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Travelers' Satisfaction on the Performance of Travel Agencies in Bangladesh

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Abstract

Travel agency plays a significant role in tourism distribution system in global world. Though there has been a reflection of disintermediation of travel agency in many countries worldwide, yet now this industry captured a significant portion of travelers in Bangladesh with their traditional service offerings. Travel agencies play different functional and operational roles; among them researcher provide special attention on travel information, tour organizing and planning, ticketing and visa processing, reservation and cancellation, contact with service providers and foreign currency exchange which stimulates travelers' satisfaction. The aim of this paper is to identify the traveler's satisfaction on the performance of travel agencies in Bangladesh. Through the regression analysis, though it has been explored that there is significant influence of the services offered by travel agency on travelers' satisfaction, only 10 out of 22 attributes has greater influence on stated satisfaction. In this aspect, travel agents play very important role for the growth of tourism industry. Adoption of advanced internet technology and focusing on personalized services can make travel agents unique and distinctive in tourism industry.

Introduction

Tourism is the single fourth largest and fastest growing industry (Davenport & Davenport, 2006; Hemmati& Koehler, 2000) of the world in terms of employment generation and contribution to national GDP (WTTC, 2013). Currently, travel and tourism share 9% of global GDP and have generated 260 million jobs in 2012 (WTTC, 2013). The tourism industry may become a tool for third world countries to combat poverty by generating income and employment (Tooman, 1997), as well diversifying the economy (Emaad, 2007), given that the Third World countries often possess unparalleled natural beauty. Many sectors and industries such as lodging, transportation, entertainment, casinos, cruise ships, airlines, etc., get to enjoy the benefits offered by the tourism sector.

In this sector the most important challenge for destination marketing therefore is to bring all individual partners together to cooperate rather than compete and to pool resources towards developing an integrated marketing mix and delivery system (Buhalis & Cooper, 1998; Buhalis, 2000). Tourism is a special and complex industry and its distribution has to be directed at a large

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number of people in various lands of different socio-economic structures having different needs, tastes, attitudes, expectations and behavior pattern. Therefore, planning effective marketing distribution strategy must penetrate in the people's taste and preference.

The tourist distribution channels involves the presence of retail travel agents, tour wholesalers and inbound tour operators whose expertise, experience and specialized roles drive a long way in making tourism a great success. Tourism distribution is different than other distribution, as there is no physical distribution, tourism services are intangible, cannot be physically packaged and shipped to visitors and they cannot be stored in inventory. Travel agencies suffice all kinds of customers who want to travel to destinations across the world for leisure, business, religious or any other purpose. They are connected with many services such as airlines, hotels, car rentals, cruise ships and tour operators so that they can cater to the different requirements of various kinds of customers. Considering the research goal, a traditional travel agency was conceptualized by the characteristics: mostly offline activity, physical locations, staff directly interacting with customers, printed contracts, printed informational and promotional materials, offline payments etc. Given the fact that in Bangladeshi travel agencies are subject to strict national regulations, having to comply with several restrictions to obtain a license issued by the Government, and due to the fact that agencies are moving toward online travel services and package tours are still underdeveloped, most travel agencies in Bangladesh still having a predominant traditional activity. In a research Moisescu & Gica, (2014) focused that traditional/offline travel agencies should be particularly focused on intangibles (especially on specific service quality items such as regarding agency staff quickly reacting to address any problem, and approaching each customer individually, in a personalized manner), rather than invest most of their efforts on tangibles such as visuals, looks, or physical endowments. Moreover, their proposed binary logistic regression model showed that even though, theoretically, an increase in either of the two components' value (intangibles and tangibles) would generate a higher probability for customers to make positive recommendations (the two components altogether being able to explain more than 21% of the variation in behavioral loyalty), only the intangibles part of service quality is statistically significant as a predictor. Though travel agencies contributing a lot on tourism development of a country, yet now this sector is facing extreme crisis of minimum foreign direct investments, low budget allocation and absence of comprehensible tourism policy for travel agency. In a study on travel agencies in Alba country, Pestue et al. (2014) explored some important factors affecting the implication of tourism development are the insufficient development of tourism resources in the area, lack of financial resources and poor general infrastructure. Less important are considered to be laws and excessive bureaucracy.

Objectives of the study

The main objective of this study is to know the traveler's satisfaction level on the performance of travel agencies in Bangladesh. In order to achieve the main objective, however the specific objectives of this study are:

1. To know the customers' socio-economic characteristics with their travelling purpose/ decision/habit,

2. To measure the perceived performance of travel agency based on their services offered,

3. To investigate the relative impact of performance of travel agency on customer satisfaction.

Literature Review

The agent as a marketing intermediary is an independent individual or company whose main function is to act as the primary selling arm of the producer and represent the producer to users. Agents take possession of products but do not actually own them. Agents usually make profits from commissions or fees paid for the services they provide to the producer and users.

In this perspective, travel agencies are defined as a firm qualified to arrange for travel-related retail services on behalf of various tourism industries principals (Goldblatt and Nelson, 2001). It should be created competitive advantage and this advantage should be kept for the long term sustainability of institutions, regions and countries (Porter, 1990). Albeit the proliferation of service quality studies, the quality of services of travel agents has been relatively neglected and has not been extensively researched. In his study on customer perceptions of service quality in travel agencies, Leblanc (1992) found that corporate image, competitiveness, courtesy, responsiveness, accessibility and competence were the most important factors that explain service quality in travel agencies. Luk (1997) adds that high quality service can be delivered when a travel agency successfully fosters a customer-oriented marketing culture characterized by a strong emphasis on service quality orientation and interpersonal relationships. He pointed out that commitment to quality service and service mentality are integral elements in the firm's culture and a positive attitude towards interpersonal relationships must be held by service employees. Lam and Zhang (1999) evaluate the customers' expectations and perceptions of service provided by travel agents in Hong Kong. Their results show that customer's perceptions of service quality fall short of expectations and the reliability dimension has the largest gap. Service quality has direct financial implications. Ryan and Cliff (1997) also altered the classic model when researching travel agencies in New Zealand by regrouping service quality items into three components: reassurance, reliability and tangibles. Caro and Garcia (2008) also modified the construct, while assessing service quality provided by travel agencies from Spain, grouping quality items into three components: personal interaction (conduct, expertise, problem solving), physical environment (equipment, ambient conditions) and, respectively, outcome (waiting time and valence).

Literature on tourist satisfaction with travel agencies

In competitive market economy, significant attention has been given to the concept of consumer satisfaction measurement (Oliver, 1989) since success in business is explicitly determined by customer satisfaction and thereby achieving loyalty. Assessing customer satisfaction compared with product performance and feedback received from customers can help managers improve their service performance (Fornell, 1992). In numerous literatures customer satisfaction has been described as the customer's evaluation of product or service in terms of whether that product or service has met their needs and expectations (Zeithaml and Bitner, 2000). This definition is rooted in Oliver's (1980) disconfirmation paradigm, which states that satisfaction is believed to occur through the process of matching the expectations with perceived performance. Schneider (2000) defines satisfaction through its creation process. He suggests that it is the result of the psychological process in which the customer is making a comparison of the perceived level of organization performance to his/her specific standards, known as expectations. For the purpose of this study we use the definition by Woodruff and Gardial (1996): 'positive or negative emotional feedback associated with product or service value offered in a specific situation.' According to this definition, customer satisfaction is the reaction to a specific product offering or the accumulation of overall experiences associated with a product or company. Considering the travel industry, where

the product offering addresses hedonistic needs, we took into consideration the definition provided by Oliver (1997, 1999) satisfaction is defined as pleasurable fulfillment. In tourism-related industries, overall tourist satisfaction encompass as many integrated service satisfaction process (Leiper, 1990) including tourist pre-experience and post experience process (Barsky&Labagh, 1992) as well as the cognitive and emotional aspect of tourist also influences satisfaction process (Oliver 1993; Yu & Dean, 2001). Therefore, the overall experience of the tourist is evaluated based on fulfillment of his/her needs, wants, desires and aspirations. Consequently, "satisfaction is the tourist's sense that consumption provides outcomes against a standard of pleasure versus displeasure" (Moliner at al., 2006). Consequently, when determining satisfaction with a travel agency it is fundamental to identify the variables or affective reactions that customers take into account. In a research John et al.(2004) explained that customers of travel agents in Northern Cyprus were most concerned with the efficiency and least concerned with the personalization of the services offered. The largest service gaps were identified with 'modern' aspects of the service and service-scape, and the smallest with interpersonal qualities of service. Promptness, empathy, efficiency and service-scape aesthetics were the most important determinants of customer satisfaction. Recently, researchers have suggested that satisfaction is a mixed feeling arising from a combination of product performance, consumer rational judgment, expectation and experience as well as the effective response to the outcomes. In this study, it is aimed to find out whether competitiveness in services (travel information, tour planning and organizing, ticketing and visa processing, reservation and cancellation, provision of foreign currency and contact with service providers) offered by travel agency determines a model and identify whether the model possessed any effect on the perceived performance of travel agency; if it had any effect on customer satisfaction, to what extent that effect is being observed.

Services offered by travel agency

The travel agencies are defined as firms' qualification to arrange for travel-related retail services on behalf of various tourism industry principals (Goldbalt, 2001). There are more than a dozen of functional or operational areas that directly and indirectly determine the quantum of business with travel agency or tour operation firm for gaining profit as well as customer satisfaction. Generally the major functions of travel agencies and tour operators include travel information, booking tickets, itinerary preparation, designing of tour packages, travel documents, insurance, foreign exchange, franchising, conducting tours, marketing and publicity, research and development, training and development and personnel and front office functions (customers' history, itinerary development, ticketing and communication with suppliers), which determine customer satisfaction. In a study, it has been explored that giving prompt service, instilling confidence in customers, completion of promised tasks, modern looking office decor and personal attention by employees also influence significantly overall customer satisfaction (Johns et. al. 2004).

The services and facilities offered by travel agency are those features of services that lead consumers to choose their services over others. In this perspective, travel information with their updated website and adoption of modern technology considered as the major services sought by the travelers. Travel agencies and tour operators sell a variety of products but reservation of tickets is still one of their sources of revenue. Reservation of airlines tickets, railway tickets, cruise lines and bus tickets can be done either at agency counters or through reservation engines available online these days. Itinerary reflects the nature of tour, types of services and duration of tour. Package tour is operated as per the descriptions and instructions in itinerary. Tour operators are now devoting their full resources for developing innovative package tour as it is the business of tour operator to

generate revenue as compared to traditional ticketing business. Group travelers and clients who want to take vacations benefit from customized tour packages offered by travel agencies as they get all-inclusive packages at excellent prices. Travel agents usually take the help of tour wholesalers and inbound tour operators for developing such packages for their clients. Travel agents promote destinations through their different packages and they are linked with service providers at the forward and backward points. Travel agents were not merely meant for selling travel-related services, but also used to take part individually or with group for promotion of tourism destinations. In this study, researchers investigated on some selected offered services which also influence travelers' perceived performance about travel agency and ultimate determine their satisfaction. For the study following hypothesis has been drawn

Hypothesis
H_0**:** Performance of travel agency's services has no significant influence on customer satisfaction.
H_1**:** Performance of travel agency's services positively influence customer satisfaction.

Methodology

Research instrument

Descriptive research design has been adopted to describe the salient factors and attributes of the services offered by the travel agency which determine customer satisfaction and dissatisfaction. A structured questionnaire has been prepared for this study which included two main sections. The first section of the questionnaire consisted travelers' socio economic characteristic and travelling characteristics of respondents for measuring the relative influence on their choice set. And second section consisted of 22 service attributes, for which travelers were asked to indicate their perceptions about services offered by travel agency which comprises travelers' satisfaction by using 5-point likert scale (itemized rating scale). These 22 service attributes were identified based on a review of the literature and focus group interviewing**.** Three identified groups were included as academicians, travel agency owners and experienced travelers in group discussion session. After screening, 22 variables under six constructs (travel information, tour planning and organizing, ticketing and visa processing, reservation and cancellation, provision of foreign currency and contact with service providers) were selected. The variables were selected on the basis of relevance of our country context.

The sampling method

A non-probabilistic convenience sampling technique has been used for selecting the sample. The respondents were selected both male and female who have already taken services from travel agency at least once earlier. The survey was conducted on 8 areas in the Dhaka city, i.e Dhanmondi, Gulshan, Baridhara, Azimpur, Mohammadpur, Old Town, Mirpur and Uttara were selected areas. A total of 228 respondents completed the questionnaire out of 250 travelers which showed 76% of response rate.

