the human capital as well (Thomson et al., 1999). In this regard, the study makes an attempt to appraise the service employees' professional expertise and its implications in internal branding.

The rest of the paper is designed as follow: section two specifies the research methodology followed by section three that reviews the relevant literature in the field of the study. Section four presents the discussions of the study; concluding remarks, recommendations and future research directions are provided in section five followed by a list of scholarly articles referred in this study.

2. Literature Review

In the marketing literature, building the organization brand from inside has been recognized as an important area of research (Judson et al., 2006). A brand is used by a company to identify and differentiate its products and services from those of competitors (Kotler & Keller, 2003). When branding is considered, it is often considered as external marketing activities that are directed towards external stakeholder groups such as shareholders or customers (Mitchell, 2002). Undeniably, in the research works and literature on brand management, the focus remained on the external branding strategies towards customers (Ahmed & Rafiq, 2003). However, recently, there has been a growing body of articles that discusses how to involve the employees to support the external branding effort, through developing an "internal brand", which refers to the employee perspective of a brand (De Chernatony et al., 2003).

Internal branding is considered as a vital tool for enhancing exchange relations in organization by taking the brand to the employees, instilling the knowledge of the brand and transforming their behavior and perception (Vallaster & de Chernatony, 2006) in favor of brand. Thecorporate branding literature has recognized that the organizational staffs play an essential role in shaping customers and other stakeholders' brand perceptions through their involvement in delivering both functional (what are delivered) and emotional (how they are delivered) values (Punjaisri et al., 2009). Robson and Tourish (2005) refer to the high importance of having good interpersonal relationship in an organization to be successful.

In addition to this Burmann and Zeplin (2005) opined that internal branding also enhances employees' brand commitment that is the extent of employees' psychological attachment to the brand. Being motivated by the organizational values, committed employees exhibit brand

citizenship behavior that reinforces the quality of relationship the customer has with the brand (Nataranjan et al., 2016). Again, Keller et al., (2011) suggests that brand knowledge is a significant determinant of customers' behavior. Indeed, it is relevant to employees too. When employees have brand awareness and their performance are aligned with the organizational culture, they can successfully accomplish their tasks and thus enhance the corporate brand image.

To sum up, the discussion presented above suggests that internal branding is mostly implemented in service industries in order to communicate, nurture and embed the brand values among employees. The prevailing studies affirm that internal branding activities positively influence employees' behavior to complement the organizational values. That means, when internal branding activities are implemented in service organizations, employees are more aware of promises made by the organizational brands and hence they are likely to behave in alignment with the fulfillment of those.

3. Research Methodology

This empirical research has been conducted on the sample population that was chosen based on certain criteria. The study targeted the service employees in different business organizations and corporate houses located in Dhaka city with age range from 24 to 50 years. The sample respondents had minimum educational qualification as graduation. Non-probability purposive sampling method was applied in the study to collect primary data from 103 sample respondents through a structured survey questionnaire. The questionnaire was adopted from the pertinent literature and initial interviews with the respondents. Hence a reliability test was applied through the Cronbach Alpha due to its well acceptance among the social researchers (Sekaran & Bougie, 2016). As the reliability statistics value appeared as 0.956, the questionnaire used in this research is considered good.The survey questionnaire comprised two parts, the first part had basic demographic questions and the later part included categorical questions of 7 point Likert scale ranging from "strongly agree" to "strongly disagree".The analysis of this research was conducted using SPSS 20.0. Since the study intends to explore the perceptions of service professionals on internal branding practices, basic descriptive statistics was incorporated in the analysis.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.956	34

4. Data Analysis

This section of the study highlights the demographic and professional background of the sample respondents included in this research, as shown in Table 2. Table 3 summarizes and highlights the results of descriptive statistics i.e. crosstab analysis that reflects the significance of professional experience of the service employees from the perspective of internal branding. As table I reveals, 71.8% of the sample respondents in the study are male and 28.2% are female professionals. Majority of the respondents (40.8%) belong to the age group of 30 to 34 years and 31.1 % belong to 25 to 29 years of age. In term of their educational status, 30.1% respondents completed graduation, 68% respondents had post-graduation and 1.9% had M.Phil or PhD education.

From the perspective of the respondents professional status presented in table II, 56.3% of the respondents belong to the mid-level of management hierarchy, 40.8% in entry level and 2.9% belong to top level position in the organization. Again, among the respondents, 28.2% have monthly income of 20,000 taka to 40,000 taka and 27.2% earn 40,000 taka to 60,000 taka per month. To understand the respondents' professional experience in the company, it can be noted that, 25.2% of the employees have been serving in the company in between 5 years to 7 years, whereas 24.3% have a working experience of 7 years to 9 years. Moreover, 75.7% of these respondents have been serving in the present company since from the starting of their professional tenure and 18.4% have served in between 2 to 4 organizations before their employment with the current institution.

Table 2: Demographic and Professional Background of the respondents

Variables	***Frequency***	***Percentage***
Gender		
Male	74	71.8
Female	29	28.2
Education		
Graduate	31	30.1
Masters	70	68
MPhil/PhD	2	1.9
Position in management hierarchy		
Entry level	42	40.8
Mid-level	58	56.3
Top/Higher level	3	2.9
Professional experience		
Below 1 year	8	7.8
1 year > 3 years	14	13.6
3 years > 5 years	15	17.4
5 years > 7 years	26	25.2
7 years > 9 years	25	24.3
10 years and above	12	11.7
No. of Organizations served		
Only the present company	78	75.7
2 to 4 organizations	19	18.4
4 to 6 organizations	3	2.9
6 to 8 organizations	2	1.9
Above 8 organizations	1	1.0

Table III exhibits the crosstab findings based on the employees' professional experience and their perception about internal branding practices. In reference to this, the study revealed that, 69.9% of the respondents opined in favor of the fact that they feel well informed by the management about the brands of the company, the significance of the finding is evident in the p value of .048 ($p<0.05$). In terms of understanding the brand values, a greater majority of the respondents (79.6%) agreed that they have a clear understanding on what is promised to the customers by the brands of their company (p value is .023, which is less than 0.05).

Table 3: Cross-tab results on internal branding and professional experience

Demographic Variable	Implications of Internal branding on the brand knowledge of employees	P value
Professional Experience & Age of the employees	I feel well informed by the management about the brands of the company	.048
	It is clear to me what is promised to our customers by the brands of our company	.023
	I know how our brands are different from our competitors	.016
	I bring up the brand names of our products/services in a positive way in conversations I have with friends & acquaintances	.007
	I feel very loyal to the company	.015
	I try to pass on our brand knowledge to new employees	.000
	The quality level of my service meets the brand standards of the company	.007

Considering brand differentiation, 43.7% of the respondents agreed and 30.1% respondents strongly agreed with the notion that they knowhow their brands are different from the competitors (p value is .016> 0.05). To shed light on the brand endorsement concerns of the employees, it has been found that 78.7% professionals agreed that they bring up the brand names of our products/services in a positive way in conversations I have with friends and acquaintances, the significance of this idea is revealed through the p value of .007. In this regard, a greater majority of the respondents (80.6%) mentioned about their commitment and loyalty towards their employer organization (p value is .015).

In addition to the above findings, it was also noticed that, employees who are in the age range of 30 to 34 years, they are more concerned comparing to others about sharing the brand knowledge to the new employees and they perceive that the quality level of their service meets the brand standards of the company.

5. Discussions

In view of the recent scholarly works in the domain of the study, it is evident that internal branding has appeared as an essential tool to align the behaviors of employees with the brand values(De Chernatony & Segal-Horn, 2003). The current research exhibits that with the presence of internal branding practices in the service organizations, the employees feel that the management of the organization keeps them well informed about the organizational brands and values. Thus, the service professionals possess a better understanding about the brand promise to the customers of the company that distinguishes the brands from the competitors. In addition to this, with the enriched professional experience, they employees become more committed to the company and their concern about brand endorsement develops. This study also highlights that, experienced service professionals perceive that they have an active role to pass on the brand knowledge to the new employees and their service quality upholds of the brand image of the company.

Thereby, from the perspective of professional experience, the internal branding interventions can positively influence the brand knowledge and brand endorsement by the employees. This conception was also emphasized in the research of de Chernatony and Segal-Horn (2003), Punjaisri et al., (2009) that internal branding enhances the employees' brand performance in terms of their delivery of the brand promise that is proposed to the customers. This research which is a work in progress in the subject matter of the study, re-confirms the above discussions from the context of service sector in Bangladesh.

6. Conclusion and Managerial Implications

The findings of this research recapitulates that the success of a service brand essentially requires its own employees to have awareness and confidence in the organizational brand values and act accordingly. This study was limited to analyzing the internal branding interventions among the professionals in the telecommunication, education and healthcare service organizations in Dhaka city. The research manifests that with enriched professional experience, the employees' develop better perceptions about the necessity of internal branding practices in the organization. The insights and outcomes of the research are relevant to the prevailing literature in the domain of internal branding and its significances. Findings of the study can be an important outline for the service industry in the country to address their human resource management and internal marketing strategies to nurture employees' attachment with the organizational brand values. The study can further be elaborated to identify the factors influencing the internal branding practices and its outcomes in the relevant business context to uphold employee commitment and brand reputation.

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An Empirical Study on the Sources of Work Stress of Private Bank in Bangladesh

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Abstract:
Work place stress is typical though excessive stress can hinder productivity and performance of one's profession and also it has negative impact on physical, emotional health, relationships and home life. The present research study has a certain aim to identify the sources of work stress for employees in the banking sector. This study is a casual research in nature. Using fifteen components, the present study extracted five fundamental factors by using factor analysis method. This report found that the most imperative factors are to be considered as follows: Intrinsic Factors, Non-work factor, Relationship at work, Role in the organization and Career Development in this order. For data collection, a questionnaire survey of 100 executives of private bank of Dhaka district was carried out. This research could help researchers and practitioners in terms of framing the sources of work stress only for banking sector as well as for other industries in Bangladesh.

Key Words: *Career development; Intrinsic factor; Non-work factor; Work stress.*

1. Introduction

Work stress is part and parcel of all work and helps to keep employees to be met up the organization expectation. It is required to some extent for the organization but excessive or uncontrolled pressure which can lead to burnout and also lead to poor performance. Different individuals may react differently to the stress and the same person may react differently to stress at different times. In the recent paper, author wanted to define the various sources of work stress from the perceptive of banking industry.

2. Literature

Work stress is defined as the harmful physical and emotional responses that occur when job requirements do not match the worker's capabilities, resources, and needs (National Institute of occupational Safety and Health 1999). It is recognized world-wide as a major challenge to individual mental and physical health, and organizational health (ILO.1986).Work stress can come from a variety of sources and affect people in different ways. The experience of stress plays an important role in determining the quality of working life of Bangladeshi factory workers and they are facing the similar consequences in terms of health and well-being that has been observed in developed countries (Rahman, 1989). High work-related demands and poor interpersonal resources represented key components of work stress and were important determinants of causing poor health and performance of garment industries employees of Bangladesh (Steinisch.et al, 2013). Despite the general agreement that stress plays a role in

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everyday life, there continues to be substantial controversy about how stress can be managed at the worksite (Ivancevich.et al, 1990)Many researcher has done a lot of works on the effects of stress on the factory level employees / worker in our country. In this particular study, author wanted to shed light on the sources of work stress and also mitigate this gap in the corporate sector such as private banking sector, since there are not much of work done in this topic.

3. Research Design

In this study author has been adopted the recommended source of work stress of Cartwright and Cooper (1997), therefore the following variables are used:

Intrinsic factor: Physical surroundings such as lighting ,sound ,smell (Cooper and Smith , 1985) and all the stimulus which create disturbance also affect the mental state of employees .Other intrinsic factors can be entitled such as - Long hour (Breslaw and Buell,1960),Shift work (Cobb and Rose, 1973),travel and new technology (Cooper,1984) and finally work overloaded (French and Caplan ,1972).