Data Analysis

In this study, descriptive statistical tools such as simple frequencies, mean rating etc. have used to identify the demographic and travelling characteristics of the respondents and to measure the

customer satisfaction toward the performances of travel agency by evaluating the services offered to their customers. Multiple regression analysis wasalso used to explore the strength of relationship between the dependent variable and one or more independent variables. Cross tabulation were conducted to determine the relativity between travelers' socio-economic characteristics and traveling characteristics.

Findings and Analysis

Socio-economic and traveling characteristics

In this study, researchers are interested to investigate the relative influence of respondents' demographic characteristics on their decision of choosing the kind of travel by employing travel agency through cross tabulation. Table 1 and Table 2 show the statistics (cross tabulation) of traveling characteristics in accordance to respondents'

Table-1:Traveling characteristics in accordance to respondent's gender

			For what kind of travel you generally engage travel agency		
			Inbound	Outbound	Total
Respondent Gender	Male	Count	75	98	173
		% within Respondent Gender	43.4%	56.6%	100.0%
	Female	Count	35	19	54
		% within Respondent Gender	64.8%	35.2%	100.0%
Total		Count	110	117	227
		% within Respondent Gender	48.5%	51.5%	100.0%

socio-economic characteristics as gender and occupation. Table-1 indicates that out of this 228 respondents, 75(43%) male were decided to acquire travel agency services for inbound travel and 98(53%) male decided to take travel agency services for outbound travel purposes. On the other hand, majority (about 65%) female respondents prefer to acquire travel agency services for inbound travel purposes. Table 2 illustrates the traveling characteristics for different occupation group. Most of the respondents, 99 out of 228 total respondents occupy travel agency for their travel purposes, among them 39% travelers travel for leisure purpose and 42% travel for business purpose. On the other hand, most of the travelers (44%) take services from travel agencies for leisure purpose and 32% for business purpose. Other purposes include migration, study purpose, visiting relatives place and which also belongs a good number of respondents (14%) where private sector employees carries highest score.

Table-2: Traveling characteristics in accordance to respondent's occupation

| | | | For what purpose you generally like service for travel agency | | | | | |
			Leisure	Business	Cultural	Medical	Other	Total
Respondent Occupation	Private Sector	Count	22	18	3	0	10	53
		% within Respondent Occupation	41.5%	34.0%	5.7%	0.0%	18.9%	100.0%
	Public Sector	Count	13	2	0	5	7	27
		% within Respondent Occupation	48.1%	7.4%	0.0%	18.5%	25.9%	100.0%
	Business	Count	39	42	1	14	3	99
		% within Respondent Occupation	39.4%	42.4%	1.0%	14%	3.0%	100.0%
	Student	Count	8	10	0	0	3	21
		% within Respondent Occupation	38.1%	47.6.0%	0.0%	0.0%	14.3%	100.0%
	Other	Count	19	0	0	1	8	28
		% within Respondent Occupation	67.9%	0.0%	0.0%	3.6%	28.6%	100.0%
Total		Count	101	72	4	20	31	228
		% within Respondent Occupation	44.2%	31.6%	1.75%	8.8%	13.6%	100.0%

Travel agency services offered to generate customer satisfaction

Table-3 shows means and standard deviations for the services offered which determine the performance of travel agencies in Bangladesh for measuring customer satisfaction level. Hereit has been reflected that most of the services offered by travel agency shows low satisfaction (<3.8) toward the services by the travel agencies in Bangladesh. It is also noted that the standard deviation ratings indicates a high deviation among the responses of the respondents who were asked to rate their perception concerning on each services offered by travel agency. The average of the overall services offered by the travel agency is 3.17 which suggest that customers were generally dissatisfied with local agent services.

Table-3: Mean and Standard Deviation of services offered by travel agency

Attributes		Mean	S.D
T.I-1 (v1)	Necessary updated information	2.86	.671
T.I-2 (v2)	Good Communication skill	3.09	.840
T.I-3 (v3)	Use of modern technologies for advance services	2.53	.828
T.I-4 (v4)	Knowledge of foreign language	3.26	.546
T.I-5 (v5)	Understanding ability of customer queries	3.35	.905
T.O-1 (v6)	Information about advantages of tourism services (ex. trans, accom etc.)	3.13	.910
T.O-2 (v7)	Information about disadvantages of tourism services (ex. trans, accom etc.)	3.09	.667
T.O-3 (v8)	Advice about most convenient courses of travel	3.32	.827
T.O-4 (v9)	Knowledge of holiday packages about the seasons of the year	3.68	.982
T.O-5 (v10)	Organized and planned tour packaged service individually	3.23	.735
T&V-1 (v11)	Sell tickets of different modes of transportations	3.41	.909
T&V-2 (v12)	Appropriate knowledge about transportation cost	3.35	.989
T&V-3 (v13)	Tickets at concession price	3.79	1.074
T&V-4 (v14)	Detailed assistance about visa processing	3.39	.953
R&C-1 (v15)	Emergency reservation facility (ex. trans, accom etc.)	3.62	.818
R&C-2 (v16)	Any time cancellation facility (ex. trans, accom etc.)	3.49	1.035
F.C-1 (v17)	Provision of any foreign currency	3.47	.982
F.C-2 (v18)	Knowledge about currency exchange rate	3.33	.976
F.C-3 (v19)	Currency purchasing facility on behalf of travelers	3.48	.901
C.S-1 (v20)	Contact with hotel managers	3.13	.905
C.S-2 (v21)	Contact with transport managers	3.19	.801
C.S-3 (v22)	Contact with providers of restaurant managers	3.17	1.061
D.V	Satisfaction on overall performance of travel agency	3.32	.865

Source: SPSS output

Model Summary

For the purpose of analysis, multiple regression analysis has been done to determine the strength of relationship between the dependent variable customer satisfaction and independent more than one variable.

Table-4: Regression Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875[a]	.778	.702	.766
a. Predictors: (Constant), V22, V4, V3, V15, V7, V16, V2, V6, V8, V10, V14, V12, V19, V13, V5, V18, V1, V11, V20, V17, V9, V21				

Source: SPSS output

Table-4 shows the model summary of the regression analysis where the predictors are the mentioned 22 variables shown in table-3. The dependent variable is travelers' satisfaction toward travel agency performance. Here, the R square is .778 which is more 0 .5 indicates that there is moderate relationship between customer satisfaction and the independent variables mentioned in

the table-3. The value of adjusted R square is .702 which suggests that each of the additional independent variables after adding the first independent variable makes a significant contribution in explaining the variation in the dependent variable.

Significance Testing

From survey analysis, a test has been conducted to test the significance of the overall regression equation and specific partial regression of coefficients. Table-5 shows the level of significance of the overall regression equation, has been found that the significance level of the F-value (.000) is below $\alpha=.05$ with an F-distribution. The calculated value is 6.051, at 22 and 166 degrees of freedom, is also greater than the table value. These indicate that independent variables have significant relationship with the dependent variable. So, the null hypothesis (H_0) has been rejected.

Table-5: Significant Testing for Regression Model

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	60.772	22	2.762	6.051	.000[b]
Residual	75.779	166	.456		
Total	136.550	188			
a. Dependent Variable: Satisfaction on performance of travel agency					
b. Predictors: (Constant), V22, V4, V3, V15, V7, V16, V2, V6, V8, V10, V14, V12, V19, V13, V5, V18, V1, V11, V20, V17, V9, V21					

Source: SPSS output

Therefore, the regression equation is significant and independent variables which indicate travel agency performance positively influence travelers' satisfaction.

Relative importance of travel agency services on travelers' satisfaction

The regression results suggest that the major predictors of customer satisfaction were the 'understanding ability of customer queries' under travel information construct; 'information about advantages of tourism services' and 'knowledge of holiday packages according to the seasons of the year' under tour organizing & planning; 'appropriate knowledge about transportation cost' and detailed assistance about visa procession under ticketing & Visa processing; 'emergency reservation facility' under reservation & cancellation; 'knowledge about currency exchange rate' and 'currency purchasing facility on behalf of travelers' under foreign currency exchange and 'contact with hotel managers and food restaurants providers' under' under contact with service providers which are significant at.05 significance level (Table- 6).

Table- 6: Significance Testing for Coefficient analysis

Coefficientsa						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.211	.358		3.380	.001
	Understanding ability of customer queries	.465	.073	.289	3.642	.000
	Information about advantages of tourism services	.580	.064	.696	2.808	.006
	Knowledge of holiday packages according to the seasons of the year	-.521	.073	-.260	-3.010	.003
	Appropriate knowledge about transportation cost	-.623	.066	-.644	-1.875	.042
	Detailed assistance about visa processing	.761	.060	.796	2.686	.008
	Emergency reservation facility	-.765	.056	-.615	-2.928	.004
	Knowledge about currency exchange rate	-.457	.064	-.324	-4.023	.000
	Currency purchasing facility on behalf of travelers	.434	.065	.162	2.059	.041
	Contact with hotel managers	.635	.071	.286	3.329	.001
	Contact with providers of restaurant managers	.410	.065	.260	3.224	.002
a. Dependent Variable: Satisfaction on performance of travel agency						

Source: SPSS output (Significant level, α=.05)

Discussion

From the cross-tabulation data it is shown that the male respondents prefer to occupy travel agency services for outbound travel whereas female respondents prefer to engage travel agents for inbound travel. It is also being explored that a huge number of respondents are occupied as businessman who frequently travel for their business and leisure spent purpose and take services from travel agency. From the analysis, the mean score reflected that the travelers are not utterly satisfied with the services offered and the way of offered services by the travel agency. The regression analysis revealed the moderate relationship between customers' satisfaction with the performance of travel agency (determined with their offered services). Among the 22 attributes only 10 variables are significantly influence customers' satisfaction which primarily indicates that the performance travel agencies in our country is not up to the mark. Customers are not getting updated information and customized services from the travel agency which create dissatisfaction among them. Most of the travel agencies of our country are predominantly adopting traditional service-scope which generally becomes unable to meet customer satisfaction completely.

Recommendation

Though tourism has a profound effect on the country's balance of payment, yet now this sector has not been developed on the basis of customers' desire. To achieve proper customer satisfaction travel agencies of our country need to take functional and organizational strategies and decisions. To be competitive and develop strong working relationship in the global market there is no alternative except effective and high speed ICT application in business arena. Customer - management relations and supply chain management to be combined into a single source that facilitates a variety of operations - product selection, ordering, fulfillment, tracking, payment and reporting to be performed with one easy-to use tool. Through new technology and social and

economic ratings (e.g., social media platforms like Facebook, Twitter, and blogs) customers have the ability to share information about destination, quality of service of hotels and restaurants and environmental and social conditions. The effective evaluation of websites has therefore become a point of concern for practitioners and researchers (Yen, 2005). As the number of online customers increases day by day, travel-related website providers should consider how to capture customer preferences explicitly (Shen et al., 2009). Overall customer's impression of travel agencies would be raised by investment in technology and in the aesthetics of the service-scape. Storing information in data warehouse can also help them to develop proactive marketing tools in order to target individual customers with specialized products, thereby increasing the value added services offered to each customer, and to defend themselves against disintermediation.

Tourism marketing is different because the customer purchases a series of services, but is left with very little concrete value at the completion of his trip. As a result, the marketing initiatives have to emphasize on the value of the memories, make the collection of services easily accessible and add value through additional programming and other factors. Employee motivation and training, improvements in physical environment, liaison with government officials and different service providers can affect the performance level of travel agency as well as customer satisfaction. A key challenge is to convince potential customers that the item they are purchasing provides good value for the price, and that the services will be as described and expected. Promotion and branding demands high value in today's' world so travel agencies can focus to achieve competitiveness by concentrating in this issues.

Conclusion

Tourism could be domestic or international although international tourism is being given more importance as it has a profound effect on a country's balance of payments. In fact, international tourism is something that affects both the host country as well as the source country. Though travel agencies are offering a bundle of services but all the attributes are not able to significantly affect travelers' satisfaction. There are many countries that thrive on tourism, with tourism being their major source of income. Travel agencies serving as intermediaries between consumers and hospitality providers, are important generators of jobs and revenue in their own right, and are similarly vulnerable to the exigencies of unpredictable external forces. Travel agencies are not just intermediaries; they act like as an interface between supply and different segments of demand. They have a great power to influence and direct consumer demand comparing to other industries. Modern travel agencies have many different forms and very complex relationships. Retail travel agencies are the department stores of tourism. A customer can buy all types of travel services at an agency including tickets for planes and railways, hotels and resorts, packages and tours, car rentals and travel insurance. They have a strong influence to visitor's purchase decision. A major role of travel trade intermediaries is the packaging of complementary tourism services and products to provide a more satisfying travel experience for the visitors. Travel agencies should have dynamic and structured organization with operational experience to manage business efficiently. It is essentially important to examine the fixed and variable investment to run the business.