Non –work factor (Home): In the current economic stringencies is the effect of work pressure – fear of losing jobs, thwarted ambition, work overloaded have a great impact on the family members. Not only that, dual career family also facing a lot of problems on the ground of work/life balance (Cartwright and Cooper, 1997) due to work stress .

Relationship at the workplace: Good relationship among employees is one of the influential factors for organizational health (Selye,1946).Relationship with boss, relationship with subordinates and relationship with colleagues are very critical relationship at work place.

Role in the organization: It is associated with the hierarchical ranking of that particular employee within the organization. Upper management is entitled to oversee the overall functioning of the organization. This cause's potential distress as the employee must be able to perform simultaneous tasks (Cartwright and Cooper, 1997).

Career development: Career development involves the person's creation of a career pattern, decision-making style, and integration of life roles, values expression, and life-role self-concepts (Herr and Cramer, 1996).

4. Methodology

A questionnaire served as a data-gathering instrument. A convenience sample of 100 respondents was drawn from various private banks of Dhaka district. The items in the questionnaire are adopted from the literature. For conducting the factor analysis, we have done a pilot test to identify the exact items from the questionnaire. Initially the questionnaire was consisted of twenty five items but later on it was fifteen items.

5. Results and Discussions

Table 1: Depicts the Result as Moderately Significant Following KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.716
Bartlett's Test of Sphericity	Approx. Chi-Square	122.179
	Df	10
	Sig.	.000

Source: Survey Questionnaire

Table 2: Factors Loadings of Correlation Coefficient Based on Varimax Rotation of Factors Influencing Employees for Job Involvement in Private Banks

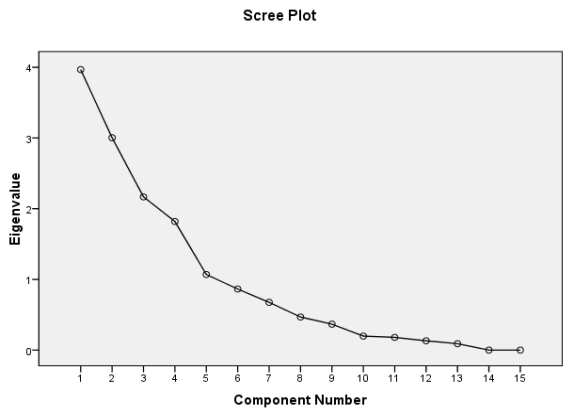
Rotated Component Matrix					
Variables	Factors				
	1	2	3	4	5
X1,1	.999				
X1,2	.999				
X1,3	.999				
X2,1		.899			
X2,2		.897			
X2,3		.549			
X3,1			.874		
X3,2			.865		
X3,3			.793		
X4,1				.848	
X4,2				.727	
X4,3				.595	
X5,1					.829
X5,2					.748
X5,3					.665
Factor -1 (comprising 3 items) is labelled as Intrinsic Factor Factor -2 (comprising 3 items) is labelled as Non-work -factor (home) Factor -3 (comprising 3 items) is labelled as Relationship at Work Factor -4(comprising 3 items) is labelled as Role in the organization Factor -5 (comprising 3 items) is labelled as career development					
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization					
Rotation converged in 6 iterations.					

Source: Survey Questionnaire

Table 3: Total Variance Explained

Total components	**Initial Eigen Values**			**Rotation sums of squared loadings**		
	Total	% of Variance	% Cumulative	Total	% of Variance	Cumulative %
1	3.968	26.452	26.452	3.006	20.041	20.041
2	3.003	20.022	46.474	2.396	15.972	36.013
3	2.167	14.448	60.922	2.395	15.968	51.981

4	1.819	12.127	73.050	2.150	14.335	66.315
5	1.069	7.128	80.178	2.079	13.862	80.178
6	.864	5.758	85.935			
7	.675	4.502	90.437			
8	.468	3.120	93.557			
9	.367	2.445	96.002			
10	.198	1.320	97.322			
11	.180	1.198	98.520			
12	.132	.880	99.400			
13	.090	.600	100.00			
14	9.14E-17	6.094E	100.00			
15	-1.56e-15	-1.045E-14	100.00			



Source: Survey Questionnaire
Extraction Method: Principal Component Analysis

When analysis a covariance matrix, the initial Eigen values are the same across the raw and rescaled

A large value (.716) and (Bartett's Test of Sphericity .000) indicates that data collected for factor analysis is mediocre adequate as revealed by the table 1 (Hutcheson and Sofroniou, 1999).A principal component factor analysis with Varimax Rotation was carried out for items or dimensions indicating factors that influence employees for high performance .An assessment of Eigen value (table 3) has led to the retention of five factors. These factors have accounted for Intrinsic Factor (26.452%), Non-factor (20.022%), Relationship at Work (14.448%), Role in the organization (12.127%), Career Development (7.128 %) respectively .This means that the total variance accounted by all the five factors is 80.178% (table 3).The rotated factor grid has appeared in the (table 2).This shows that variables under study have consisted of five factors which indicates the sources of work stress.

6. Conclusion and Managerial Implications

Stress is an important topic to organizations and to those who are responsible for managing them (Matteson and Ivancevich, 1987). Stressed workers are also more likely to be unhealthy, poorly motivated, less productive and less safe at work. And their organizations are less likely to succeed in a competitive market (Park, 2007). By some estimates work-related stress costs the national economy a stag-gearing amount in sick pay, lost productivity, health care and litigation costs (Palmer et al. 2004).Considering these issues , this study has ensured some of the identified sources of work stress which can assist in combating stress in ways that benefit both the employees performance and the organization itself.

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Employee's Perception on Training Effectiveness: A Comparison of Government and Private Banks of Bangladesh

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Abstract:
In the competitive world of business organizations are emphasizing on training to make employees more effective and efficient for their sustainability. In Bangladeshi context, the national economy is significantly supported and established through the banking sector which is changing rapidly. The organizations are investing more on training to cope with the challenging situation. The success of training program depends on training perception which employee carries. Several studies have been conducted on this topic where most of the researchers focus on the effect of training on employee performance. However, this research compared the employee's perception of government and private banks regarding training effectiveness. The study is based on a self-developed questionnaire where Likert Scale was used to collect data from the sample size of 150. The data analysis was done using SPSS Ver. 20 and Crosstab, frequency table were used to generate results. It is evident in this research that there is significant relationship with the type of bank and the employee's perception regarding the effectiveness of training program. The study will help the government and private banks to focus on factors which influence the perception of the employees regarding training effectiveness.

Key Words: *Bank; Employee's perception; Training effectiveness.*

1. Introduction

Banking sector of Bangladesh is one of the major sectors which contribute significantly to the national economy. The sector comprises a number of banks in various categories. Considering ownership the sector can be classified in to four major categories such as Nationalized Commercial Banks (NCBs), Specialized Banks (SPBs), Private Commercial Banks (PCBs) and Trans-National Banks (TNBs) (Islam, 2001). The commercial banks are now considered the nerve system of all economic development in the Bangladesh. Commercial banks are now using latest information technology, competing in the open market with high technology system and changing from domestic banking to investment banking. So training is an essential part for these organizations to cope up with the changing environment.

Training programs in organizations provide a variety of benefits. For example, organizations gain through the improved performance and increased productivity that accompany employee development, while employees enjoy extrinsic and intrinsic rewards associated with skill development and performance improvement. However, there has been growing concern

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regarding the costs and effectiveness of training and organizational development programs. The training is effective if the trainees can transfer the training to the job. Positive transfer of training represents the extent to which trainees apply the knowledge, skills, and attitudes gained in the training context to the job (Wexley and Latham, 1981). If employees do not effectively transfer the trained skills to the job-site, then clearly neither the employee nor the organization profits from the training. Therefore, the effectiveness of transfer of training plays a major role in determining the utility of training. Unfortunately, the research on training and development in the human resource management area has not fully addressed the critical aspects of the transfer process or generated a comprehensive body of knowledge. Although the individual (trainee) lies at the center of the transfer process, the role of the trainee in affecting the transfer of training has received relatively little research attention. So it is essential to analyze the factors that influence the perception of trainee regarding the training effectiveness. The positive perception can increase the training transfer to the job.

There are more than 30 private banks in Bangladesh and 4 State owned banks which are under control of Central Banks of Bangladesh. The performance of both type of banks are based on liquidity, measure, quality, customer satisfaction, employee performance, loans, credit, deposit and business. Public banks which are Sonali bank, Rupali bank, Janata bank and Agrani bank; their liquidity and assets are more than the private banks of Bangladesh but in performance management and satisfaction of both customer and employee is more in private banks of Bangladesh. According to Avkiron, (1995) profitability of public banks was not good than the private banks of Bangladesh; it was in terms of different reason such as salary, skills, techniques, technologies, human resources, work environment, training of employees, liquidity, assets, customer satisfaction and many more things. Several researches have been conducted concentrating on the training effectiveness in banking industry of Bangladesh and very few addressed the issue of trainee's perception regarding training effectiveness. The present research will concentrate on the comparison of the trainee's perception regarding the training effectiveness. It will also help the management in planning for the development and implementation of effective and efficient training needs that will lead to increased performance of the banks. The objectives of the study are to identify the factors that affect the perception of trainees regarding training effectiveness and to pinpoint the relationship of the factors influencing employee's perception regarding the training effectiveness with the type of bank.

2. Literature Review

Training and development (TAD) is an aspect of human resource practices that help in enhancing employees' skills, knowledge, and competence capable of improving employees' ability to perform more efficiently (Palo, 2003). Organization are expected to identify training need of its employees and design training programs that will help to optimally utilize their workforce towards actualization of organization objective (Kennedy, 2013).Although TAD is one of the more heavily researched topics in work psychology (Chen &Klimoski, 2007; Tharenou et al., 2007) and a number of studies have focused on employees' reactions to TAD (e.g. Arthur et al., 2003), there is a lack of empirical evidence explaining why and how reactions to TAD matter (Schmidt, 2007; Sitzmann et al., 2008). Trainee reactions, or the subjective evaluations learners make about their training experiences (Sitzmann et al., 2008), are the primary means by which organizations evaluate training programs (Sugrue& Rivera, 2005). However, although trainee reactions are frequently assessed in practice, they are still poorly understood (Sitzmann et al., 2008).After studying 66 studies in different countries, Thang and Buyens (2008), remarked that, training increase and improve skills, ability, knowledge, attitude and behavior of employees which brings ultimate non-financial and financial changes in performing organizational work. Ahmad and Bakar (2003)

suggest that employees who recognize the benefits from training will tend to be more committed and so be more willing to participate in an organization's training activities.

Given the significance of formal training programs for organizational effectiveness, it is imperative that organizations design and implement training programs in the most effective manner, and that they understand the factors that contribute to training effectiveness. This is especially important given the finding that only ten percent of training expenditures have been shown to result in behavioral changes back on the job (Georgenson, 1982). In addition, a frequent criticism of training practice and research is its susceptibility to fads and it's generally a theoretical approach (c.f. Campbell, 1971). For example, some practitioners have attempted to increase the effectiveness of training by utilizing sophisticated training techniques without regard for their actual need. Others have focused on arranging the "best" training environment (e.g., Wexley, 1984). Without a theoretical basis for studying these techniques and training environments, however, practitioners and researchers are often at a loss to explain why training programs are effective or to predict their effectiveness in other settings or for other trainees (Baldwin & Ford, 1988; Noe, 1986; Wexley& Baldwin, 1986). Recognizing this situation in the training and development literature, Tannenbaum and Yukl called for a "paradigm shift" to research designed to understand ".Why, when, and for whom a particular type of training is effective" (Tannenbaum and Yukl, 1992).

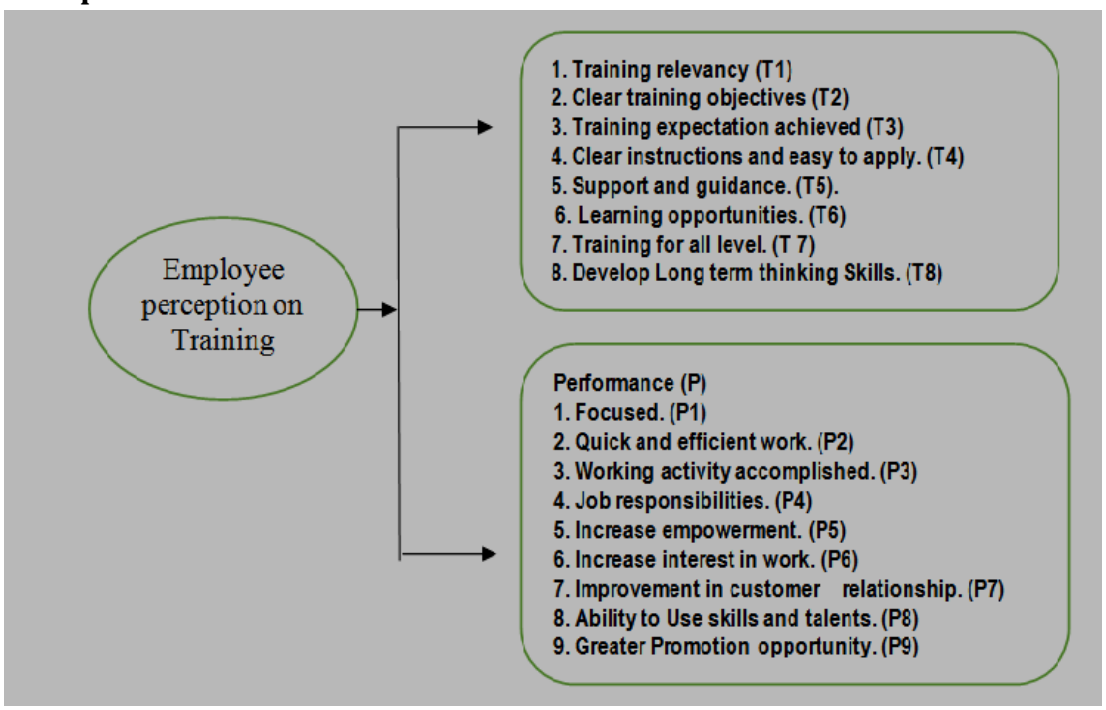
For individuals, potential short-term benefits of successful training and development activities include being able to perform current tasks well, acquiring new knowledge and skills to use on the job immediately, increasing motivation and stimulation, commanding a higher salary, and enjoying other incentives such as greater promotion opportunities (Buckley and Caple, 1990; Sibthorpe, 1994; Cascio, 1994). Training programs help the employee to prepare him for the job. The success of training programs depends on the perception of the employee. If he finds the training program enables him to perform his task effectively then he will try to get maximum knowledge from that program. Whatever knowledge and skills he acquires he will try to use it in his job. So these will help the employee in getting promotions and other short term benefits

There are various factors influencing training focusing at environment, supervisors, lecturers, content of the training and how it is being done; the absence of managerial support could restrain the impact its creativity hindering training effectiveness. (Birdi 2005.Driskel) stated that the kind of training conducted, training content and training expertise equally affect the results of training. Achievement depends on the way training has been conducted by the trainer and its content (Driskell 2011).The researchers indicated that an excessive number of training programs affects the main aim of training, which is skill development, and conduct change (Haywood 1992).

In an international study conducted with an Asian sample, trainees' work experience and job position did not significantly influence their learning and learning transfer to jobs and tasks, but there was a significant difference for the learning transfer for trainees with longer work experience compared to those with shorter work experience (Lim, 2001). Wahidur Rahman (2016), concentrated on the relation with customer satisfaction and performance of banks and also compared service of private and public banks. Another research was done on the comparison of private and public banks performance focusing on the financial status, profitability. (Ahmed Waleed, 2015). The researchers Mehedihasan, MdHefzur Rahman,(2013) concentrated on employee perception towards training program effectiveness of private commercial banks. On the other hand another research was done on the effect of training on employee performance (Dr. Amir Elnaga, 2013). The research done by Bisnu Pada Banik, (2013) concentrated on the financial performance of state owned commercial Bank of

Bangladesh where individually performance, training and financial statement are given but there were no comparison with public and private banks.

3. Conceptual Framework



4. Methodology of the Study

This study was focused on the perception of employees regarding the effectiveness of training programs. The research concentrated on the comparison of employee perception of Government and private banks. Asthe private banks are more in number than the Government banks in Dhaka city that is why the research concentrated on 2 Government banks (Sonali bank Ltd. and Rupali bank Ltd) and 4 private banks (Mutual trust bank Ltd, Brac bank Ltd, Dutch bangle bank Ltd, Prime bank Ltd) according to their progress. It is evident that the majority of the private banks have braches in Dhaka City. So the study focused on the respondents working in banks of Dhaka city. 150 respondents participated in the research where 50 from Government banks and 100 from private banks. The survey also included employees from different level like entry level, mid-level and top level. The study used self-administered structured questionnaire which was reliable as the Cronbach measure is .863. Descriptive statistics and Chi-square test has been used to see if there are any relationship among the variables that influence the employees perception regarding the training effectiveness with the type of banks.

5. Analysis

Table 1: Demographic Factors – Percentage of respondents

Factor	Sub factor	% of Respondents
Gender	Female	42%
	Male	58%
Age	22-29	20.7%
	30-37	51.3%
	38-45	22.7%
	46-54	5.3%

Designation	Top Level	12.7%
	Mid-Level	77.3%
	Lower Level	10.0%
Education level	Diploma	3.3%
	Bachelors'	8.7%
	Masters	82.7%
	Others	5.3%
Monthly Income	Minimum	37000
	Maximum	150000
	Mean	73486.67
	Working experience	
	Less than 5 years	30%
	5 or more years	70%
Type of Bank	Government Bank	33.3%
	Private Bank	66.7%
Training Recipient	No	8.7%
	Yes	91.3%
Training type	In-House	58.7%
	Outsource	10.7%
	Others	30.7%
Training method	Lecture	19.3%
	Seminar	23.3%
	Group exercise	24.7%
	Others	32.7%
Training Frequency	Once	18.7%
	Twice	34.0%
	Several time	44.0%
	Never	3.3%
Employee Selection Method	On joining the company	14.7%
	Upon employee request	6.7%
	Supervisor's Recommendation	45.3%
	performance appraisal	9.3%
	Compulsory for all employees	24.0%

The above table indicates that in banks maximum employees are male and the majority of the employees belong to the age group of 30-37. A large number of employees works in mid-level management in both Government and private banks and has higher educational background such as masters. The working experience of the respondents shows that only 30% employees have less than 5 years of experience. As the number of private bank is more than the government bank 66.7% respondents were from private banks. Majority of the employees received several training after joining the bank. In banks different training methods are used and a significant number of training is organized in-house (58.7%). Most of the employees were selected for training based supervisor's recommendation. The study shows that the average monthly incomes of government and private banks have no significant difference.

This research compared the perception of employee's regarding training effectiveness of government and private banks. The training effectiveness influenced by perception of employees. Some factors influencing the perception of employees has significant relationship with the type of bank which are indicated in table 2.

Table 2: Crosstab Analysis

Type of Bank	Asymp. Sig. (2-sided)
Relevance of the training program	p= .000
Clarity of training objective	p= .000
Fulfillment of training expectation.	p=.007
Simplicity of instructions and application of training.	p=.000
Learning opportunities	p= .009
Support and guidance from peers and supervisors on application of training	p= .000
Availability of training opportunity for all level employee	p= .000
Training imparts skills on long term thinking.	p= .021
Training make the participant focused	p= .000
Training facilitates accomplishment of task.	p= .033
Training influences accountability	p= .000
Training increase empowerment	p= .000
Training enhanced customer relationships.	p= .001
Training improved ability to use skills and talents	p= .000
Training provides greater promotion opportunities	p= .002

The research indicated that there is a significant relationship with type of bank and relevance of the training program. Private bank's training program is more relevant than that of Government banks. The clarity of training objective is superior for private banks according to the employees' perception and there exist significant relationship. Employees training perception regarding fulfillment of training expectation is higher in Government banks and a strong relationship is indicated by the p value. The simplicity of instructions and application of training is more for private banks than Government bank's training program according to the employees' perception and there exist significant relationship among the variables. According to the study it is evident that there is significant relationship between learning opportunities and the type of bank where private bank's training program provides more learning opportunities. Support and guidance from peers and supervisors on application of training is greater for private banks according to employees' perception and the P-value is significant. In terms of availability of training opportunity for all level of employee of Government Bank has more favorable feedback from employees than private bank and the relationship is also has significant. Private bank's training, imparts skills on long term thinking more than that of Government banks. Government bank's training makes the participant more focused than the private banks which is evident in this research. There is significant relationship with type of banks and facilitation of training for the accomplishment of task where the Government banks performance is better than Private Banks.

The training capability to influence accountability is better for Government bank's training program according to employees' perception and the relationship is also noteworthy. The training program of Private Banks can increase empowerment of employees better than the Government bank training program and the relationship is evident as the P-value is .000. In terms of keeping better customer relationship there exist significant relationships with the type of bank& private banks leads. The ability of the training to improve the use of skills and talents has significant relation with the type of bank. The training provided by the private banks gives greater promotion opportunity than that of Government banks and the significant relation is evident in the research. The research indicated that there is no relationship with type of bank and the ability of training in increasing efficiency and interest in work.

Table 3: Efficacy of training programmes

Type of Bank	Asymp. Sig. (2-sided)
Training increased efficiency	p= .074
Training improved the interest in work	p= .319

6. Conclusion and Managerial Implications

The study becomes necessary because many organizations in this contemporary world are striving to gain competitive edge and there is no way this can be achieved without increasing employees' competencies, capabilities, skills. The effectiveness of the training program is also depends on the perception of the employees regarding certain variables. In private banks, the training program is more relevant gives more opportunities to make good relationship with customer and receives guidance and support form peers and supervisors to implement their learning from the training. The objectives of the training program of private Banks are clearer and it provides more learning opportunities. In Government Banks, after getting training employees are more focused, accountable, gets promotional opportunities and the ability to use talent and skills increases. The training is also available for all levels of employees more in the government banks whereas Government banks should develop policies which will make the peers and supervisors more supportive. It can be facilitated by designing the training program focusing on leadership skills. On the other hand like private banks, Government banks should conduct needs analysis to design the training program which will improve the customer satisfaction. The research will help the management of Government and Private Banks to develop effective and efficient training programs that will satisfy the needs of the employees and will lead to increased performance of the banks. In future more research can be done using factor analysis which will indicate the factors which effect employee perception on training. This study only includes the branches in Dhaka city so the findings of this study might not represent the characteristics of all staffs of the bank of other areas of Bangladesh. So the suture study can focus on the other cities of Bangladesh with bigger sample size.

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Job Stress and Satisfaction among Academic Staffs in Private Universities: An Empirical Study in Bangladesh

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Abstract:
The purpose of this study is to measure the role of job stress among the academic staff of the private universities of Bangladesh. A survey was conducted among 150 academic staffs of the private universities across Dhaka and Chittagong city in Bangladesh, concerning the trends of job stress and satisfaction and the likely relationship between them. Primary data analysis revealed that the private universities showed different directions for varying forms of job stress. Moreover, five types of stressors were found to be significant for the academic staff in Universities of Bangladesh, which when tested on their job stress revealed the significant impact on job stress. More specifically, pay, growth stressors and work-related stressors were found to negatively and significantly influencing job stress for the academic staff. Future research of time series analysis can be conducted to understand the trends of stress under different situations over time for academic staff.