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Determinants of Capital Structure of Life Insurance Companies in Bangladesh: An Empirical Study

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Abstract

The study was conducted to explore the impact of firms' characteristics on the capital structure decision of life insurance companies in Bangladesh. For this research, 7 (seven) life insurance companies was chosen as a sample from listed insurance companies in Dhaka Stock Exchange (DSE) during the period 2010-2014. Our study was based on secondary data and SPSS was used to calculate multiple linear regression analysis. Each independent variable along with the dependent variable (leverage) was measured separately. Based on the regression result the study founds profitability (ROA), growth (GR), liquidity (LIQ) and dividend payout (DVP) have significant impact on the capital structure choice of life insurance companies in Bangladesh. However, size (LnGRP), tangibility (ASTG), business risk (RISK) and non-debt tax shield (NDTS) have no significant impact.

Keywords: Insurance Company, Optimal capital structure, Leverage, Firm characteristics.

Introduction

Capital structure theory attempts to explain the financial mix used to finance corporations and firms. Capital structure decisions are essential for business survival and prosperity. It is a controversial issue since the time that Modigliani and Miller (1958) raise the optimality of capital structure. Any immature capital structure decision can result in high cost of capital; thereby lowering firm's value while effective capital structure decision can do the opposite.

 Literature revealed that various external and internal factors affect the capital structure of corporate organizations .The external factors include factors such as tax policy, capital market conditions and others and the internal factors are those that relate to individual firm characteristics. Capital structure theories have identified a wide range of internal factors potentially influencing capital structure choice (Mazur, 2007). Pinkova (2012) identified some of these internal factors to include: firm size, profitability, assets tangibility, taxation, firm growth rate and liquidity. However, the

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factors affecting capital structure vary from one country to the other due to variation in the level of social, environmental, economic, technological and cultural development.

Insurance Industry Scenario in Bangladesh

In Bangladesh, during the 1970s, government-owned Jiban Bima Corporation (JBC) and Shadharan Bima Corporation (SBC) was the only provider of life and general insurance coverage for individual and business properties. During that time insurance products were very few in number and the industry did not take innovative efforts for product development. In the country the first private insurance company was set up in 1985. Since then non-government insurers have shown rapid growth in terms of institutional set-up, policy design and business expansion. When non-government insurers gradually have gained the foothold in the country, real competition in the sector has begun. However, the insurance industry in Bangladesh is very small compared to its economy and the number of insurance policyholders is still not increasing satisfactorily (Islam & Mamun, 2005). At present, there are 44 (forty four) general insurance and 18 (eighteen) life insurance companies are operating in Bangladesh which are inadequate to provide insurance services to about 150 million people (BIA, 2000; Ahmed, 1977; Siddiqui, Islam and Chowdhury, 1995).

The insurance companies of our country perform a wide range of activities such as service designing, preparing contract and policy, marketing and selling, underwriting, rating, reinsurance and other services and claim settlement. The two governments owned insurance companies i.e., the Shadharan Bima Corporation (SBC) and Jiban Bima Corporation (JBC) get all the government insurance business by virtue of the Insurance Act of Bangladesh. According to the rule, all insurance in the government sector is done through these two nationalized insurance companies, so they enjoy a monopoly. None of the private insurance companies is allowed to offer insurance services to government organizations. Furthermore, these two corporations are also allowed to underwrite private businesses, and people feel confident about their reliability.

Literature Review

In optimal capital structure decision, many pioneering theories have been emerged time to time. For the first time, Modigliani and Miller (1958) proposed that in a world without corporate tax, the value of a levered firm is same as the value of unlevered firm, which designate the irrelevance of capital structure. Again in Modigliani and Miller (1963) argued that, if corporate tax imposed the value of levered firm will be higher than the value of unlevered, due to the interest tax shield on debt, which proves the relevance of capital structure for a firm (Imran & Akram, 2015). On the contrary, according to static trade off theory Scott (1977), an ideal capital structure can be gained when the trade off occurs between the interest rate shield and financial distress cost. This theory denotes that, debt financing is desirable till the optimal level and equity is adopted after the optimal level. The pecking order theory popularized by (Myers and Majluf, 1984 and Myers, 1984) denotes that, due to information asymmetry between equity provider and firm manager issuance of equity becomes expensive. Retained earnings are the main source of financing due to zero cost, followed by debt financing and equity financing. According to Jensen and Mecking (1976) for the conflict of owners and managers the problem of agency cost arises. To mitigate this problem, Jensen (1986) suggests that debt holders use their credit as a means of controlling. Firm characteristics are significantly related with capital structure. Rajan and Zingales (1995), Gill et al. (2009) and Lim (2012) also found similar set of factors as determinants of capital structure.

According to Static tradeoff theory, the risk of bankruptcy is minimized in case of larger firms. Debt financing is more suitable for larger firms. (Ahmed et al. 2010; Kumar et al. 2012; Najjar and Petrove 2011; Sharif et al. 2012; and Titman and Wessels 1988) supported this argument by empirical studies.

Theoretically pecking order by Myers (1984) exhibits that; profitable firms are less dependent on debt financing. Rather, retained earnings are main source of dependency. Empirical evidences from financial and non-financial firms (Ahmed et al., 2010, Gill et al., 2009, Najjar and Petrov, 2011, Hijazi and Tariq, 2006, Oliyinka, 2011, Rajan and Zingales, 1995, Sharif et al., 2012, and Teker et al., 2009) found profitable firms use less debt financing in line with the pecking order theory.

Firms with high growing tendency have higher risk and have less access to debt financing. Rather it has more internal source of financing and equity. Both static trade off theory Scott (1977) and agency costs theory (Myers; 1977 and Jensen and Meckling; 1976) support these arguments. Empirically (Hassen 2011; Najjar and Petrove 2010; Olayinka 2011; Rajan and Zinglas 1995; Shah and Khan 2007; and Titman and Wessle 1988) found growing firms are more financed by equity instead of debt.

A firm with more tangible assets can arrange debt financing more efficiently. Because it can use most of its assets as collateral to prove sound financial condition to its creditors. Jensen and Meckling (1976), in their agency cost theory and Modigliani and Miller (1963), under trade-off theory support this argument. Empirically, (Hassan 2011; Najjar and Petrov 2011; Noulas and Genimaks 2011; Rajan and Zingales 1995; and Titman and Wessels 1988) found relevance of this argument.

Firms with more liquid assets prefer to use these assets to finance future projects than debt or equity. Empirically, (Ahmed et al. 2011; Harris and Raviv 1990; Najjar and Petrov 2011; Sharif et al. 2012) found firms with more liquid assets prefer to use these assets to finance their investments and constrain to raise external funds (either equity or debt).

Static trade-off theory Myers (1984) argues risky firms have less access to debt compared to safe firms. This is because risky firms have more chance to face financial distress which can offset the tax benefit of debt. (Abor 2008; Barel 2004; Booth et al. 2001 and Bradley et al., 1984) found firm with high risk profile uses less long-term debt to finance its assets.

The interest expenditure on debt gives tax shield benefit to firms. Modigliani and Miller (1958) and Modigliani and Miller (1963) support this arguments. The interest tax shields give incentives for firms to use debt financing. But the tax deductions from depreciation and other non debt tax shields are substitutes for the tax benefits of debt financing (DeAngelo and Masulis, 1980). Empirical evidences (Bradley et al., 1984, Gill et al., 2009, Teker et al., 2009, and Titman and Wessels, 1988) found this relationship true.

According to static trade-off theory, negative relationship exists between the dividend payout ratio and debt level of a company (Myers, 1984, and Myers and Maljuf, 1984). Empirically, Abor (2011) and Bancel and Mittoo (2002) found negative relationship between dividend payments and long-term debt by supporting the static trade-off theory.

By reviewing the literature, it is clear that there are many factors which can affect the capital structure decision of a financial organization. In Bangladesh, various researches were done on the capital structure analysis by selecting different financial and non financial organization except insurance industry. Here the researchers try to find out the significance of different factors on leverage by selecting 7 (seven) life insurance companies in Bangladesh over the period of 2010-2014.

Objectives of the study

- To identify several factors of capital structure decisions of listed life insurance companies in Bangladesh.

- To analyze how the factors affecting capital structure decision.

Hypotheses of the Study

Taking into account the literature on capital structure debate, the null hypotheses have been proposed by the researchers about the possible determinants of the capital structure decisions of listed life insurance companies are as follows:

H01: There is no significant relationship exists between firm characteristics and capital structure in life insurance sector in Bangladesh.

H02: There is no significant relationship between profitability and leverage.

H03: There is no significant relationship between growth and leverage.

H04: There is no significant relationship between tangibility of assets and leverage.

H05: There is no significant relationship between liquidity and leverage.

H06: There is no significant relationship between size and leverage.

H07: There is no significant relationship between business risk and leverage.

H08: There is no significant relationship between Non-debt tax shield (NDTS) and leverage.

H09: There is no significant relationship between dividend payment (DVP) and leverage.

Research Design, Methodology and Measurement Issue

Data Sources and Data Collection Method

The study is based on secondary data. The main source of data is the Dhaka Stock Exchange (DSE). Information was collected from annual reports of the concerned listed companies from DSE library and also from the website of individual companies.

Sampling Method

According to the report of Bangladesh Insurance Association (BIA) on its website, there are 18 (eighteen) life insurance companies currently operating in Bangladesh. All insurance companies which have full data for the period 2010-2014 are selected purposively using judgmental sampling in the sample frame. Thus, the study considered 7 (seven) insurance companies during the period of 2010-2014.

Methods of Data Analysis and Model Specification

The study employs descriptive, correlation and inferential statistics to analyze the collected data using SPSS (Version 21) software. Descriptive statistical tools such as mean, standard deviations, minimum and maximum were applied to describe relevant information about each variable. Correlation statistics is also used to identify directions of relationships and associations among variables. Inferential statistics is used to test the hypotheses formulated above. The data were analyzed using correlation coefficient and regression analysis. The regression model is as follows:

$LEV_{it} = \alpha_0 + \beta_1 ROA_{it} + \beta_2 GR_{it} + \beta_3 ASTG_{it} + \beta_4 LIQ_{it} + \beta_5 LnGRP_{it} + \beta_6 RISK_{it} + \beta_7 NDTS_{it} + \beta_8 DVP_{it} + \varepsilon$

Where,

α_0 = The constant term,

$\beta_{1-}\beta_8$= The coefficients of the independent variables, ε = The error term,

 i=Insurance company, t=Year or time.

Table 1: Variables Definition

Variables	Definitions of variables	Authors used the variables in their research and year
LEV (Leverage)	The proportion of total liabilities to total assets.	Rajan and Zingales (1995)
ROA (Profitability)	The ratio of net income to total assets.	Ahmed et al. (2010), Gill et al., (2009).
GR (Growth)	The percentage change in total asset.	Ahmed et al. (2010), Najjar and Petrov (2011).
ASTG (Tangibility)	The proportion of total fixed assets to total assets.	Hassan (2011), Najjar and Petrov (2011).
*LIQ (*Liquidity)	Current assets divided by current liabilities.	Harris and Raviv (1990), Sharif et al. (2012)
LnGRP (Size)	Natural logarithm of gross written premium.	Shah and Khan (2007) and Titman and Wessle (1988).
RISK (Business risk)	The standard deviation of total claim divided by total premium.	Abor (2008), Barel (2004).
NDTS (Non-debt tax shield)	The proportion of depreciation and amortization to total assets.	Bradley et al. (1984), Titman and Wessels (1988)
DVP (Dividend payout)	The division of dividend paid to net income.	Myers and Maljuf (1984)

Results and Discussion

Descriptive Statistics

The results of the analysis are presented in this section with the discussion of findings. The analysis begins with a range of descriptive statistics on the dependent variable and the independent variables. The descriptive statistics in table 2 presents, Bangladeshi life insurance industry tends to have averagely 94% debt and 6% equity. ROA, on average, is 1.065 0r 106%. Similarly, the mean value of growth (GR) is 0.1846 which indicate during the sample period the Bangladeshi insurance industry has grown by 18% annually on average with respect to their asset size. The proxy of

tangibility of assets (ASTG) during the sample period for the sampled insurance firms has the mean value of 0.094. Similarly, liquidity (LIQ) of sample insurance firms' assets has the mean value of 21.11 which indicates the sampled insurance companies have more than liquid assets in twice. The mean value of the LnGRP is 9.45. The mean value of the Non-debt tax shield (NDTS) is 0.0072, indicates, the sampled insurance companies have 0.72% of their total assets as non-debt tax shields.