Key Words: *Academic staff; Bangladesh; Job stress; Performance; Stressors.*

1. Introduction

With the recent increase in pressure within the education system of Bangladesh to meet the demand for improving the standards as per the international levels, there has been a significant increase in policy changes within Universities. These policy changes along with the increase in pressure for a better quality of education and skills among graduates, the academic staff of private universities have been facing growing discontent and stress. Subsequently, this can interfere with their job and on the learning capabilities of the students. Furthermore, academic staffs are being expected to raise the skill sets of the students and meet the industry demand for skilled professionals. Also, a considerable amount of research has taken place in studying the causes and effects of job-related stress.

Fundamentally, there is a lack of a comprehensive and extensive analysis of the job satisfaction levels and workplace stress on academic staff in the universities of Bangladesh. Therefore, this

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study is an attempt to distinguish the different aspects of job-related stress among the academic staff working in private universities in Bangladesh. There has been the loss of productivity within the educational institutes as well as a decrease in the quality of education which along with the increasing international standards of education as well as demand for high-quality education within Bangladesh.

The instructors, professors and lecturers face insecurity, especially being easily replaceable and because of the short-term nature of their contract or temporary employment in universities (Bodla et al., 2014). As a result, the educational institutions are facing severe issues of lack of loyalty and commitment on the part of staffs. The academicians are always on the move to find new jobs and relocate to new workplaces that question the level of commitment (Hundera, 2014). This study further explores the phenomenon of work-related stress and job satisfaction of academic staff in Bangladesh, especially in the context of private universities.

This study mainly provides detailed insight into the job stress factors that are present among the academic staffs in Bangladesh. This way the study would help in bringing in more changes in policies in the education system as well as it would help to understand and determine the factors that can reduce the job stress and improve the job satisfaction levels among the academic staffs of Bangladesh. This study would further help the educational institutions of Bangladesh to formulate ways in which they can retain their academic staffs and can make efficient use of their productivity. In addition to the personal issues faced by the academic staff, there is also a loss of productivity in the organisation (Maceda, 2012). The study, therefore, fills the existing gap in the literature and paves the way for further research in this field.

2. Literature Review

Stress has been regarded with different ways in a variety of context over the years. Considered as a socially acceptable form of mental illness, stress has been further described as pressure from the environment and strain within the person (Kundaragi, 2015). In the context of the present study, the research has been initiated intending to measure the impact of job stress among academic staff in universities acrossDhaka and Chittagong city inBangladesh. The study is aimed to conceptualise the association between the job stress of a person by screening maximum previous researchers and exploring different factors related to stress at work as well as various antecedents of job satisfaction.

Pervasive role of stress among educational institute staff have been recognized as a typical scenario, and the present study attempts to build an empirical framework of how stress leads to dissatisfaction towards job among academicians. The leading research in the concerned area relates by Chimanikire et al. (2007) in Zimbabwe. A total of 80 respondents were selected to determine job satisfaction among academician, of which higher proportion was identified to be not satisfied with their job. The reason quoted for this includes a high volume of work, which ultimate acts as stress and discourages academicians to work efficiently in academic institutes. However, apart from verifying the stress effect, the research was limited to explore factors behind the stress building.

Towards which, another study by Ahsan & Alam, (2009) assimilated the survey of various factors of stress. The determinants of work stress have been categorized as management role, relationship with co-workers, workload, role ambiguity and pressure performance. The results from the sample of 100 academicians construct showed a significant association among four determinants towards work stress and confirmed a negative impact on overall job satisfaction.

Acknowledging the prevalence of stress due to multiple factors, another study by Veronica, (2011) focused on investigating job stress among males and females and the role of tenure in job satisfaction. The study surveyed 70 university teachers, and the results generated by the responses advocated a substantial difference for male and female counterparts in experiencing job stress. Further, job tenure was also identified an important indicator is suggesting high job satisfaction level.

Therefore, the studies so far contributing to job satisfaction among educational institute's employees successfully identified the role of stress and various other factors leading to stress. However, there was a shortage of researchers binding an overall view of stress level at universities, and the commonality of the dissatisfaction from job among all institutes. With this respect, a study by Mkumbo, (2014) proposed to check commonality of stressful work environment in educational institutes in Tanzania. A total of 326 respondents were surveyed upon the general stress they overcame in a working environment, and the responses suggested that job stress is every day among educational institutes and also contribute towards low job satisfaction.

Reviewing the impact of stress on job satisfaction from the view of different studies held in many different countries, none of the above-described research refutes the negative relationship between stress and satisfaction. As the present study recounted stress as both a positive and negative energy, the next highlighted study meant to invalidate the above-determined association. A study commenced by Hans, (2014) suggested an altogether different outcome on job satisfaction and job stress. The research was undertaken on 40 headmasters of different bilingual schools in Muscat and the results from responses suggested that headmaster experience stress at work and also enjoy a high level of satisfaction due to challenging work.

Therefore, a comprehensive conclusion of the above empirical research indicates towards constructive as well as devastating effects of stress on employees in terms of job satisfaction, and also, more recent researchers have been exploring the positive contribution of stress at work than previous studies, further indicating towards changing pattern of stress handling and maintenance among workforce.

Further, apart from organisational factors of building stress level, personal and social factors were also explored through existing literature and a common thread among all the literature suggested significant impacts of personal and social factors towards job satisfaction. Therefore, an overall study has examined many useful and disparate findings regarding the job stress impacts and highlights most of the factors that were necessary to be studied within the framework of this research question.

3. Research Methodology

The study is primarily based on the private higher education institutes of Bangladesh. A structured and close-ended questionnaire was designed to survey academic staff on the trends of job stress and satisfaction among them as well as to determine the relationship between two, in the educational settings. The factors considered in the questionnaire were designed, based on the five identified job stressors, pay and growth stressors, work-family conflict stressors, work-relationship stressors, work role stressors and status of the job. The questionnaire was segregated into the demographic profile, general background questions related to the job satisfaction level as well as the amount of stress their job accounts for, and Likert scale-based questions to determine the role of different job stressors on job satisfaction. The demographic profile and general background helped to get an overview of the respondents' origin and experience to job satisfaction and job stress, whereas the rest of the

attributes would help to provide answers to the primary research question. The questionnaires were distributed among the academic staffs through Google Docs questionnaire and interactive meetings with the respondents. To test the hypotheses, several statistical analysis tests were run on the collected data by the researcher. Before conducting the tests, the collected responses were coded in SPSS 16.

4. Data Analysis and Findings

4.1 Demographic Profile of the Respondents

The age wise distribution of the respondents shows that most of the academic staff included in the sample is in the age group of 31- 40 years. Similarly, results indicate that 21% of the respondents are in the age group of 41-50 years. 16% is less than 30 years of age whereas 8% of the academic staff was above the age of 51 years. As per the results, around 64% of the academicians are male, and rest of them as females. This shows the low rate of female participation in the educational sector.

Concerning the educational qualification of respondents included in the study, results show that more than 20% are doctorate holders, 4% are post-doctorate, 69% of them had Master's degree, and 7% of them had a graduate degree. While conducting the primary survey, the designation of the respondents was also recorded, and the results are presented. As a result, shows the majority of the respondents were working as Lecturer and Assistant professors in the universities. The proportion of the associate professors, professors and dean is 18%, 10% and 5% respectively.

4.2 General Background

Since the results show that most of the respondents included in the study feel stress in their job, they were asked whether they have ever left any job due to the high-stress level. The findings indicate that 56% of them have left their previous job due to the high-stress level, whereas 44% responded that they have not given up the job due to the stress level.

4.3 Exploratory Factor Analysis

Factor analysis helps to represent the observed variables regarding the number of standard factors. It only takes into consideration the standard variance among the variables which further contributes to extract few factors which are inter-correlated. Factors identified through factor analysis are independent of each other and can hence be considered for further analysis. In the current research, various factors have been identified as job stressors which may affect the job satisfaction of the academic staff in Bangladesh. To identify which factors are the most important among the selected factors in contributing to overall stress among academic staff, a factor analysis test has been conducted and the results are shown in the following section.

Table 1: KMO and Bartlett's test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.824
Bartlett's Test of Sphericity	Approx. Chi-Square	6906.562
	Df	496
	Sig.	0.000

Source: Estimated Result

A result from the KMO-Bartlett test indicates that the KMO measure of adequacy is 0.824. This indicates that further tests within factor analysis can be conducted. A KMO value higher than 0.5, is considered appropriate for further analysis. Similarly, the Chi-square value of 6906.562

is significant even at 1 % significance level. Also, the factors can be identified through the rotated component matrix.

Table 2: Rotated component matrix of factor analysis

Factors of Job Stressors	Component				
	1	2	3	4	5
Basic salary based on workload	.849				
Chances of salary increase	.832				
Career and growth opportunities	.632				
Promotional opportunities	.821				
No bonus	.556				
Training and development opportunities	.726				
Inadequate time for family		.787			
Inadequate time to relax		.823			
Inadequate time to enjoy the social life		.843			
Inadequate support from home		.725			
Non-cooperative spouse		.856			
Long commuting distance from home		.679			
Lack of enough sleep		.824			
Lack of finances		.785			
The high workload at home		.787			
High expectations at home		.725			
Strenuous working conditions at the university		.635			
Lack of support from supervisor			.725		
Poor relationship with colleagues			.850		
High work pressure			.825		
No recognition or reward of work well done			.648		
No support from colleagues			.834		
Not sure about role/responsibilities				.725	
Work overload				.720	
Politics within different groups				.775	
Multiple roles to be handled				.623	
Conflict about what to prioritise				.775	
Low job security					.635
Disturbed working environment					.728
Poor management					.683
No, advise from colleagues and supervisor					.729
Unfavourable working conditions					.672
Extraction Method: Principal Component Analysis; Rotation Method: Varimax with Kaiser Normalization; Rotation converged in 6 iterations.					

Source: Estimated Result

The factor analysis shows that there are five important factors which should be included in the analysis, the rotated component matrix above identifies those five factors. As per the results, the most critical factor is the Pay and Growth stressors, and the values are shown in the first

column. Similarly, the second most crucial factor was Work-Family conflict stressors, and the benefits are presented in the second column. Other important factors include Work Relationship stressors, Work Role stressors and Status of Job respectively.

4.4 Correlation Analysis

Correlation analysis is performed to examine the relationship among the variables included in the analysis. The value of correlation ranges from +1 to -1, where the value of +1 shows that the two values are correctly and positively correlated whereas the correlation of –1 means that the two variables are perfectly and negatively associated. However, correlation does not guarantee causation. For any analysis, the correlation of the variables is essential. If the variables are not correlated, then further analysis cannot be conducted; however, perfect correlation is also not desirable. For the current research, the Pearson correlation coefficient (two-tailed) has been calculated to examine the correlation among the independent variables: Job Stressors and the Dependent Variable and Overall Job Satisfaction.

Table 3: Chi-Square tests for pay and growth stressors

		Overall Job Satisfaction
Mean Pay and Growth Stressors	Pearson Chi-square	.625**
	Sig. (2-tailed)	.000
	N	150

Source: Estimated Result

As presented in the above Table 3 the Chi-square test was performed at a 5% level of significance. The person chi-square test significance value for pay and growth stressors is 0.000. Therefore, the null hypothesis is rejected and hence, it is found that there is a significant association between pay and growth stressor and the job satisfaction level. It might also be concluded that pay and growth stressors and the job satisfaction are not independent of each other. In other words, these two variables are significantly associated with each other.

Table 4: Chi-square tests for work-family conflict stressor

		Overall Job Satisfaction
Mean Work-Family Conflict Stressors	Pearson Chi-square	.655**
	Sig. (2-tailed)	.000
	N	150

Source: Estimated Result

As indicated in the above Table 4, the Chi-square test was performed at a 5 % level of significance. The person chi-square test significance value for work-family conflict stressors is 0.000. Therefore, a null hypothesis is rejected and hence, it is found that there is a significant association between work-family conflict stressor and the job satisfaction level. It might also be concluded that work-family conflict stressors and the job satisfaction are not independent of each other. In other words, these two variables are significantly associated with each other.

Table 5: Chi-square tests for work relationship stressors

		Overall Job Satisfaction
Mean Work Relationship Stressors	Pearson Chi-square	.715**
	Sig. (2-tailed)	.000
	N	150

Source: Estimated Result

As shown in the above Table 5, the Chi-square test was performed at 5 % level of significance. The person chi-square test significance value for work relationship stressors is 0.000; therefore, a null hypothesis is rejected and hence, it is found that there is a significant association between work relationship stressor and the job satisfaction level. It might also be concluded that work relationship stressors and the job satisfaction are not independent of each other. In other words, these two variables are significantly associated with each other.

Table 6: Chi-square tests work role stressors

		Overall Job Satisfaction
Mean Work Role Stressors	Pearson Chi-square	.785**
	Sig. (2-tailed)	0.000
	N	150

Source: Estimated Result

As presented in the above Table 6, the chi-square test was performed at a 5 % level of significance. The person chi-square test significance value for work role stressors is 0.000. Therefore, the null hypothesis is rejected and hence, it is found that there is a significant association between work role stressor and the job satisfaction level. It might also be concluded that work role stressors and the job satisfaction are not independent of each other. In other words, these two variables are significantly associated with each other.

Table 7: Chi-square tests for status of job stressors

		Overall Job Satisfaction
Mean Status of Job Stressors	Pearson Chi-square	.621**
	Sig. (2-tailed)	.005
	N	150

Source: Estimated Result

As shown in the above Table 7, the Chi-square test was performed at a 5 % level of significance. The person chi-square test significance value for the status of job stressors is .005. Therefore, the null hypothesis is rejected and hence, it is found that there is a significant association between the status of job stressor and the job satisfaction level. It might also be concluded that the status of job stressors and the job satisfaction are not independent of each other. In other words, these two variables are significantly associated with each other.

5. Conclusion and Recommendation

A total of nine different parameters namely the total working hours, chance of promotion, attention paid to suggestion, amount of responsibility given to handle, recognition and reward for the work done, support from senior, opportunities to use abilities, variety in job, salary and support from colleagues were studied and for the majority of the parameters more respondents from private universities favour their universities with respect to job satisfaction. Only one parameter does not reflect higher job satisfaction for private universities, which was the total number of working hours that were put in by the academicians.

The null hypothesis of the present study was rejected, and its alternate, i.e. job stress does have a considerable impact on the job satisfaction has been accepted. The factor analysis determined five components that aggravated the problems of stress, i.e. work-related stressors; work role stressors; pay and work growth stressor; status of the job, and work-family conflict among the academic staff of Bangladeshi universities. Further correlation

analysis revealed a considerable cumulative impact of the pay and growth stressors and the work relation stressor have negative and a considerably significant impact on job satisfaction, suggesting that pay and growth-related pressure alone with relationships at work decreased job satisfaction for academic staff. Moreover, the conclusions of the present study bring out many practical implications for universities in Bangladesh and also specific policy measures for the regulatory framework for improving job satisfaction and reduce turnover intention among these universities.

The following recommendations were made by the researcher for the academic staff of Bangladeshi universities. While the management of private universities in Bangladesh needs to spread awareness regarding the impact of job stress on the performance and satisfaction among the academicians in Bangladesh, they are also required to form teaching associations for greater access to ideas and resources for the staff. Moreover, particular attention is needed to be paid to the part-time and adjunct teaching staff, along with librarians for the different levels of stress they face, which combined with their lack of job security, contributes to low satisfaction. To well-being of the academic staffs, the institutions should have proper guidelines laid down for the staff starting with taking appropriate care of health, hygiene and food habits and measures of coping stress with the help of alternate techniques like yoga and meditation. Continuous evaluation of mental and physical well-being of academic staff is needed in all universities, to detect stress exceeding permissible limits among the academic staff. The universities should conduct timely workshops and seminars promoting the well-being of academic staff and providing avenues of sharing the common problems faced and methods to resolve them.

Through this study, a significant relationship has been established between levels of job stress and job satisfaction among private universities of Bangladesh and most importantly, the role job stress has played in job satisfaction of academic staff. A direct practical contribution of such a study is that the universities in Bangladesh can acknowledge this presence of job stress among their academic staff, and how it impacts their performance and the performance of the university. Subsequently, universities can devise programs and policies to curb stress and ensure satisfaction among staff. Since Bangladesh aims to elevate its education sector's standards to meet the international level, a stress-free faculty would help accelerate growth, research and innovation within the system, and also assist in developing skilled graduates.

Regarding theoretical contributions, this study significantly contributes to the existing literature on job stress-job satisfaction relationship, more specifically for studies in Bangladesh, which up until now has not been done. Additionally, this study contributes to the significance of different stressors among teaching staff and higher studies academicians of Universities.

Lastly, this study is a prominent contribution to the knowledge in the academic world nationally and internationally as it tries to infer and analyses the contributing stress factor concerning academician's job responsibility. It is a new topic yet to be discovered by any previous scholars in the country; however, the present study like any other study has certain limitations that need to be mentioned. The foremost concern is that sample size is comparatively smaller due to the tight work schedule and involvement in different institutional activities of the academicians. Moreover, qualitative data like focus groups or nominal group techniques were not adopted in this study, which would have given an in-depth view of the different dimensions of stress faced by academic staff at all levels.

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Employee Turnover Scenario in the Readymade Garments Industry of Bangladesh: Causes and Consequences

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Abstract:
In recent days, employee turnover (ETR) of ready-made garments (RMG) industry of Bangladesh has been marked as one of the key aspects of employee management. According to the HR Managers working in this industry, RMG industry faces about 17-20% ETR, which is incurring irrecoverable cost and creating barriers to meet the lead time in order completion. In this study the 'causes of ETR' refers to the actions that compel the employees to leave their job. By following 'Purposive sampling method' HR Managers of this industry were taken as target group of the study. Data was collected through a structured closed ended questionnaire, and verified through Key Informant Interview (KII).The study explored some significant causes of ETR, which need to be removed to strengthen the capacity of this industry. Relationship of causes of ETR was also examined and revealed how strongly they work.

Key Words: *BGMEA; Engagement; ETR; FGD; KII; RGM.*

1. Introduction

Managing successful ETR is the precondition of higher productivity, which is the baseline for better profitability. Good pay, better work environment and organization's banding are positively related to ETR. In this globalized business arena, business leaders need to manage ETR for the sake of their business. It is quite natural that business organizations will have ETR. But it becomes a matter of study when it creates threat for the business. In the recent days, ETR in RMG industry of Bangladesh has become a burning issue. According to renowned HR Managers many factories of these industries are now struggling with high ETR problem, which is incurring additional cost, but also affecting output targets and desired quality. Even, it threats the organization's long term survival. Employee turnover is considered a serious issue for many organizations, thus scholars view this phenomenon as a persistent problem for the organization (Ahmad & Omar, 2010). The detrimental effects of high turnover, especially when the high performing employees leave, on the organization are the major concern for the organizational managers.

The management of human resources plays a key role in any organization's success. To learn how best to retain employees, business leaders must first seek to better understand what prompts them to leave (Liu & Onwuegbuzie, 2012). The presence of psychological conditions influences people to personally engage in their work which fosters employee retention and

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decreases turnover intention as well. Therefore, both scholars and business practitioners continue to seek strategies that will encourage employees to stay by reducing their psychological anxieties.

Problem statement of this study was to know the causes of high ETR in RMG in industry in the eye of HR Managers', and its consequences. Here, the 'causes of ETR' referred to the actions that compel the employees to leave their job. And sustainable measures referred to those actions that the factories could follow to retain their potential employees. On the contrary, the term 'HR Managers' referred to those personnel who were leading the human resource management and development departments in RMG industry. Considering their direct involvement in ETR, they were chosen for this study.

Today RMG industry of Bangladesh is being operated in a highly competitive market both in local and international context. This competition has become more critical because of its high ETR of potential employees that critically affects its output efficiencies. So, it became pertinent to highlight the causes of ETR.

The relationship of causes affecting ETR was examined and reached a conclusion of how strongly they work. Particularly the amount of remuneration, workplace behavior, irregular payment, working pressure, discrimination, performance recognition, career growth opportunity and location problem were examined thoroughly.

The main objective of the study was to conduct a meaningful inquiry and investigation to find out the causes of ETR in RMG industry of Bangladesh, which focused on following heads:

(a) To analyze the pattern of employee turnover in RMG industry;
(b) To identify the causes of employee turnover;
(c) To identify the role of HR managers to control employee turnover;
(d) To recommend measures of controlling.

2. Literature

The literature on ETR mainly includes causes of ETR, types of ETR, mode of ETR, factors affecting ETR, role of HR managers, and the measures to be followed to control ETR. ETR is generally measured in terms of the number of employees hired or separated per one hundred employees on the average payroll during a given time `period (Lurie, 1966). ETR occurs when employees quit their jobs. An organization usually incurs costs in replacing individuals who have quit. In addition, turnover often causes disruptions for existing members of organization. Even Organization Structure and Culture are also affected by turnover.

Causes of employee turnover

In the recent days, ETR in RMG industry of Bangladesh happens mainly for location problem, irregular payment, lack of recognition, unplanned working hour, workplace discrimination, location problem, indecent behavior, social / religious restrictions, demand of labor market, etc. If an employee is happy with pay, it is quite likely that this employee may be committed to the organization in which he or she is currently working (Slattery and Selvarajan, 2005). Similarly irregular pay can create dissatisfaction among the employees shortly and easily.

Timely increment and promotion are defined as respect and acknowledgement for any achievement. There is a definite link between the intention of people to stay at their place of employment and reward/recognition. Without the policy of work-life balance employees cannot continue more with the factories. While some leading employers are adopting such supportive policies, many companies and many managers are still neither aware nor

responsive to work/family issues (Galinsky & Stein, 1990).

Immediate supervisors need to treat their subordinates fairly and equally. Workers wish to leave an organization when they have conflicts with their supervisors or colleagues (Houkes and Janssen, Jonge and Nijhuis, 2001).Inconvenient job location is another cause of switching job. Initially many people start job in inconvenient places because of many reasons, which ultimately they cannot continue for a long. Indecent behavior mainly by immediate supervisors and because of some social restrictions many employees, in RMG industry of Bangladesh leave their jobs. For example, women after marriage do not want to continue their jobs in the factory; this is because of their husbands' will.

Enough number of technical people is not being developed in line with the expansion of RMG industry. As a result, technical people are taking the benefits of wide job market by switching their job frequently.

Factors affecting employee turnover

Some potential factors, like age of employees, their gender identity and employment category affect the intention of job termination. Combination of age, occupational level, length of service, perceived prospect of promotion and job satisfaction have a significant impact upon the intent to leave the current employer (Weisberg and Kirshenbaum, 1991).

Mode of employment termination

In RMG industry of Bangladesh, the word 'lefty' became popular. When continuous absent days of an employee exceeds 10 days, the management discontinuous his / her service by following the section 27(3A) of Bangladesh Labor Law 2006, which is now known as lefty in the RMG industry. Other modes of employment termination are resignation, termination by employer, dismissal on the ground of misconduct, discharge, retrenchment, etc.

Role of HR managers

In RMG industry of Bangladesh, HR managers are mainly responsible to look after the employees and their benefits as well. They are also to ensure the employment related laws, rules and policies. So, working with the causes of ETR and factors affecting ETR, HR managers can work to control ETR in RMG industry in many extents.

3. Research Design

RMG industry has 4482 factories, where about 4 million people work. Most of the factories have their HR teams under qualified HR Managers to deal with employment related activities including turnover analysis. Considering their involvement in ETR, HR Managers were taken as target group in this study by following 'purposive sampling method' (BGMEA, 2018, 'BGMEA Members' Directory 206-2017). A large number of RMG factories are located in Savar and Gazipur regions so fifteen HR Managers having 10 years and above experience been chosen as study respondents from those regions.