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
LEV	35	.0607	.9360	.311074	.3714335
ROA	35	.2592	1.4592	1.065498	.2987532
GR	35	-.0203	.5612	.184625	.1156419
ASTG	35	.0031	.4408	.094390	.1193750
LIQ	35	3.4033	46.3488	21.10604	12.55206
LnGRP	35	9.1526	9.8831	9.456881	.2741194
RISK	35	.0010	18.0503	4.795156	5.842391
NDTS	35	.0002	.0189	.007239	.0051268
DVP	35	.0000	.1180	.007214	.0195825

Correlation Coefficient

Initially, the researchers have conducted a Pearson correlation test to determine the direction of relationships and associations among the dependent and independent variables. The results of the correlation reveal that firm's liquidity, NDTS and DVP have negative relationship with leverage, meanwhile each of ROA, Growth, Tangibility of assets and Risk have positive relationship with leverage which have been shown in table 3.

Table 3: Summary of Pearson Product Moment Correlations

	LEV	ROA	GR	ASTG	LIQ	LnGRP	RISK	NDTS	DVP
LEV	1								
ROA	.069	1							
GR	.020	.209	1						
ASTG	.040	.091	-.019	1					
LIQ	-.185	.341(*)	.111	-.174	1				
LnGRP	.430(**)	-.377(*)	-.051	.168	-.308	1			
RISK	.148	.647(**)	-.226	.249	-.429(*)	.711(**)	1		
NDTS	-.222	.249	.007	-.162	-.211	-.687(**)	-.462(**)	1	
DVP	-.014	.505(**)	-.135	-.064	-.092	.254	.391(*)	-.272	1

** Correlation is significant at the 0.01 level (2-tailed).
 * Correlation is significant at the 0.05 level (2-tailed).

Regression Results

Table 4 presents a summary of the regression model used in this study. It reveals R^2 value of 0.572 meaning that only 57% of the variation in leverage can be explained by the degree of Growth, ROA, Tangibility, Liquidity, LnGRP, Risk, NDTS and DVP.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.756(a)	.572	.429	.3623687	.572	4.011	8	24	.004

a Predictors: (Constant), DVP, ASTG, Growth, LIQ, LnGRP, ROA, Risk, NDTS
b Dependent Variable: Leverage

Table 5: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.214	8	.527	4.011	.004(a)
	Residual	3.151	24	.131		
	Total	7.365	32			

The researchers have applied standard F-test and t-tests for hypothesis testing. For the hypothesis that all variables are jointly significant an F-test have been used and a t-test for testing each variable separately and standard confidence intervals at 95% significance levels. Summary results from hypothesis testing are shown in Table 6.

Table 6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.146	29.726		.510	.615
	ROA	1.539	.430	.602	3.578	.002
	GR	.165	.314	.079	.526	.004
	ASTG	-.242	.123	-.279	-1.974	.060
	LIQ	-.529	.298	-.328	-1.776	.048
	LnGRP	-5.219	10.047	-.136	-.519	.608
	RISK	.149	.095	.358	1.573	.129
	NDTS	-.257	.255	-.237	-1.009	.323
	DVP	.230	.096	.349	2.383	.025

From the above table, it is obvious that the overall model is statistically significant. Moreover, Profitability, Growth, Liquidity and Dividend Payout are statistically significant while Tangibility of Assets, Size, Risk and Non-Debt Tax Shield are not.

Overall Model: The regression results emphasize a strong relationship (R=0.756) between the independent variables and the Leverage, therefore rejecting the first null hypothesis (F = 4.011, Sig. 0.04 < 0.05).

Profitability: The result indicates significant positive (t = 3.578, Sig. $0.002 < 0.05$) relationship between Profitability and the Leverage, indicated by rejection of the 2nd null hypothesis (H_{02}).

Growth ratio: Growth opportunity of insurance companies, as shown on table 5, have significant and positive (β = 0.16.5, $0.004 < 0.05$), impact on the decision of insurance companies capital structure. Here, this result indicates as the insurance companies' assets grew by 1%, debt financing increases by 16.5%. Thus the alternative hypothesis is accepted meaning that growth rate is one of the most important determinants of leverage. This finding is in compliance with previous studies of Hassen (2011), Kumar et al. (2012), Najjar and Petrov (2010), Olayinka (2011), Rajan and Zinglas (1995), Shah and Khan (2007), Sharif et al. (2012) and Titman and Wessle (1988).

__Tangibility of Assets:__ The null hypothesis for Tangibility of Assets is accepted (Sig 0.060>0.05) and shows a negative relationship with the Leverage. This finding is in compliance with recent studies by Naveed, Zulfqar and Ishfaq (2010).

__Liquidity:__ The calculated t-value (t = -1.776, Sig. 0.048<0.05) of liquidity rejects the 5th null hypothesis (H_{05}). Negative effect of Liquidity on debt indirectly confirms the Pecking Order Theory and is largely consistent with Kila and Mansoor (2009), Eriotis, Vasilou and Neokosmidi (2007) and Harris and Raviv (1990).

__Firm Size:__ The size of the insurance firms negatively (t = -.519, Sig. 0.608>0.05) influence on the choice of capital structure. Thus the 6th hypothesis (H_{06}) has been accepted. The result is consistent with empirical study of Kinde (2011).

__Business Risk:__ The 7th hypothesis (H_{07}) has also been accepted (t = 1.573, Sig. 0.129 >0.05). Positive sign indicates that at the time of the destruction or loss of the subject matter, insurance companies prefer to use debt financing for settlement of claims than internal source of financing or equity financing. This result is in compliance with Ahmed et al. (2010), Barel (2004) and Kinde (2011).

__Non-debt tax shield:__ Our 8th hypothesis has also been accepted (t = -1.009, Sig. 0.323 >0.05) that is there is no significant relationship between Non-debt tax shield (NDTS) and leverage.

__Dividend Payout:__ The relation between dividend payout and financial leverage is positive (β=0.230) and statistically significant at 5% significant level (with t-value of 0.2383, Sig. 0.025<0.05). Thus, the alternative hypothesis is accepted, rejecting the null hypothesis (H_{09}) that there is no significant relation between dividend Payout (DVP) and leverage.

Conclusion

In the field of financial management, the issue of capital structure has attracted intense debate. The basic question is whether there exists an "optimal" capital structure and what might be its determinants. Extensive research has attempted to identify these factors; while there are similar studies for both developed and developing economies.

This study has tested the influence of several determinants on capital structure, through using Least Square method by running multiple regression analysis on the data set of selected life insurance companies of Bangladesh for the period 2010 to 2014. Our study conforms to results from many previous studies, our contribution lies in our ability to study specifically the life insurance sector of Bangladesh and to isolate the four significant determinants of capital structure such as Profitability, Growth, Liquidity and Dividend Payout. From an empirical point of view, our study is important in confirming a large range of previous studies. From a practical point of view, our study is important in providing financial managers with practical means of determining their capital structure.

Suggestions & Limitations

Insurance companies should pay special attention to firm characteristics in determining their optimal capital structure. Also, like any good business, they should maintain good banking relationships to finance themselves when needed at competitive low rates in order to reduce their overall cost of financing. Most research has been conducted for capital structures in developed

countries. Research in developing countries has been neglected and limited, and therefore, much needed. The macro-economic factors which have an impact on the capital structure choice and the effect of regulation on solvency and capital structure of insurance companies are recommended as promising area for further research.

However, our primary limitation is the limited number of observations. With only 7 companies and a period of only 5 years, our results are admittedly weak. The natural extension to our research is to add more companies, more years, and potentially more explanatory variables. Another limitation is that this study only uses total debt to total assets as a dependent variable, the other definition of leverage can be used in future study to identify which definition of leverage is powerfully explained by given control variables. In conclusion, overall results can be improved by including new explanatory variables and observations and management preference to debt and equity.

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Role of Proper Policy Implementation and Regulatory Initiatives for Effective Waste Management in Bangladesh

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Abstract

Sound waste management becomes one of the priority issues for ensuring a sustainable environment and considering its invariable impact on the overall economic activities, currently it is drawing its logical attention from all stakeholders. Of them, policymakers are playing a leading role in this regard, as they are the initiator of any good initiative and make them legally enforceable by all parts of the society which is not possible by any other stakeholders. In case of developing economy like Bangladesh, potentials and impacts of efficient waste management is massive, particularly in residential areas and if waste is not properly managed it can create serious health or social problems in a community. On this backdrop, the broad objective of the study is to examine the role of proper policy implementation and regulatory initiatives for effective waste management in Bangladesh. It has been observed that, Bangladesh has got an advanced position on waste management not only by taking a number of policy initiatives, but also have some success implementation of the same. But, effective coordination and positive change in the mindset of all stakeholders is prerequisite of a suitable waste management culture in every sphere of society andto gain a clean and green Bangladesh.

Key words: Waste, Environment, Policy, Regulation, Sustainable, Bangladesh.

Introduction

Sound waste management becomes one of thepriority issues for ensuring a sustainable environment and considering its invariable impact on the overall economic activities, currently it is drawing its logical attention from all stakeholders. Of them, policymakers are playing a leading role in this regard, as they are the initiator of any good initiative and make them legally enforceable by all parts of the society which is not possible by any other stakeholders. If waste cannot treat properly in every stage it may eat up a significant portion of the entire yield of any developmental activities. The public concern of the state of environment and waste management has been growing rapidly in the last few years but mainly at developed countries rather developing countries.

In case of developing economy like Bangladesh, potentials and impacts of efficient waste management is massive, particularly in residential areas. According to Salam (2001), in residential areas the solid waste is 58.7% domestic, 33.08% street sweeping, 7.9% commercial and 0.32% clinical. So, by ensuring proper management it may yield transformation of large volume of waste

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into resources, remarkable positive impact on environment, cost and income besides ensuring employment. On the way to increase the consciousness at mass level in this regard, different initiatives are required to address the vital causes of the problem by attempting to change the current hazardous patterns of production, consumption and finally dispose of the wastage arising from the entire business chain. In offering a sustainable solution for waste management, Government of Bangladesh (GoB),from its driving seat iscovering the national level policy formation, implementation and enforcement activities whereasBangladesh Bank (BB)playing a vital role in the same direction via financial sector as in Bangladesh, 'waste management' is considered as a part of environment friendly banking practices also.

Objective of the study

On the above background, the broad objective of the study is to examine the role of proper policy implementation and regulatory initiatives for effective waste management in Bangladesh. Specific objectives are: *one,* to review different literatures on waste management; *two,* to review the international regulations and country experiences on waste management; *three,* to evaluate the existing policy and regulatory environment for developing sound waste management by Government of Bangladesh (GoB); *four,* to examine the policy initiatives taken by Bangladesh Bank (BB) to facilitate the Government's taken initiatives through financial interventions and *finally,* the study would recommend some critical viewpoints of how can become more accountable and responsible through policy improvements by both GoB and BBto speed up the effort of ensuring sustainable and clean environment in the country.

Methodology of the study

The study is based on mainly secondary information. As to the secondary data, GoB's websites and published research articles in different journals have been consulted for preparing the report. For primary data, a specific issue related to waste management addressed by banks was collected through personal interview of officials from relevant desks of 21 commercial banks[1]. A number of cases also have been incorporated in the study to reflect the role of policy implementation and regulatory initiatives regarding waste management.