4. Methodology

A structured closed ended questionnaire having five questions was sent to them to get their feedback about ETR. Their opinion was verified by Key Informant Interview (KII) two prominent persons involved in labor issues of RMG industry.

5. Results

ETR was more in female employees than male, though female workers are passionate than male. Some behavioral issues and social and religious constraints lead them to terminate their employment frequently, as opined by most of the HR Managers.

Table 1: Gender-wise employee turnover

Gender	% of Effects
Male	26.67%
Female	73.33%

Source: Estimated Result

Nature of employment leads the intention of ETR greatly. In the challenging work environment in RMG industry, employees in probation period try to switch their job frequently. Initially many people take jobs in difficult environment, but in long term they cannot survive or move because of better opportunity of career.

Table 2: Nature of employment and employee turnover

Nature of employment	% of Effects
Permanent employee	20%
Employee on probation	80%

Source: Estimated Result

Age of employees influences ETR in RMG industry. Employees within the age of 18-25 have more job switching intention than others. Actually this is very natural that people will look for better opportunity, initial age of career is the right time to do this and was visible in RMG industry.

Table 3: Age group-wise employee turnover

Age group of employees	% of Effects
18 – 25	53%
26 – 30	40%
31 – 40	13%
41 Plus	0%

Source: Estimated Result

Employment termination in RMG industry mainly happens in the following modes as identified by HR Managers. Among those, 'separation on the ground of absenteeism' is the most convenient way for the employee, since this requires fewer formalities. This process of separation is followed according to the section 27(3A) of Bangladesh Labor Law 2006.

Table 4: Mode of employment termination

Mode of employee separation	% of Separation
Termination by employer	53%
Resignation	13%
Dismissal / removal	6.7%
Separation on the ground of absenteeism	86.67%

Source: Estimated Result

Multiple causes affecting the intention of ETR in RMG industry were identified in this study. Location problem, workplace discrimination and indecent behavior by immediate supervisors were the main causes of high ETR. Secondly, irregular payment, unplanned working hour and social restrictions were responsible. Less remuneration, performance recognition and availability of new opportunity were also responsible.

Table 5: Causes of employee turnover

Causes of Employee turnover	Position-wise Effects
Location problem	1st cause
Indecent behavior	2nd cause
Workplace Discrimination	3rd cause
Irregular wage / salary	4th cause
Unplanned working hour	5th cause
Social / religion problem	6th cause
Lack of recognition	7th cause
Less wages / salary	8th cause
Available better opportunity	

Source: Estimated Result

Location of factories influences long term decision of employees whether to stay with the factories. Similarly, workplace discrimination and indecent behavior by immediate supervisors mentally detach the employees with the factories, which lead to leave the job.

Irregular payment hampers daily life of the employees. Unplanned working hour and less remuneration also hamper daily life. Both of the cases lead employees to leave the factories. Performance recognition creates enthusiasm among the performers, whereas lack of recognition helps employees to be decisive about their staying with the factories.

6. Discussions

The study explored the following causes of ETR in the RMG industry of Bangladesh:

a) Location problem, indecent behavior and discrimination by immediate supervisors, irregular payment, and unplanned working hour are the causes of employee turnover, mainly in old-fashioned and small factories.
b) High ETR exists in female employees, which indicates that RMG industry is not yet comfortable enough for female employees, though 80% of employees are female.
c) Probation period is the most discomfort period for the employees, which lead them to switch their organizations frequently.
d) Employees of 18-25 years old try to switch their organizations for the sake of better alternative of career.
e) 'Continuous absenteeism' was the intention of job separation.

7. Conclusion and Managerial Implications

The study revealed the insight causes of ETR in RMG industry of Bangladesh. It also specifically revealed that high ETR has become a regular problem for the small and old-fashion factories.
On the basis of the revealed causes, following recommendations may be followed to control ETR:

a) Providing dormitory facility to minimize location problem. Newly established large factories can provide such facility easily.

b) Immediate supervisors need to ensure their professional behavior at workplace for fair treatment.
c) Old-fashioned factories need to disburse wages within timeline stipulated in Bangladesh Labor Law 2006. They also need to have a set working hour plan.
d) Working environment needs to be conducive enough to retain female employees.
e) Fair induction and orientation program needs to be followed to ease the work environment for the new employees. On-the-job training program, accommodation facilities, transportation, lunch/refreshment along with logistic support will be favorable for them.
f) Planned working hour and sufficient leave will be helpful to control ETR.
g) In case of all the issues stated above HR managers can work to implement since they are the nominated personnel to deal with those issues as representative of the owners.

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Incorporating Digitization for Governance of HEIs in Bangladesh

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Abstract:
Over the past few decades, the world has been shifting from industry-based to knowledge-based society. Entrance of education should be the main concern of a nation. Education system should be produced and conserve. Knowledge distribution and best services of education both are equally important for a country. Developing and implementing education is important for creating a strong citizen. Every person in the country has some human rights and proper education is one of them. This realization exists among the post-independent government education policy makers of Bangladesh. Government of Bangladesh is trying to provide best education to their citizens. Education system introduced digitalization with the help of technology in the country. MoE of Bangladesh with the help of related authorities presented digitalization with the help of ICT in higher education institutes. This paper aimed to show the governance of HEIs incorporating digitization in Bangladeshi higher education system.

Key Words: *Digitalization/digitization; Governance; HEIs; MOOCs; SRS; Technology;T-L, distant/remote learning.*

1. Introduction

Education is the key to basic development of a country. The education system of Bangladesh faces a massive challenge in the shape of a massive population, poorly knowledgeable and largely impoverished and a lack of finances to cope with their needs. The government of Bangladesh is making an attempt to play her function since its inception. Many strategies and techniques of providing good education have been using but the system nevertheless struggles to fulfill the desires of the Bangladeshi population. As compared to global level education, the Bangladeshi education system isn't always competitive. Various challenges including the high-quality of instructors and facilities, problems built-in inside the syllabus, lack of computers and lab facility with the internet, insufficient infrastructure, lack of fund and comprehensive policy have had ruinous outcomes. Developed countries education system travel far way by using technology in learning. One of the most using technology is Information and Communication Technology (ICT) around the world now-a-days. In Bangladesh, for distance learning and e-learning, computer, internet and intranet based technologies have been using in a scattered and limited way. But the potentialities of technology in the education sector in higher education stage are multidimensional. Organizing e-learning or online schooling, embracing modern academic administration, ensuring the equal possibility of learning, expanding

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worldwide connectivity many of the educational institutions, giving education for distanced and distressed people etc. could be capable of achieve with the assist of technology. The Bangladesh education ministry (MoE) along with UGC, BdREN etc. continues to make education one of their top priorities by utilizing the application of Information Technology. They have set up some of programs and projects designed to assist the people of Bangladesh to acquire a fairly proper level of education irrespective of gender or class. It is the time to make goal analytical studies of the prevailing situation in the education zone and discover the way to properly utilize digital techniques of education. Through a sturdy education system, an extraordinarily certified generation may emerge to guide Bangladesh. Digitization can complement and add value to classroom T-L, distant learning and MOOCs.

2. Rationale of the Study

Technology helps us to bring the world to our fingerprints. By using technology higher education can open and expand our mind. Technology helps us both for teaching and learning. Today's world is fast-paced. Without technology education is incomplete in today's world. To cope up with the present digital world Bangladesh is very rapidly moving towards the digital age. Using the technology-based equipment in the classroom or online resources future generations will successfully handle the challenges or barriers in higher education.

3. Objectives of the Study

The main objective is to study the current situation of incorporating technology in higher education institutes.

The secondary objectives of this report are:

a) Identify the scope and prospects of digitization of higher education institutes in Bangladesh.
b) Investigate future scope of Technology Enhanced Learning (TEL) in HEIs.
c) Explore the obstacles incorporating technology in HEIs.

4. Review of Related Literature

Learning is an aim-oriented system that gathers new learning, modifying and strengthening existing information. To accrue diverse types of information students' competencies, behaviors, values, or inclinations may additionally involve (BOU, 2018). Students still spent plenty of time paying attention to what teachers want to say. The teacher is the center of the class and this is the tradition of our educational environment. If instructors experience what he calls the content material of effective learning educational reformation will fail. Such content affirmed this reality that both teacher and student must have logical control over what occurs in the class (Sarason, 1996).

Technology will assist the instructor in growing a supportive learning environment and additionally transition from the position of facilitator to that of a learner. The teacher himself learns as well as assisting the students to learn (Ranasinghe, 2009). Students can learn, analyze information at anytime and anywhere by using latest technology. With the help of e-learning anyone can get rudder from experts, get or deliver just-in-time direction and training (Zaman, 2010). The key benefit to students is its trouble-free entrance (Mannan, 2015). To enhance distance education e-learning is extensively utilized in most of the developed nations. E-learning process consists of web-based learning, computer-based learning, digital lecture rooms and virtual collaboration, where contents are introduced via the internet, intranet or extranet, audio and video tape, satellite television and CD-ROM (Islam, 1997). Cloud computing based e-learning provides anytime, anywhere and any device learning and will be beneficiated by every students, faculties, administrators and research scholars in higher education

institutes (Madhumathi). Complex thinking skills will develop by using technology in education system (Ohler, 2005).

5. Background of HEIs in Bangladesh

Bangladesh is a growing country. Its financial system is in the evolution from agriculture to trade, manufacturing and service sectors. Bangladesh desires to gain the scopes offered by globalization to make a knowledge civilization. The education structure of Bangladesh is broadly separated into three tired. These are primary, secondary and higher education (tertiary). The government of Bangladesh has a huge responsibility to fulfill the requirement of education of the country. From the beginning, after independence, the government of Bangladesh is trying to do her job. The higher education system of Bangladesh has been going through deep challenges right now. To improve the quality of education system and research Bangladesh has no adequate atmosphere and poor planning, this is one the main reason. Inadequate fund, ordinary monitoring capacity, nerveless governance and weak responsibility are also the reason behind the scene. All these drawbacks can only be removed by revealing a quality culture and ensuring excellent practices in higher education institutions (HEIs).

In Bangladesh, higher education was considered as a luxury once upon a time in a civilization of illiteracy. In that time literacy rate was low in our country. At time of the independence, in 1971, there were only 4 four universities in Bangladesh. And that universities were financed by the government. At present, there are 145 universities. Among them 42 are public university and 103 are private university (List of University- UGC). Private sectors of Bangladesh had come forward in beginning 1990 to launch universities. This situation was the straight effect of Bangladesh government's assessment to create private university act, 1992 (sai.uni-heidelberg.de). Because of that higher education sector experienced an impressive growth in private universities. Private universities are working within its boundaries in an extensive diversity of different niches and natures. Literacy rate also increasing every year in Bangladesh. According to the literacy rate of UNESCO, literacy rate among the population aged 15 years and older is 72.89%, where male is 75.7 % and female is 70.09% (UNESCO-Bangladesh- Literacy Rate 2017).

The government of Bangladesh realizes that the higher education system are not fully prepared to innovate and apply the knowledge. The government of Bangladesh (GoB) has recently created a National Strategic Plan for Higher Education for the next 20 years with the help of the Ministry of Education (MoE). The strategic plan focuses main challenges facing in this sector in Bangladesh. The plan suggested a number of strategy reforms and interventions to be implemented in three consecutive phases. The higher education strategy consists of five core values: Quality of Higher education, Loyalty of, Develop closer relations between higher education and the world of work, Encourage national and international partnership and collaboration, lastly enlighten the students with knowledge and skills, teach people with ethical values.

To setup the quality assurance process a new project has been established named Higher Education Quality Enhancement Project (HEQEP). One of two of its subcomponent is an establishment of institutional QA cell as a catalyst for the establishment of QA mechanism at HEIs. Another subcomponent is strengthening of Quality Assurance Unit (QAU) of University Grants Commission (UGC) to oversee the establishment and activities of Institutional Quality Assurance Cells (IQAC) in both public and private universities. The main objective of the project is to improve the quality and relevance of the teaching and research environment in higher education institutions through encouraging both innovation and accountability within universities and by enhancing the technical and institutional capacity of the higher education sector.