Rational of the study

Waste that is not properly managed can create serious health or social problems in a community. People can get seriously sick from badly managed waste problems (http://www.health.qld.gov.au/ ehworm/waste_management). Generally, the environmental and health problems related to waste affect to the highest extent of those inhabitants who have the least resources and therefore, very little power to change their situation, as they do not affect policy-making (Forseyth, 2002). It is now a very serious issue in third world countries like Bangladesh also. Different forms of wastes are generating in Bangladesh now-a-days from different economic activities. Moreover, increasing trend of industrialization besides agriculture, it surge the volume of waste generated from the sources. Feeling responsible in this regard, Hage et al. (2009) suggested in his study that waste

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[1]Sonali Bank Limited, Agrani Bank Limited, Uttara Bank Limited, Janata Bank Limited, Southeast Bank Limited, Prime Bank Limited, BASIC Bank Limited, BRAC Bank Limited, Bank Asia Bank Limited, Dutch Bangla Bank Limited, Premier Bank Limited, Mutual Trust Bank Limited, Trust Bank Limited, NRB Commercial Bank Limited, NRB Global Bank Limited, Islami Bank Bangladesh Limited, First Security Islami Bank, ShahjalalIslami Bank Limited, Al ArafaIslami Bank Limited, EXIM Bank Limited and Citi Bank NA.

management should be given the highest attention in policies, programs or projects seeking behavioral change. So, the study attempts to underscore the issue by addressing policy initiatives and their proper implementation.

Literature review

According to Medina (2008), waste is a relative concept. What is waste for one could be a resource for another. What is valueless for some could be useful for others. All our daily activities can give rise to a large variation in different wastes arising from different sources which have been shown in detail in Appendix-1. Waste incorporates all items that people no longer have any use for, which they either intend to get rid of or have already discarded. Moreover, wastes are such items which people are require to discard, for example-household rubbish, sewage sludge, wastes from manufacturing activities, packaging items, discarded cars, old televisions, garden waste, old paint containers etc. There are a number of options available for the treatment and management of waste including prevention, minimization, re-use, recycling, energy recovery and disposal. The integrated approach, addresses for the first time the role of waste producers, as the wasteproblem is seen through what Clapp (2002) calls a "consumption lens".

OECD (2001) reveals that, a waste management policy towards waste minimization and changing patterns of consumption was recognized among the solution to the environmental problem. So, it is of vital importance that waste should be managed in such a way that it does not cause any harm to either human health or to the environment. Waste management is no more a technological or logistics matter, nor even the responsibility of the municipality alone. All the city residents are equally responsible to streamline the clean environment efforts of policymakers. But obviously, the micro level success will be accelerated under the policy guidelines of regulators to make them effective and enforceable in real sense.

The urgency in managing waste properly and commercially is severe in case of countries where a significant portion of society comprises with poor or socially disadvantaged people by any ways, like Bangladesh. Sinha(1995) in his study on Dhaka City Corporation (DCC) opines that, the poor and socially disadvantaged people involved in extracting recyclable materials from waste from the streets, waste bins and dump sites total more than 87,000 in number. This informal sector accounts for almost 10% of total employed workforce and is responsible for removing 26% of total generated waste in the DCC area. Waste management also causes Bangladesh a lot of budget allocation. DCC's expenditure on solid waste management is 52.87% more than its income. The per capital expenditure for in Solid Waste Management (SWM) in Dhaka is very low (Tk. 53) compared to other asian cities such as Bombay Tk. 304.00, Manila Tk. 192.00 and Bangkok Tk. 84.00 (Enayetullah, 1994).

Now, it is high time to give attention to waste management involving all stakeholders like Government, central bank, NGOs, employees, customers, suppliers, media and communities. It is mentionable that involvement of financial sector to implement the policy initiatives in this regard, specifically banking sector is keeping its footsteps in different arenas of economic and developmental activities linked with environmental issue. Habib et al. (2015) addressed 'Minimizing Environmental Degradation, Wastes and Pollutions' as one of the three basic principles of green growth strategies. Here, waste management is also considered under the functional areas of intervention for green growth of resource efficiency. So, as a key part of the

entire system, policy makers are logically expected to keep praiseworthy contribution in managing wastes properly through policy interventions and to ensure a sustainable economic growth in Bangladesh.

Analysis and findings

International Regulations and Country Experiences on Waste Management

Strong regulatory support is prerequisite for making any initiative implementable. Based on that regulatory initiative, countries can be experienced and developed on their respective target fields. Some of the international regulations and country experiences are articulated below:

International Regulations for Waste Management

A number of international regulatory initiatives were taken linking the waste management issue. Some of the mentionable are Factories Act 1948 (amended till 1987)[2]. In Environmental Protection Rules 1986 (amended till 2004), there is no direct standard which can address pollutants from an electronics manufacturing or recycling industries. However certain units fall in electroplating category and are therefore required to be abide by the effluent disposal norms as given in schedule 1 of this rules. The Basal convention, on the control of transboundary movements of hazardous wastes and their disposal, adopted by a conference in Basal (Switzerland) in 1989, was developed under United Nations Development Programme (UNEP)**.** The Basel Convention, ratified by 172 countries, deprecates movement of hazardous waste from developed to less developed countries. The provisions of the Basel convention have been integrated into the EU waste shipment regulation. With the passage of the **'Electronic Waste Recycling Act of 2003',**a certain portions of the electronic waste stream are defined and the systems to recover and recycle them will be administratively regulated beyond the universal waste rules[3].In India, the e-waste (management and handling) Rules, 2011 recognized the producers' liability for recycling and reducing e-waste in the country.[4]

Country Experiences on Waste Management:

Waste management techniques are widely varied among different countries and regions. Domestic waste collection services are often provided by local government authorities, or by private companies in the industry. Some areas, especially those in less developed countries, do not have a formal waste-collection system. Box-1 showcases different methods for waste management practicing in different countries in line with their respective national level policies undertakings in this connection.

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[2] It contained and listed several contaminants arising from manufacturing or recycling of electronic components.
[3] http://www.calrecycle.ca.gov/electronics/whatisewaste/
[4]http://www.business-standard.com/india/news/india-gets-first-ewaste management rules/438474/

Box-1: Country Experiences on Waste Management

Canada: In urban centers curbside collection is the most common method of disposal, whereby the city government collects waste and/or recyclables and/or organics on a scheduled basis. In rural areas, people often dispose of their waste by hauling it to a transfer station. Waste collected is then transported to a regional landfill.

Taipei: The city government charges its households and industries for the volume of rubbish they produce. Waste will only be collected by the city council if waste is disposed in government issued rubbish bags. This policy has successfully reduced the amount of waste the city produces and increased the recycling rate.

India: E-Parisaraa, an eco-friendly recycling unit on the outskirts of Bangalore which is located in Dobaspet industrial area, about 45 Km north of Bangalore, makes full use of E-Waste. The plant which is India's first scientific e-waste recycling unit will reduce pollution, landfill waste and recover valuable metals, plastics & glass from waste in an eco-friendly manner under the required level of policy coverage.

Source: http://en.wikipedia.org/wiki/Waste_management

Waste and waste management in Bangladesh

For Bangladesh, identifying, treating and managing waste in proper manner is must to attain overall environment friendly initiatives taken by stakeholders like Government, Bangladesh Bank, Bank &NBFI, NGOs, etc. As Bangladesh is an agrarian country, naturally management of agricultural waste got high care. Sustainable Development Goals (SDG) also echoes the same. The 8 targets of Goal-12 include implementing a 10-year framework of programmes on sustainable consumption and production patterns, achieving sustainable management and efficient use of natural resources, halving per capita food waste at consumer level and reducing food losses in production and supply chains. But all these would require massive efforts by the regulatory arms of the government as well as the relevant private and non-government entities and this is largely applicable for Bangladesh. Various types of wastes in Bangladesh along with their sources of origin are delineated in Appendix-2.

Policy Initiatives of Government of Bangladesh Addressing Waste Management

Environment Conservation Act (ECA) 1995 was adopted to conserve and improve the environmental standards and The Environmental Conservation Rules (ECR), 1997 was circulated to broadly define management of toxic and hazardous substances and guidelines for disposal of waste from different categories of industries. The national 3R goal for waste management is achieve higher levels of waste reduction, reuse, and recycling and minimize waste disposal on open dumps, rivers, flood plains and landfills by 2015. Here, municipal solid waste, industrial waste, biomedical waste, agricultural waste, institutional and commercial waste are identified by GoB as priority sectors. Major regulatory initiatives are detailed out in Box-2.

Box-2: Main Policies, Laws and Regulations related to Waste Management and 3R in Bangladesh

Sl.	Policy	Issues
1.	Draft National Policy	Clean Development Mechanism (CDM) and Recycling has been emphasized in this policy.
2.	National Agriculture Policy, 1999	According to this policy the government will promote use of compost/organic fertilizer among the farmers to improve the soil productivity and food security.
3.	National Industrial Policy, 2005	This policy recommended the use of Environmental Management System (EMS) and Cleaner Production practices by the industries.
4.	National Policy for Water Supply and Sanitation, 1998	According to this policy, the government shall take measures for recycling of waste as much as possible and use organic waste materials for compost and biogas production.
5.	Urban Management Policy Statement, 1998	Recommend the municipalities for privatization of services as well as giving priority to facilities for slum dwellers including provisions of water supply, sanitation and solid waste disposal.

Sl.	Act	Issues
1.	Fertilizer Act, 2006	Under this act compost has been promoted and standard of compost has been set by the government on 2008.
2.	Bangladesh Environmental Conservation Act (ECA), 1995	Recommends standards for disposal of different types of waste.

Sl.	Rules	Issues
1.	Biomedical Waste Management Rules, 2008	This rule recommends source separation of hospital waste as well as separate collection, transportation and treatment and disposal of all kinds of hospital and clinical waste.
2.	Lead Acid Battery Recycling and Management Rules, 2006	Under this rules collection and recycling has been improved.
3.	Draft National Solid Waste Management Handling Rule, 2011	3R principle has been used.
4.	Bangladesh Environmental Conservation Rules (ECR), 1997	Recommends waste disposal standards, mainly for industrial wastes.

Sl.	Strategy	Issues
1.	National 3R Strategy, 2010	Made source segregation mandatory and gave directives to municipalities to pursue organic waste-recycling projects through composting, refuse-derived fuel, and biogas via Public-Private Partnership (PPP)s
2.	National CDM Strategy, 2005	This strategy is promoting pro-poor CDM projects on waste sector by harnessing carbon financing.
3.	Poverty Reduction Strategy Paper (PRSP), 2005	Here EMS has been promoted. To improve the solid waste management situation, special focus is given to segregation of waste at source along with the promotion of recycle, reduce and reuse of industrial and other solid waste etc.
4.	National Sanitation Strategy, 2005	Its goal is to achieve 100% sanitation coverage by 2010. Here emphasis on resource recovery and recycling has been given as top priority to improve urban sanitation situation instead of disposal.

Sl.	Action Plan	Issues
1.	Dhaka Environment Management Plan, 2005	Waste recycling has been promoted, less land filling encouraged, EMS promoted among industries.
2.	Solid Waste Management Action Plan for Eight Secondary Towns in Bangladesh, 2005	Under the Secondary Towns Integrated Flood Protection (Phase-2) Project of Local Government Engineering Department, GoB. This action plan is based on 4 R principle i.e. reduce, reuse, recycle and recover of the waste.
3.	National Environmental Management Action Plan (NEMAP), 1995	This is a plan of the Government of Bangladesh (GoB), prepared by the Ministry of Environment and Forest (MoEF) in consultation with people from all walks of life. 3R is being promoted under the Sustainable Environment Management Programme (SEMP) of NEMAP.

Sl.	Other	Issues
1.	Circular to Promote Compost by the Ministry of Agriculture (MoA), 2008, on 23 April 2008	Ministry of agriculture issued a circular to promote use of compost among the farmers.
2.	Private Sector Infrastructure Guideline, 2004	This guideline of the GoB has recommended private sector investment in waste management sector which includes all types of waste. It has also identified waste sector as one of the priority sector for private investment.
3.	Private Sector Housing Development Guideline, 2005	This guideline recommends to space in new housing areas for waste recycling specially composting and biogas generation.

4.	Dhaka Declaration on Waste Management by SAARC, 2004	Countries during 10-12 October 2004 SAARC countries agree to encourage NGOs and private companies to establish community based composting, segregation of waste at source, separate collection and resource recovery from wastes with particular focus on composting.
5.	Bangladesh National Building Code, 1993	Energy efficiency and passive energy design features has been proposed under this code by giving minimum code requirements for achieving the efficiency (for example targeting solar energy use in buildings of 10% to 20% by 2020).

Source: Country Analysis Paper BANGLADESH (2011)

Cases on Waste Management in Bangladesh

Involving different stakeholders based on the merit of the particular project, Bangladesh can successfully fetch some good examples in practicing efficient waste management. All the cases destined to make not only the clean and hygiene environment in Bangladesh but also to gain noteworthy economic value addition and social benefits. Some of the initiatives taken place in Bangladesh is highlighted in Box-3. Government's support has also been vividly observed in this context besides private sector (Box-4).

Box-3: Cases on Waste Management in Bangladesh

Community Based Urban Solid Waste Management in Dhaka
In 1998, with the support from UNDP, Waste Concern in partnership with the Ministry of Environment and Forest (MoEF) of the government of Bangladesh initiated the *"Community Based Urban Solid Waste Management in Dhaka"* under a project entitled Sustainable Environment Management Programme (SEMP). The prime goal of this project is to explore technical and commercial feasibility of labour intensive aerobic composting technique and to promote the principal of 4R's (Reduce, Re-use, Recycle and Recovery of waste) in the urban areas of Bangladesh.

Battery Buy Back for Recycling by Rahimafrooz

Rahimafrooz Batteries Ltd. (RBL), one of the largest lead acid battery producing company of Bangladesh, encouraged by government's policy to promote environment friendly took the initiative of a smelting plant to recycle used batteries in environment friendly manner. In this plant, annually 660,000 batteries will be recycled that will contribute in preventing environmental pollution from used batteries.

Agricultural Waste Composting in ChokSingha by Village

Deterioration of soil health due to reduced use of organic manure, high cropping intensity, less crop rotation, high unbalanced application of chemical fertilizer and pesticides has become an issue of great concern in the rural areas of Bangladesh. In this backdrop, the Special Programme of Food Security (SPFS) Project in ChakSinga, Bagha, Rajshahi, of Food and Agriculture Organization (FAO) took an initiative to replicate Waste Concern's composting technique in its project areas to promote sustainable agriculture and food security for Bangladesh under project entitled, `Capacity Building for Composting Activities under Special Program For Food Security' during October 2005 to June 2006.

Biomedical Waste Collection and Disposal

At present health care facilities are growing in a rapid pace in Bangladesh and improper management of waste from these facilities has become serious threat to our health and environment. Poorly managed health care waste (HCW) exposes health-care workers, waste handlers, and the community to diseases like hepatitis and AIDS (HIV), infections, and may damage the environment. *For example PRISM, a local NGO has initiated Biomedical Waste Collection and Disposal service to 75 private clinics including government hospitals in Dhaka city.*

Source: National 3R Strategy for Waste Management (2009)

Box 4: Government's Supports for Relocation and Cleaner Technology for Leather Industry

Over the past decade, the lucrative leather industry of Bangladesh has seen exports grow by an average of $41 million per year. However, leather exports come at a heavy cost – environmental impacts and health hazards. Outdated and inefficient tanneries in Hazaribagh, which houses 90-95 percent of all tanneries in Bangladesh, are among the worst polluters. It is estimated that 22000 cubic meters of untreated effluent, including chromium, is dumped daily into the Buriganga River. The pollution from the tanneries not only leads to poor water quality but also directly impact the health of 8000-12000 workers. Locals of surrounding areas are also victims of this industry, with skin and respiratory ailments being common. In an attempt to mitigate this problem, the Government has decided to relocate existing tanneries from Hazaribagh to Savar, building a Tannery Estate in the process. During the 7th FYP period, the Government will ensure that all tanneries have an environmental clearance certificate for industrial units. Tanneries that discharge a comparatively large amount of waste, or discharge waste with high concentration of comparatively hazardous will be monitored, and fined if their pollution levels surpass national standards. Stronger penalties for hazardous working conditions will be implemented. Through the Government's active role in regulating tanneries, it is expected that the damages to the environment will be substantially diminished.

Source: Seventh Five Year Plan FY2016 – FY2020

Policy Initiatives of Bangladesh Bank Addressing Waste Management

Efficient management of waste requires an intricate waste management infrastructure such as waste bins, construction cost of primary and secondary waste collection points, sanitary landfills, convoys of trucks for pooling of wastes, waste treatment and recycling facilities, etc. As these are costly arrangement, huge level of financial supports and policy initiatives from Bangladesh Bank (BB) are required. There are a number of initiatives taken by BB aiming to accelerate the green banking or sustainable banking arena where waste management issue got attention but at a very limited scale.

In 2011, the Bangladesh Bank for the first time address the waste management issue in its Environmental Risk Management (ERM) Guidelines for Banks and Financial Institutions in

Bangladesh mentioning the glitches of improper disposal of hazardous waste(BB, 2011a)[5]. Again, in February 27, 2011, BB issued detailed policy guidelines for green banking. The policy noted air pollution, water pollution and scarcity, encroachment of rivers, loss of open space, loss of biodiversity, deforestation and improper disposal of industrial medical and house-hold waste as the key areas of environmental degradation (BB, 2011b). Later on, the issue was made mandatory for the newly scheduled 9 banks also in 2013a[6]. BB also pay heed to solid waste management and

hazardous industry waste in the same circular, when it asked the financial institution to consider the environment and climate change related risk while assessing the overall credit risk of the potential borrower. BB developed a refinancing scheme of BDT 200 crore to ensure financing in renewable energy and environment friendly sector and here it allowed financing in three forms of Effluent Treatment Plants (ETP)- Biological ETP, combination of Biological and Chemical ETP and Chemical ETP attempting to convert to the combination of Biological and Chemical ETP (BB, 2013b)[7]. In 2014, refinancing scheme for renewable energy and environment friendly sector issued by BB widen its arena for financing in waste management feeling its notable importance in environment. It covers 3 eligible products for getting financing facility under solid waste management and 2 are under liquid waste management with specific maximum allowable credit limit under the refinancing scheme (BB, 2014a). The facilities under this scheme were extended for Islamic shahiah based banks also in the same year[8]. Banks are under close monitoring and regulatory pressure in attaining the direct green financing annual target which ultimately helps to accelerate their financing in waste management (BB, 2014b)[9]. Very recently, efficient waste management gets priority in BB's 'Guidelines on Environmental and Social Risk Management (ESRM) for Banks and Financial Institutions' in 2015, though it is not finalized yet. As per BB (2015), maximum allowable credit limit for Central ETP under 'Liquids waste management' sector is 15 crore BDT[10]. Appreciating all the efforts of BB, it is expected to focus more on waste management under it's green banking window through different customized and regulatory interventions.

Banks' Initiatives in Waste Management in Line with Policy Initiatives of Bangladesh Bank

The sample banks took some praiseworthy initiatives in line with Bangladesh Bank's policy initiatives regarding waste management. To ensure the efficient waste management in real sense, banks need to focus on the types of waste producing from the projects financed by them besides paying attention to profit making capacity. Proper mode of disposal for particular type of waste is equally important to safe the quality of our environment as a whole. The study reveals that highest percentage (30%) of waste took in the form of sludge from Effluent Treatment Plant (ETP) or Sewage Treatment Plant (STP) and this picture is mostly observed in Textile industry financed by

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[5]BRPD Circular No-1, January 30, 2011.
[6]GBCSRD Circular Letter No- 05, September 11, 2013.
[7] Maximum credit limit under this refinancing scheme for the three types of ETP arrangements are 4 crore, 2 crore and 1 crore respectively.
[8]Green Banking and Corporate Social Responsibility Department (GBCSRD) Circular No- 06, October 12, 2014.
[9] The annual target for attaining direct green finance of total disbursed/invested loan amount for banks scheduled before 2013 is 5% whereas it is 3% for banks scheduled after 2013.
[10]Sustainable Finance Department (SFD) Circular Letter No- 03, November 13, 2015.

the sample banks. So, banks need more caution in this regard from the very beginning of project appraisal. Municipal waste and Hazardous waste got second position (20%). The graph also demonstrates the 'Mode of Disposal' besides types of waste generated from different sources. 38% wastes are disposed through recycle (municipal and plastic wastes cover significant portion) whereas reuse and other forms of disposal techniques got the second priority in treating waste in environment friendly manner. Reuse is widely practices for paper waste and E-waste (Figure-1)

Figure-1: Types and Mode of Disposal of Waste by Projects Financed by Banks
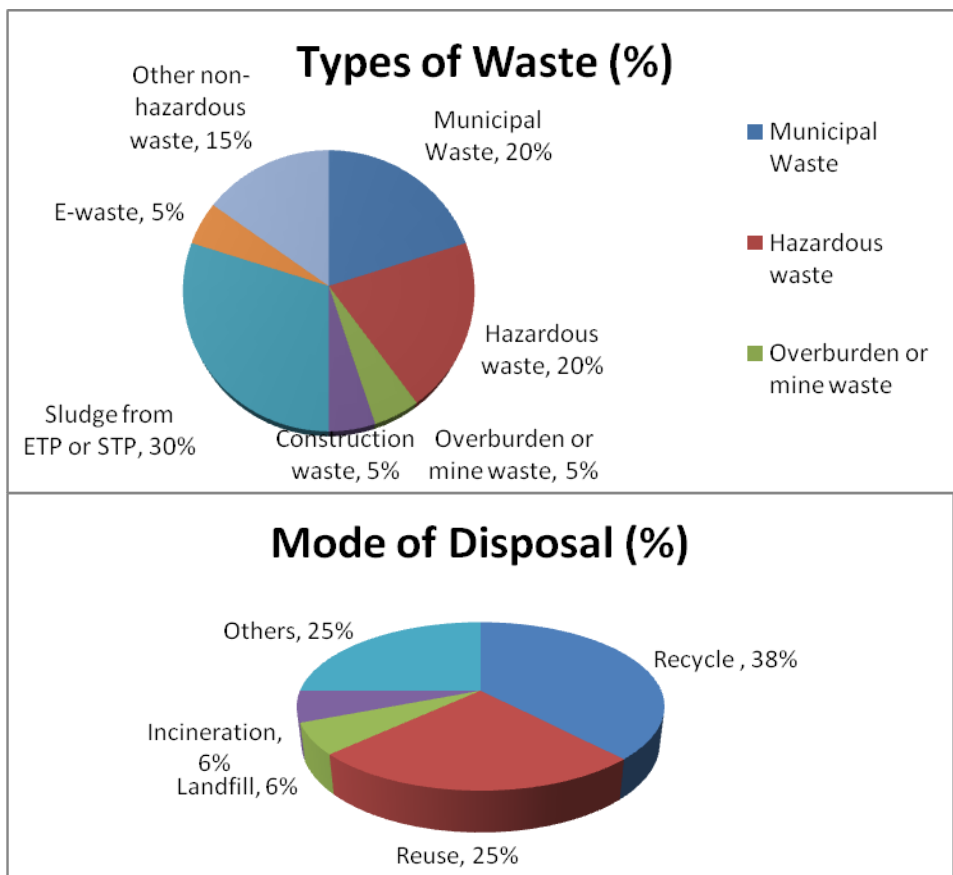
Source: Survey Findings

Recommendations

Based on the above scenario and challenges observed from the study some recommendations are put forward below:

The concept of inclusive development need to be instigated among local level Govt. Agencies, private sectors and environmental specialists.

Government may charge the households and industries for the volume of rubbish they produce. This initiative will discourage people to create wastes from the very of its source.

Policy on mandatory use of recycled products will be encouraging to give a primary push at mass level. But, it can be started with Government offices initially, private offices and individual households may positioned subsequently.

Policy should be customized in terms of period (short term, mid term and long term),area (rural, urban, municipality, coastal, disaster prone- flood prone, draught prone, etc.) and budget allocation should also be in line with these policies endeavors.

Positive (for example, duty free) and negative (for example, high cost- if not treat waste properly) incentives may be introduced and implement the same very strictly, particularly addressing different business units.

There should be a logical and regular coordination between fiscal policy of GoB and monetary policy of BB. Because to implement the Govt. initiatives a required level of financial support is must. Any sort of environment friendly arrangements, like waste management, are usually expensive, so to make the people encouraged with this initially, diverse financial supports through tax rebate, subsidy, feed-in-tariff, refinancing facility, loan at lower rate, repeat loan, etc. will be very effective tools.

Need to ensure the positive change in the mindset of all stakeholders which is prerequisite of a suitable waste management culture in every sphere of society.