BdREn is a project of University Grants Commission (UGC) of Bangladesh under the Ministry of Education (MoE). This is under the Higher Education Quality Enhancement Project (HEQEP) which is assisted by the World Bank. The target of BdREN is to connect all educational institutes through a single network. This will connect all public and private institutes, universities, libraries, healthcare, laboratories, agricultural institutes etc. throughout the country. Core Values of BdREN are- Collaboration and Engagement, Sustainability, Integrity and Fairness, Innovation and Creativity, Excellence and the main objectives of BdREn are:

- Building and operating a high bandwidth high availability secure network.
- By the latest technology create network excellence.
- Providing cost-effective and best Applications and Services through economies of scale.
- Attracting NRB scientists, engineers and researchers working in different disciplines from all over the world.
- Fostering an innovative and stimulating work environment.

Higher Education Acceleration and Transformation (HEAT) project initiated by the World Bank. This is a project for next generation. This project focus for employment of graduates and quality of women's education. The main target of this project:

a) To build up a good network in between higher education institutes.
b) Improves the learning, teaching and researching.
c) Improves the higher education management of the country.

Bangladesh National Qualification Framework (BNQF) is a long waited process of government of Bangladesh. This is one the important scheme for the higher education sector in Bangladesh. Under the HEQEP project quality assurance division is demanding to arrange National Qualification Framework of Bangladesh. Many universities of our country are trying to evaluate self-assessment process. This will be done by the Institutional quality assurance cell. Workshops have been held to finalize the process. ILO announced that Bangladesh Qualification Framework (BQF) is a route to a harmonized quality assured qualification system. To uphold in comprehensive world we require to National Qualification Framework of Bangladesh.

6. Methodology

This research report is prepared based on primary data mainly. 30 questions were developed for survey as questionnaire instrument. The respondents of the survey were students and teachers of different Universities/HEIs of Bangladesh. The questionnaire, including a cover letter, was distributed to participants. All subjects were asked to respond to the questionnaire and their responses were guaranteed confidentiality.

Total 100 respondents from different private and public universities were participated in survey. There were mixer of participants of students (77%) and teachers (23%). During survey it was tried to cover renowned institutes and good percentage of total university. Number of participants of students and teachers list from different universities given below:

Total 16 universities (public-7, private-9) representatives were participated in survey. In percentage the amount is 11% with respect to the total universities of Bangladesh. Survey covered 16.67% public universities representatives among 42 public university. And covers 8.7% private universities among 103 private university. Survey was conducted by face-to-face interviews among the students and teachers. The collected data was processed and analyzed by Microsoft excel software.

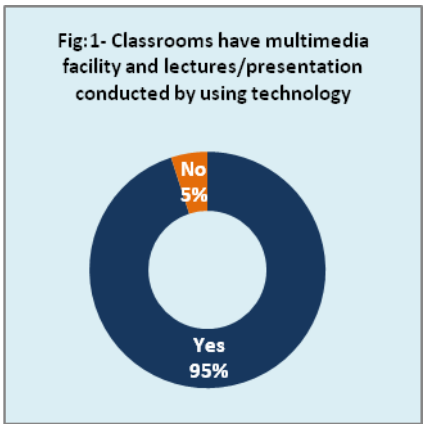
Secondary data was collected from different websites, recently published journals, books and newspapers to get a broad idea of Technology in Education. For reaching conclusions a thorough study of available material and research documents by University Grant Commission (UGC), Bangladesh Research and Education Network (BdREN) etc. was covered.

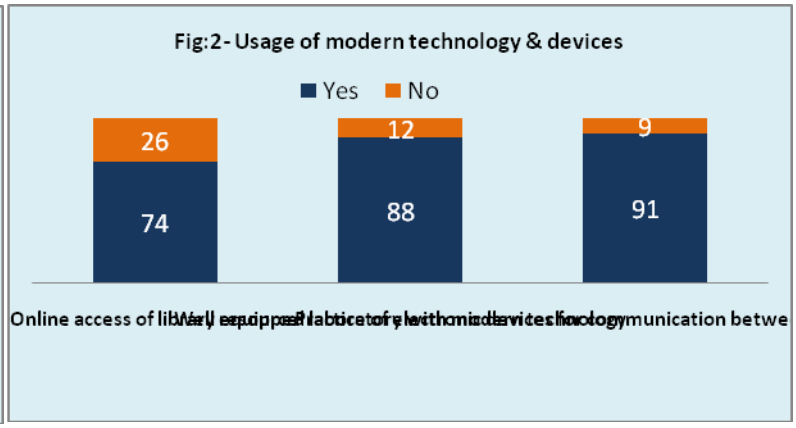
7. Analysis and Interpretation of the Data

While analyzing data questionnaires are divided into 6 categories and then graphs are prepared on the basis of the category. Questionnaire category are:

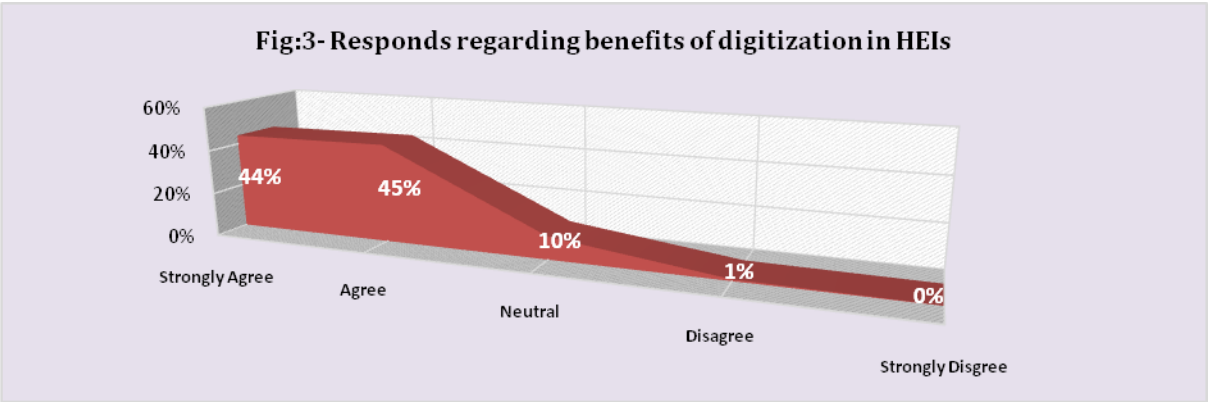
a) Current digitization situation at universities.
b) Benefits of digitization at HEIs.
c) Main barrier to expand digitization.
d) About MOOC and benefits of MOOC.
e) About SRS and benefits of SRS system.
f) Expectations of participants regarding digital education.

There are 5 questions in the first part of the survey. Here we surveyed and asked participants regarding present situation of their classrooms, lectures, modern technology and devices. Most of the respondents (95%) confirms that they have multimedia classrooms and above 70% respondents approves that their institute uses modern devices and technology (Fig: 1and2)

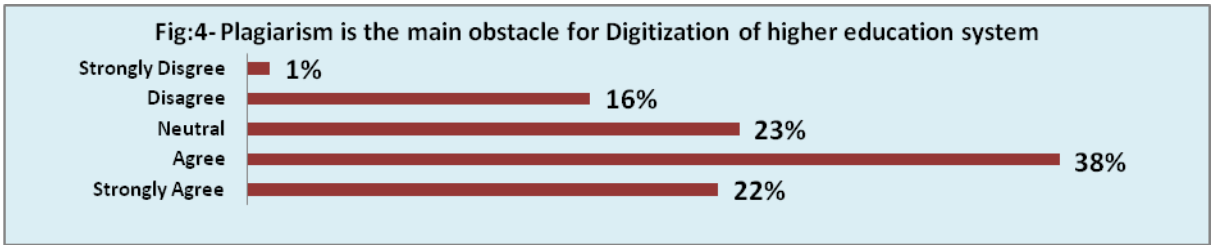




In the second part of survey digitization benefits were discussed. Participants also asked to provide their opinion regarding Nine (9) statements of benefit of digitization. Given statement of benefits consists- Increment of teacher student interaction, eases of pressure, development of communication skill, increase the learning competition, complex topic understands easily, involvement in research activities, Improve IT skills and improvement of academic results. In response 85% participants agreed about the statements and 10% were remain neutral (Fig: 3).

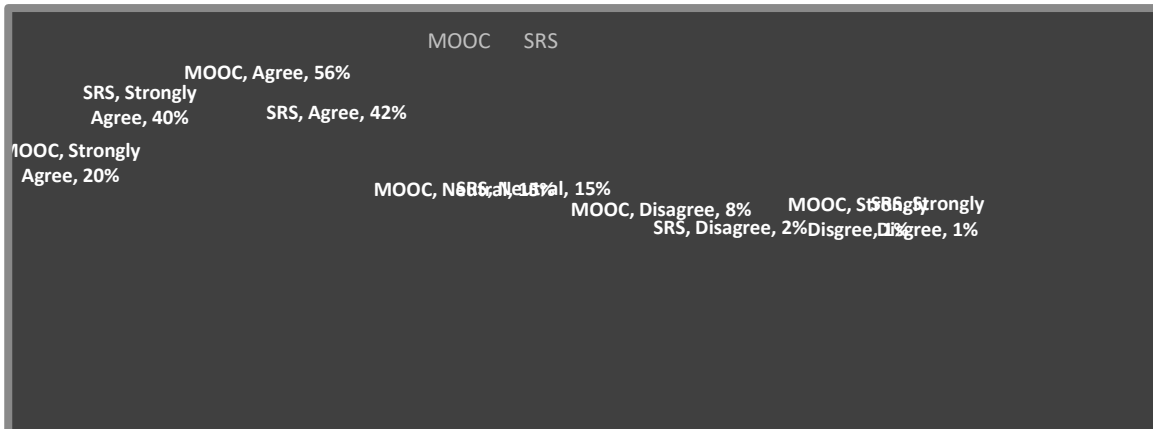


In the third segment of the survey we asked participants about the barriers of expanding digitization. In the interview some obstacles are come into the front. The main obstacles are: Cost, Lack of training, insufficient infrastructure, Plagiarism, Lack of Motivation, Inadequate Support, Assessment etc. Plagiarism is one of the ugly matters of digitization such as Misguide by wrong info, Waste of time, Increase rate of cyber bullying etc. 22% strongly agreed about the statement and 38% agreed it. 23% remain neutral and 17% respondents denies the narration (Fig: 4).



After that we wanted to know about two new important methods of education system. They are: MOOC (Massive Open Online Course) and SRS (Student Response System). They are aware of the methods and wants to welcome them in our higher education system. We asked them 4 and 3 three benefits of MOOC and SRS. 76% respondents accepts the benefits of MOOC. Among them 20% were strong agreed and 56% agreed the statement. 15% remain neutral and 9% disagree the benefits (Fig: 5). On the other hand most of the participants agreed on the benefits of SRS and 15% were neutral (Fig: 5).

Fig 5: Opinion for benefits of MOOCs and SRS



In the sixth and last part of our questionnaire we took respondents opinion about their expectation regarding online exam, distance learning and maintenance and costing for technical support.

8. Findings of the Study

The utmost significant result of this report was to grasp the situation of incorporating digitization by higher education institutes (HEIs) of Bangladesh. We have found some encouraging and cheerful view about digital education system and to boost up the quality of teaching and studying. For the transformation of needs of knowledge and education, the use of information technology can promote and help HEIs. Information technologies be able to

support HEIs to be inventive and reactive to the changing needs of students and the shifting requirements of enterprise and industry from higher education.
We have identified a number of issues regarding the governance of HEIs including digitization in higher education in Bangladesh:

a) HEIs of Bangladesh have vision for incorporating technology.
b) Now-a-days HEIs are using technology for administrative and academic activities (From secondary data).
c) HEIs have well facilitated multimedia classrooms, laboratories etc. (From secondary data).
d) Most of the students and teachers believe that technology eases their pressure.
e) IT related knowledge and skills of teachers and students are growing by using technology in education system.
f) Interactive communication and competition are increasing among the HEIs which enlarge the way of learning.
g) E-learning has not started in HEIs of Bangladesh yet.
h) Students and teachers have knowledge on MOOC. So, they recommend to start MOOC in HEIs of Bangladesh.
i) Participants are recommended to take exam, assignments, quizzes etc. via online.
j) Participants believe that more technical support is needed from their HEIs to introduce new technology at institutes.

We also found out some limitations to incorporate digitization in higher education institutes.

a) Lack of fund as setting up technology is costly.
b) Inadequate IT networking infrastructure.
c) Lack of neoteric devices and modern laboratory facilities.
d) Quality of education of HEIs is not monitored properly.
e) Research facility is not incorporated adequately in most of the universities.

9. Conclusion

In the present world countries are being developed by using technology. People of this 21st century are using technology in every possible way. Current world is technology driven and for this reason we have to proper use of technology. And after using current technology we have to search new one to keep pace with the modern digitalized world. Information technology is very much important in higher education system for this reason. If the education segment practices ICTs in all potential angle, learners will become intimate with technology and can get involve in technical works which is highly demandable sector now. The expert, capable and qualified manpower will be produced. Who later on, will be capable to engage them to innovate new one. Also technology boost up the teaching standards.

Bangladesh has already taken various steps to employ and set up technology based nation. Higher education sector is given supplementary consideration to apply IT applications. Internet facility is provided to higher education institutes. Telecommunication and networking infrastructure via optical fiber is being deployed throughout the country. However these actions are not so adequate to be digitalized. There need to produce extra hard work and drive.

Some limitations like inadequate IT networking infrastructure, lack of neoteric devices, modern labs, connectivity problem, lack of comprehensive plans and efforts etc. make the passage complicated. The higher educational institutes should make inevitable that digitization and IT training are promoted by means of their incorporation in all actions in the education sector. The students, teachers and people of Bangladesh would be able to keep pace the changes and challenges of this fast growing century if the higher education system digitalized

in an efficient way. Bangladesh government should take immediate measures to improve the quality of higher education system to establish "Digital Bangladesh".

10. Recommendations

Analyzing critically the existing situation of digitization in higher education sector, some recommendations have been made. These are as follows:

a) Networking infrastructure should be developed up to all higher educational institutes.
b) Adequate computer lab facility, ITs applications should be ensured as early as possible.
c) Cheap internet connectivity should be expanded horizontally. University should be given connection on very minimum charge so that all students will be able to get the internet access to learn more.
d) E-learning or distance learning with the help of ICTs should be introduced from the university level.
e) Initiatives to provide necessary software should be ensured.

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Career in Management Education: In Conversation with Dr. Vishal Gupta, The University of Alabama, USA

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VISHAL GUPTA [1]

K C MISHRA [2]

Profile of Vishal Gupta

Dr. Vishal Gupta is Associate Professor at The University of Alabama. Previously he has served on the faculty at University of Mississippi, State University of New York at Binghamton and University of Nebraska at Omaha. He has also been a visiting faculty at Bahrain Institute of Banking and Finance, Indian Institute of Management at Kashipur, and Indian Institute of Management at Shillong. He is a frequent speaker at leading business schools and academic conferences around the world. He has published over 50 research articles in prestigious journals such as Academy of Management Review, Strategic Management Journal, Journal of Applied Psychology and Journal of Business Venturing, among others. Over the years, his research has been recognized with several awards, including the most recent Southwest Academy of Management Best Conference Paper in 2017. He serves on the Editorial Boards of several leading journals, such as Journal of Business Venturing, Entrepreneurship Theory and Practice, and Group and Organization Management, among others.

Dr. Gupta received his PhD (in Business Administration) from University of Missouri and completed his undergraduate degree (in Mechanical Engineering) from Punjab Technical University. His non-academic work experience includes entrepreneurial ventures in machine tools, automotive ancillaries, and vocational education. His hobbies include reading (non-fiction works) and travelling (50 countries by the age of 50). He lives in Tuscaloosa (AL, USA) with his wife, spending considerable time every year in his home countryof India. During his stays in India, he has conducted numerous faculty development programs (FDPs) focused on strengthening the research and teaching capabilities of college professors, including at Delhi University, Indian Institute of Management, and Ansal University, to name a few.

Excerpts of the interview

K C Mishra (KCM): What motivations and/or life experiences led you to the field of teaching in HEIs?

Vishal Gupta (VG): I started thinking about HEI teaching as a career option when I took graduate classes at Penn State University. I took two business classes during this time- both in supply

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chain management- and the professors teaching those classes seemed quite engaging and passionate. Their teaching style got me thinking about how to get trained to become a professor myself.

KCM: What has been some of your biggest influences, intellectually and professionally?

VG: Several people have been influential in my life. From my undergraduate Professors KP Singh and GS Bath I learned to emphasize integrity, hard work, and honesty in life. My graduate professor Daniel Turban was instrumental in helping me learn about how to undertake research and have a productive research career. On the family side I got my love of reading from my mother. My father taught me the ropes of business and my cousin Arvind Gupta inspired me to study when I had little interest in school as a teenager.

KCM: In addition to teaching you have consulting practice. What is the relationship between your professional and academic practices? Why do you do that and how are your students benefitted out of the same?

VG: I think professors should remain involved in both the academic world and the real world of business. I have tried to do so, although it is a tough balance to maintain. Being engaged in the real world of business help acquire experiences that one can discuss in class while teaching. Verbalizing one's experiences and discussing them in class deepens our reflection about them, which can help in making better decisions at work. So, I think it helps to straddle the worlds of business and academia.

KCM: How do you differentiate the higher education system between India and other advanced countries? Please spell out both sides of the coin and suggest the measures to improve upon in Indian context.

VG: All systems have their pluses and minuses, and this is also true of the Indian and American systems of higher education. I think the best thing about the Indian education system is the exams, both to get in (entrance exam) and to pass the course (end-of-semester or annual exams). I was also fortunate that as a college student in India, I became very close to some of my Professors (KP Singh and GS Bath as mentioned above) although Ilater came to realize that such close student-professor relationships are not the norm in Indian colleges. The biggest disadvantage of the Indian higher education system, I think, is that no stakeholder emphasizes learning as the desirable goal, with everyone too focused on placements. This willingness to think of the college as a Placement Agency is a problem in India that I have not yet seen in advanced countries. Further, neither the students nor the parents or the professors are open to experimenting with new pedagogical techniques. While there is inadequate attention to teacher training and development in Indian higher education (which needs to be addressed), parents and students also need to be open to alternative pedagogical techniques that take them out of their comfort zone.

KCM: You had education in India but leading your career abroad, why? If each one of us do like this then what about our nation? It's known the best of the best brains are abroad.

VG: I do not think it is correct to say that "best of the best brains are abroad". Shri APJ Kalam never studied or worked abroad, yet he led India into the nuclear age with his leadership and technical acumen. Some people who live abroad may be 'best of the best brains' (e.g., Raghuram Rajan), but not everyone is of the same calibre. I believe that the decision to go abroad has nothing to do with one's love for the nation. One makes the decision of where to live and work based on where the rewards will be best for his or her human capital investment. There is no dearth of people who want to, and actually are, contributing to the

nation from the outside. Of course, there are also people who live in the country and serve the nation from within. There are also many who live abroad for a few years of their working life and move back for personal reasons.

KCM: Please let's know about MBA Program; the crux of it and what have to be done to offer the genuine MBA Program at our Institutional level so that the MBAs become true budding Managers.

VG: I think India has become factory for MBAs. We are producing MBAs without the necessary emphasis on quality and real-world exposure. If we want to improve the quality of MBAs at an existing institution, we have to become selective at admission, more rigorous during the course (with willingness to fail those who do not perform up to the mark) and train the professoriate to teach in ways that emphasize both theory and practice. No MBA should be able to graduate without practical training and there should be a thesis requirement at the end that should meet high quality standards.

KCM: You say Management teaching and research should go hand in hand, suggest the way out

VG: There is no easy way out: management research and teaching should go hand in hand. Professors should invest time and effort in doing research, as well as in improving themselves as teachers. The model here is Chanakya, an Indian Professor who was good at teaching and also did research that was written in books people talk about to this day.

KCM: Rather than B-Schools it should be called as Management Schools; what have you to say?

VG: Makes no difference! Whether it is called a B-School or a Management-School, it is one and the same thing. The emphasis should be on teaching business fundamentals, regardless of what you call it. In fact, calling them management schools may actually undermine the goal of business schools by making it seem that other disciplines such as finance and marketing are less important.

KCM: A Management School should nurture MBAs to develop the best qualities in a student; please spell out some of the best qualities that should be nurtured

VG: It seems to me that the ability to engage in logical thinking, financial analysis, communication skills (both verbal and written), and exposure to business practices from around the world are the essential skills for MBA graduates.

KCM: Management teaching should be based upon practical research by the faculty members. Give your comment and how can students be involved in such research activities?

VG: Faculty members should be free to do whatever research they want and can get published in good quality journals. Students should be encouraged to work with interested faculty members on their research projects by having an incentive system in place (for both professors and students). This incentive system can involve both cash- or non-cash awards that encourage the right behaviours with regard to research.

KCM: India Inc does not come forward to extend Corporate Connect taking the plea of paucity of time though they very well point out the gaps between Industry and the Institute. How can an Institute leverage out of this.

VG: The Corporate-Academia interface is difficult to bridge throughout the world. We should look at Business Schools that have been able to bridge this gap successfully, and then

implement those practices at our institutions. Such efforts will require some investments to host industry visitors (e.g., boarding, food, transportation) and b-schools should set aside dedicated budget each year for this purpose. In India, the problem is many in the Corporate Sector are not sure how to add value in such forums, so experienced professors may want to work with them to train them.

KCM: What have you to say about benchmarking of the Management Schools?

VG: Every school should identify peer institutions and aspiring institutions as part of their strategic plan, and then do regular benchmarking to assess how they compare to them.

KCM: We are an affiliate Institute of the University and have to follow the University curricula and all other guidelines. Please suggest how we move with our global counterparts to upscale our position/ benchmark ourselves.

VG: Being affiliate institute is not a handicap, but should be a source of strength. There is plenty of room to improve even within the constraints imposed by the affiliating University. I think for a B-School with limited resources, benchmarking should start with domestic institutions like themselves and then move to global institutions located outside the country.

KCM: How should be the future outlook of Management Schools in India?

VG: This is a difficult question to answer. Business Schools are popular around the world, and there are plenty of students who are willing to enrol for the promise of a better future. So, I have no doubt that b-school will exist for the foreseeable future, but whether there is much value add outside the top-tier, is an open question. My concern is that b-schools in India are seen as glorified placement agencies, and I do not see much emphasis yet on trying to change this perspective.

KCM: Please collate with Higher Education and Social Transformation in Indian Societal context

VG: The original purpose of college (or HEIs) was to produce an informed citizenry. This is a noble goal and one that closely ties the pursuit of higher education with social transformation. However, to truly achieve transformative social change through higher education, all colleges should direct part of their resources to engage their faculty and students with the community. Colleges need to make money to survive and grow, but they should not be profit centres to produce cash flow for non-academic activities (which is currently the case for many private colleges in India). Instead, all money generated by educational institutions should be directed towards meaningful academic activities that have the potential to bring positive change in the community. In effect, colleges should be pillars of the community and drivers of social benefit at the local and national levels.

Guidelines for Authors

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Following are the guidelines to the contributors:

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- The biographical sketch of the author should be sent separately along with the papers. It should contain the title of the paper, background of the author along with his/her contact number and e-mail id. The name of the author(s) should not be mentioned anywhere in the paper as the papers are processed through a blind referral system by experts in the subject areas.
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