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Appendix-1: Types, Source, Content, Management Route and Environment Relevance of Wastes

Sl.	Types	Source	Content	Management Route	Environment Relevance
1	Municipal Waste (including Household and Commercial)	Municipal waste is generated by households, commercial activities and other sources whose activities are similar to those of households and commercial enterprises.	Municipal waste is made up to residual waste, bulky waste, secondary materials from separate collection (e.g., paper and glass), household hazardous waste, street sweepings and litter collections.	Municipal waste has traditionally been landfilled and this remains the predominant management option in most countries.	There are numerous potential impacts associated with the landfilling of waste including the production of leachate and landfill gas, odors, flies, vermin and the use of land.
2	Industrial waste (including manufacturing)	Manufacturing industry waste comprises many different waste streams arising from a wide range of industrial processes.	Some of the largest waste generating industrial sectors includes the production of basic metals, food, beverage and tobacco products, wood and wood products and paper and paper products.	Manufacturers can prevent and reduce this waste by: • eliminating or reducing where possible the use of substances or materials hazardous to health or the environment; and • manufacturing products in such a way that they last longer and may be recycled or reused at the end-of-life stage.	Policies all over the world are increasingly driven by the need to influence manufacturing practices in an effort to decrease the environmental impact of produces during their manufacture, use and end-of-life.
3	Hazardous Waste	Hazardous waste arises from a wide range of different sources including households, commercial activities and industry.	Wastes are classified as being hazardous depending on whether they exhibit particular characteristic. Hazardous waste is classified as any solid waste that could pose a threat to the environment or public health. Like: Industrial aste[11],Pesticide Manufacturing[12],Photo Developers[13], Household Hazardous Waste[14] etc.	The main disposal route for hazardous waste is landfill, incineration and physical or chemical treatment. On the recovery side, a	Although hazardous waste represents comparatively insignificant portion of total waste, it can

[11] The Environmental Protection Agency (EPA) classifies industrial facilities in two categories: large-quantity generators and small-quantity generators. According to the Science Encyclopedia, four types of large-quantity generators, which include chemical manufacturing plants, metal production plants, metal fabrication plants, and petroleum plants, create around 90 percent of industrial hazardous waste. EPA has classified 250,000 smaller plants as small-quantity generators, which make up 10 percent of industrial waste.

[12]Pesticides are frequently used in agriculture and landscaping. Several of the common chemicals in pesticides, such as DDT, diazanon and malathion, are poisonous. The manufacturing of pesticides leads to hazardous waste. EPA also regulates the manufacture of pesticides.

[13] Stores that process photos generate two kinds of hazardous wastes: silver and washwater. The EPA requires that this waste be recorded, recycled and disposed of. For example, liquid silver can be recovered from the photo-processing solution and rinse water. The solution and rinse water are stored and sent to a recovery center where they are reclaimed for further use.

[14] Households account for a small portion of the hazardous waste generated in the world. The average household has several items that fall under the category of hazardous waste. For example, automotive oil, antifreeze, car batteries and gasoline are all considered hazardous. The chemicals used to regulate and clean pools are generally toxic and hazardous. Even some cleaning products can be considered hazardous wastes. While the hazardous wastes produced by homes is much less than that produced by industrial plants, this waste must also be treated properly to avoid danger to the environment.

				significant proportion of hazardous waste is recycled or burned as a fuel.	present a potential risk to both human health and the environment.
4	Construction and Demolition Waste	Construction and demolition waste is made up of two individual components: *construction* waste and *demolition*waste.	It is made up of numerous materials including concrete, bricks, wood, glass, metals, plastic, solvents, asbestos and excavated soil, many of which can be recycled in one way or another.	The main methods used to treat and dispose of construction and demolition waste include landfill, incineration and recycling.	Due to the very large volume of construction and demolition waste produced, it can use up valuable space in landfills. In addition, if not separated at source it can contain small amounts of hazardous waste.
5	Mining Waste	Mining waste arises from prospecting, extraction, treatment and storage of minerals.	It is made up of topsoil, overburden, waste rock, waste from the processing of the ore body (tailings) which may also include process water, process chemicals and portions of the remaining materials.	A number of recent cases of uncontrolled releases of mining waste to surface waters (rivers and lakes) have highlighted the risks of poor mining waste management.	The two major concerns in relation to mining waste are the large volumes that are produced as well as the potential for hazardous substances to be present in the waste stream.
6	Waste from Electrical and Electronic Equipment (WEEE)	Waste electrical and electronic equipment (commonly referred to as WEEE) consists of end of life products and comprises of a range of electrical and electronic items.	Refrigerators, IT and telecommunication equipment, Freezers, Electrical and electronic tools, Washing machines, Medical equipment Toasters, Monitoring and control instruments, Hairdryers, Automatic dispensers, Televisions, etc.	At present, a large proportion of WEEE is disposed of in landfills or incineration plants, depending on local or national practices.	WEEE has been identified as a priority waste stream due to its potentially hazardous nature, the consumption of resources in its manufacture and its expected growth rates.
7	Biodegradable Municipal Waste (BMW)	Biodegradable Municipal Waste (BMW) is waste from households and commercial activities that is capable of undergoing biological decomposition.	Food waste and garden waste, paper and cardboard are all classified as biodegradable municipal waste.	A range of options are used to treat BMW. Alternatives to landfill include composting, mechanical-biological pre-treatment recycling and incineration.	Potential impacts associated with land filling of biodegradable municipal waste and landfill gas, odors, flies and vermin.
8	Packaging Waste	Packaging is defined as any material which is used to contain, protect, handle, deliver and present goods.	Items like glass bottles, plastic containers, aluminum cans, food wrappers, timber pallets and drums are all classified as packaging.	A number of different methods are used to manage packaging waste. These included reuse, recycling (mechanical, chemical and feedstock),	Packaging and packaging waste can have a number of impacts on the environment. In addition packaging may contain some critical substances e.g., PVC and

				composting, thermal treatment and landfill.	heavy metals which may pose a risk to the environment.
9	End-of-Life Vehicles (ELVs) and Tyres	ELVs are defined as cars that hold up to a maximum of eight passengers in addition to the driver, and trucks and lorries that are used to carry goods up to a maximum mass of 3.5 tons.	Thus their sources range from households to commercial and industrial uses.	Approximately 75% of the weight of a car is made up of steel and aluminum, most of which is recycled. Other materials present include lead, mercury, cadmium and hexavalent chromium, etc.	If not properly managed, may cause significant environmental pollution.
10	Agricultural Waste	Agricultural waste is composed of basically organic wastes.	Organic wastes (animal excreta in the form of slurries and farmyard manures, soiled water and silage effluent).	The methods to treat the waste include spreading the waste on land under strict conditions, anaerobic digestion and composting.	There are a number of potential environmental impacts associated with agricultural waste if it is not properly managed.

Source: http://scp.eionet.europa.eu/themes/waste

Appendix-2: Types and Sources of Wastes in Bangladesh

Sl.	Types	Sources	Quantity	Data Source
1.	Solid Waste	Municipalities of Urban Areas	16,015 tons per day and upto 5.84 million tons annually	Waste Concern (2009)
2.	Agriculture Waste	Agriculture	65 million metric ton per year	Waste Concern and Swiss Contact 2007
3.	Industrial waste (hazardous)from seven selected sectors	Industries(Textile, hospital clinics, tannery, pesticides, fertilizer, oil refinery and paper and pulp)	109.47 million/cubic meter/year (waste water) 0.113 million ton/year (sludge) and 26, 884 tons/year (solid waste)	Waste Concern and ADB (2008)
4.	Hazardous Medical Waste	Hospitals	12,271 metric ton per year (2007)	Waste Concern and ADB (2008)
5.	E-waste	Electronic goods	Mobile phones: 22,000,000 Personal computers: 600,000 Televisions: 1,252,000	Waste Concern (2008)
6.	Inorganic Waste	Informal Sector	120,000 urban poor from the informal sector are involved in the recycling trade chain of Dhaka City. 15% of the total generated waste in Dhaka (mainly inorganic) amounting to 475 tons/day is recycled daily.	Waste Concern (2005)

Source: Country Analysis Paper (2011)

An Empirical Investigation of the Effect of Trust, Customer Satisfaction, Customer Perceived Value and Switching Costs on Customer Loyalty in   Bangladesh Telecommunication Sector

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Abstract

The intense competition in telecommunication industry in Bangladesh has made it difficult for each operator to retain its customers. A wide array of researches attempted to explore importance of service loyalty to service firms. In this paper researchers have examined the relative effects of trust, Customer satisfaction, customer perceived value and switching costs on customer loyalty. Using survey data collected from a convenient sample of 150 mobile phone users of different demographic features in Bangladesh it reveals that trust, customer satisfaction, customer perceived value and switching cost have positive correlation with customer loyalty and all this four factors can predict customer loyalty. Based on our findings, mobile phone operators need to consider the key role of trust, customer satisfaction, customer perceived value, switching costs on the effectiveness of their loyalty programs.

Key Words: *trust, Customer Satisfaction, customer perceived value, customer loyalty, switching costs, mobile telecommunication*

Introduction

The telecommunication sector has become a dynamic key area for the economic development in Bangladesh. Significant changes in the number of fixed and mobile services deployed in Bangladesh occurred in the late 1990s (Wikipedia, Telecommunications 2017). This is the result of the increased number of network operators and the intense competition. These are also a

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consequence of the removal of monopoly rights, which were mainly enjoyed by state-owned operators of public telecommunication networks initiated in 1853 by Telegraph branch under Posts and Telegraph Department, British India (Wikipedia, BTCL 2017).

Recently there are 5 mobile phone operators in Bangladesh, operating under the names of Banglalink,Airtel, Grameenphone, Robi, and TeleTalk and the number of mobile phone subscribers in Bangladesh as of September 2016 was 119.087 million having risen from the February 2009 figure of 45.21 million (BTRC 2016). Hence delivering value added, interactive, and/or location-based mobile services (e.g., banking, content download, emergency/ roadside assistance, etc.) to customers seems to be increasingly important in gaining a competitive edge by strengthening relationships with key customers (Lin & Wang 2006). The challenge for the mobile service providers in Bangladesh is to find out the critical factors that influence the customer's loyalty. Customer loyalty is an extremely important issue for mobile service providers (Liu, Guo & Lee 2011). Although customer loyalty is not a new research question and prior research has studied an array of factors leading to customer loyalty separately or together, such as perceived value (Wang, Lo & Yang 2004); customer trust, satisfaction, or switching barriers (Liu et al, 2011) in different countries, this research focus on customer loyalty directed by the combinations of four predictors in mobile communications. Previous studies on customer loyalty focused on customer satisfaction, perceived value customer loyalty and switching barriers (Yang & Peterson, 2004). These studies have found that customers experience a high level of satisfaction with perceived value, trust and switching cost in predicting customer loyalty. This paper attempted to replicate impact of four factors namely trust, customer satisfaction, customer perceived value, and switching costs in predicting customer loyalty in the context of telecommunication industry in Bangladesh. Researchers attempted to replicate this study since there is no such work done in telecommunication industry in Bangladesh.

Literature Review

Switching Cost

Switching costs arise from a variety of factors, including the general nature of the product, the characteristics of customers that firms attract, or deliberate strategies and investments by product and service providers (Chen & Hitt 2000). Thus switching cost includes the procedural switching costs, financial switching costs, and relational switching costs. These costs were found to be negatively correlated to consumers' intention to switch service providers (Burnham, Frels & Mahajan 2003). If switching costs are inherently low and firms are unable to lock-in customers, long-term profitability may be difficult to attain (Chen & Hitt 2000). Managers therefore, must significantly consider switching barriers and dimensions of customer satisfaction when making plans or focusing efforts in customer retention (Oyeniyi & Abiodun 2010).

Customer Satisfaction

Customer satisfaction is defined as an overall evaluation based on the customer's total purchase and consumption experience with a good or service over time (Anderson, Fornell, and Mazvancheryl 2004). Past research has indicated that satisfaction is a reliable predictor of re-purchase intentions

(Wang, Tang, & Tang 2001). Thus it is considered as a strong predictor for behavioral variables such as repurchase intentions, word-of-mouth recommendations, or loyalty (Eggert & Ulaga 2002). In the marketing literature, customer satisfaction has been recognized as a key driver of firm long-term profitability and market value (Gruca and Rego 2005). In addition, customer satisfaction may be assumed to be the determinant of net benefit or individual impact, e.g. customer loyalty (Deleon and McLean 2003). Some authors (e.g. Galbreath & Shum, 2012; Walsh et al., 2009) found that corporate reputation and customer satisfaction are strongly correlated and that customer satisfaction has a positive impact on corporate reputation. Nguyen and Leblanc (2001) also believed that a firm's reputation is a reliable indicator of whether or not a firm's customers are satisfied.

Trust

Trust is a defining feature of most economic and social interactions in which uncertainty is present (Pavlou 2003). So it is an especially important factor under conditions of uncertainty and risk (Lee & Turban 2001). Consumer trust is the expectations held by the consumer that the service provider is dependable and can be relied on to deliver on its promises (Sirdeshmukh, Singh, & Sabol 2002). Actually it is the belief that the other party will behave in a socially responsible manner, and, by so doing, will fulfill the trusting party's expectations without taking advantage of its vulnerabilities (Gefen 2000). Reichheld & Schefter (2000) also suggest that to gain the loyalty of customers, you must first gain their trust. Urban, Sultan, and Quails (2000) propose customer trust as an essential element in building strong customer relationships and sustainable market share. In another perspective trust has long been regarded as a catalyst for buyer-seller transactions that can provide consumers with high expectations of satisfying exchange relationships (Pavlou 2003). So it is a critical factor in relational exchanges between consumers and service providers (Sirdeshmukh et al. 2002). Overall, trust is the extent to which one party is willing to depend on something or somebody in a given situation with a feeling of relative security, even though negative consequences are possible (Josang, Ismail, & Boyd 2007).

Perceived value

Perceived value is defined as the consumer's overall assessment of the utility of a product (or service) based on a trade-off between perceived benefits and perceived costs (Lovelock, 2000). Customer-perceived value results from an evaluation of the relative rewards and sacrifices associated with the offering, and customers often measure a company's ratio of outcome to inputs by making comparisons with its competitors' offerings (Yang & Peterson 2004). Sirdeshmukh, Singh, and Sabol (2002) argue that customer value is a super ordinate goal and customer loyalty is a subordinate goal, as it is a behavioral intention. Thus, customer value regulates behavioral intentions of loyalty toward the service provider as long as such relational exchanges provide superior value (Sirdeshmukh et al., 2002). Superior value derived from excellent services and quality products (Parasuraman & Grewal 2000). To increase visitors' positive behavioral intentions, heritage managers should set their priorities to provide high quality, satisfying experiences that visitors perceive to be a good value (Lee, Petrick, & Crompton 2007). Recent research studies suggest that perceived value may be a better predictor of repurchase intentions than either satisfaction or quality (Cronin et al., 2000; Oh, 2000).

Customer Loyalty

When consumers are loyal to a firm, they generally minimize time expended in searching, locating and evaluating purchase alternatives and also, customers can avoid the learning process that may consume the time and effort needed to become accustomed to a new vendor (Yang & Peterson 2004). Research has shown that excellent performance of company is positively related to customer loyalty, in the sense that good performance predicts customer loyalty (Kumar 2002). Consumers are hypothesized to indicate behavioral intentions of loyalty toward the service provider as long as such relational exchanges provide superior value; otherwise, the consumer is motivated to disengage, demonstrating lack of loyalty (Sirdeshmukh et al. 2002).

It can be summed up that trust, perceived service quality, perceived customer value (including functional value and emotional value), contribute to generating customer satisfaction; and, customer satisfaction and switching cost directly enhance customer loyalty (Deng, Lu, Wei & Zhang August 2010). Actually the effects of switching costs on customer loyalty through satisfaction and perceived value are contingent upon the levels of customer satisfaction and perceived value (Yang & Peterson, 2004).

Objectives of the Study

- The overall research objectives are highlighted as follows:
- To test validity of each construct by a factor analysis.
- To assess the correlation of each predictors on customer loyalty
- To examine whether these four factors (trust, customer satisfaction, customer perceived value and switching cost) can predict customer loyalty.

In light of the preceding objectives the following hypotheses can be proposed:
H_{01}: Customer loyalty is not positively correlated by customer trust.

H_{02}: Customer loyalty is not positively correlated by customer satisfaction.

H_{03}: Customer loyalty is not positively correlated by customer-perceived value.

H_{04}: Customer loyalty is not positively correlated by higher switching costs.

H_{05}: Trust, customer satisfaction, customer perceived value and switching cost are not predictors of customer loyalty.

Methodology

This study was conducted over a three-month period in Dhaka city in Bangladesh. The instrument adopted was a self-administered questionnaire, all constructs were operationalised using 5 point Likert-type scale (1= strongly Disagree; 5= strongly agree). A pre-test survey was conducted using a convenience sample of 25 respondents. The final questionnaire consisted of twenty three items, all adapted from previous studies, and a number of demographic variables for classification purposes. A self administered questionnaire was distributed to 200 mobile phone users, and a total

of 150 responses (response rate 75%) obtained from the respondents. The subjects were conveniently selected from the high street and university campuses so as to yield a reasonably representative sample in terms of age and gender. The respondents profile is summarized in Table- 1.

Table 1: Summary of respondents' demographic profiles

Demographic Variables	Categories	Frequency	Percentage (%)
Gender	Male	63	42.0
	Female	87	58.0
Occupation	Housewife	9	6.0
	Service Holders	25	16.7
	Business Persons	21	14.0
	Students	95	63.3
Education	Undergraduate	94	62.7
	Graduate	29	19.3
	Masters	23	15.3
	Others	4	2.7
Level of Mobile Use	Heavy	50	33.3
	Medium	96	64.0
	Light	4	2.7

As shown by the table 1, out of a total of 150 respondents, 42% of the respondents are male and 58% are female user. Respondents were also inquired about their qualifications and 62.7% of them were under-graduate, 19.3% were graduate, 15.3% were Masters, while remaining 2.7% did some professional certifications and diplomas. Moreover 6% respondents were housewife, 16.7% were service holders, 14% were business persons and 63.3% were students.

The research instrument's reliability and validity are imperative when carrying out any research. Validity refers to the degree to which a study is not controlled by any interference, ambiguity, control or variable manipulation (Sarantakos, 1997). The instrument's reliability is defined as the level to which the instrument produces the same outcome every time the trial is repeated (Carmines and Zeller, 1979). Statistical software SPSS has been used for validity and reliability analysis. To verify the reliability of the research constructs, the internal consistency analysis (Cronbach's alpha) are used. Cronbach's alpha should exceed 0.70 as suggested by Nunally (1978) and Hair, Black, Babin, & Anderson (2009). This study has Cronbach's alpha of 0.926 which is considered as acceptability and reliability. Each scale also showed an acceptable level of internal consistency with Cronbach's alpha in the range of 0.800 to 0.917.

Table 2: Cronbach's alpha and descriptive statistics for scale items

Scales	Number of items	Sample Size	Cronbach's Alpha	Mean	Standard Deviation
Switching Cost	5	150	0.800	3.454	0.451
Customer Satisfaction	3	150	0.842	3.869	0.598
Trust	5	150	.0917	4.102	0.661
Customer Perceived Value	5	150	0.879	3.589	0.622
Customer Loyalty	5	150	0.896	4.035	0.607

Explanatory factor analysis with a varimax rotation was used to assess the multidimensional nature of each construct. This resulted in a five factor solution, with all items loading on no more than one factor. Correlation analysis with each predictor with the customer loyalty was conducted to test each hypothesis. Finally a regression analysis attempted to propose a model that will help to predict customer loyalty.

Finding

This study attempts to conduct a research to find out the effect of four predictors switching cost, customer satisfaction, trust and perceived value on customer loyalty.Exploratory factor analysis was conducted on attitude items in terms of data sets obtained from the responses, which suggested a five-factor solution. The five-factor solution explained 71.61% of the variance. Principal component analysis with varimax rotation was performed for all the three measurement scales. Results in Table-3 show five factor solutions of independent variables having a KMO= 0.862 and variance explained= 71.61 percent. First factor switching cost having 5 items (3 items out of 8 have been dropped due to low factor loadings), second factor customer satisfaction having 3items, third factor trust having 5 items, fourth factor customer perceived value having 5 items, and fifth factor behavior having 5 items (no item has been dropped in four factors).

Table 3: Factor analysis of independent variables

Measures	Constructs				
	Switching Cost	Customer Satisfaction	Trust	Customer Perceived Value	Customer Loyalty
Switching to a new operator causes monetary cost	0.895				
If I switched to a new operator, the new service might not work as expected	0.880				
I am not sure if new operator billing would be better for me	0.806				
To switch a new operator, I should compare all operators	0.650				
Even I have enough information, comparing operators with one another takes a lot of energy, time & efforts	0.645				
This network completely meets expectations than others		0.800			
I am satisfied with this network		0.777			
This network meets my pre-purchase expectations		0.650			
I trust this company			0.867		
I feel that I can rely on this company to serve well			0.839		
I trust the billing system			0.832		
I believe that this company will not cheat me			0.795		
This company is reliable as it is concerned with customer interest			0.781		
Compared to alternative companies, the company offers attractive product/ service costs				0.898	
Compared to alternative companies, the company charges me fairly for similar products/ services				0.893	
Compared to alternative companies, the company provides more free services				0.746	
Comparing other competitive companies offers, I don't feel to take extra service from competitive companies along with my company offerings				0.737	
Comparing what I pay to what I might get from other competitive companies, I think the company provides me with good value				0.730	
I will go on using this network					0.779
If I bought a new network, I would prefer this operator					0.759
I recommend this operator to people					0.743
I encourage friends who plan buying network					0.705
Even if the other operator's billing is cheaper, I would go on using this network					0.680
Cronbach's Alpha	0.926				
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0.862				
Berlett's Test of Sphericity:					
Approx. Chi-Square	3185.364				
D.F.	300				
Significance	0.000				

Correlation analysis

Results of correlation analysis are shown in Table-4, which indicate the relationship between switching cost, customer satisfaction, trust, perceived value, and customer loyalty. As seen in Table 4, the correlation coefficients for the variables under investigation were ranging from 0.194 to 0.770. Switching cost has a positive association with the customer loyalty (r=0.770, p<0.01). Customer satisfaction also has a positive relationship with the customer loyalty (r=0.270, p<0.01). Moreover, results show that trust is positively associated with customer loyalty (r= 0.772, p<0.01). Finally, the correlation coefficient of perceived value for customer loyalty is (r= 0.388, p<0.01) which affirm that perceived value has a positive relationship with customer loyalty.

Table 4: Correlation analysis

Number	Switching Cost	Customer Satisfaction	Trust	Perceived Value	Customer Loyalty
Switching Cost	1	0.233*	0.757*	0.317*	0.770*
Customer Satisfaction		1	0.194*	0.507*	0.270*
Trust			1	0.294*	0.772*
Perceived Value				1	0.388*
Customer Loyalty					1

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

Regression analysis

Multiple linear regression analysis was run to find out whether switching cost, customer satisfaction, trust, perceived value are predictors of customer loyalty or not. Major findings of regression analysis are shown in Table-5. Results of regression analysis indicate that independent variables (switching cost, customer satisfaction, trust, perceived value) account for 68.5% significant variance in customer loyalty ($R^2 = 0.693$, Adjusted $R^2 = 0.685$, F =81.929, p=.000). Standardized coefficient beta values between switching cost, customer satisfaction, trust, perceived value and customer loyalty are significant (0.035, 0.401, 0.427 & 0.118) with significant T value (2.042, 5.617, 6.044 & 2.132, p<.05). In this analysis, the Durbin Watson value is 1.748 which means that there is no autocorrelation in the sample (Montgomery et al. 2012).

Table 5: Regression analysis of switching cost, customer satisfaction, trust, perceived value on customer loyalty

Model	Unstandardized Coefficients		Standardized Coefficients			Model summery		ANOVA		Durbin Watson
						R-square	Adjusted R-square	F	Sig.	
	B	Std. Error	Beta	t	Sig.					
(Constant)	0.276	0.261		1.058	.292	0.693	0.685	81.929	0.000	1.748
Switching Cost	0.147	0.072	0.035	2.042	.020					
Customer Satisfaction	0.407	0.043	0.401	5.617	.000					
Trust	0.392	0.065	0.427	6.044	.000					
Perceived Value	0.115	0.054	0.118	2.132	.035					

Dependent Variable: Customer Loyalty

Conclusion

This study attempted to find the factors behind customer loyalty in telecommunication sector. Most previous studies have mentioned switching costs as a moderator in the satisfaction–loyalty linkage, but did not determine it as an individual dimension; in this paper researchers have made an attempt to incorporate switching cost as an individual dimension. The analysis found switching cost to be the main factor behind customer loyalty followed by customer satisfaction, trust and customer perceived value. All of these factors have a positive correlation with customer loyalty and they are good predictors of customer loyalty program. So, the companies must try to enhance long term relationship with customers to improve the trust and pay special attention to switching cost as it increases over time whereas they are lower at the beginning of the relationship. Moreover, companies should help customers to feel good about their purchases and confident that they've made the best possible decision to buy something that meet their needs. After all, when they feel good about their purchase, they'll be more satisfied, which will make them loyal customers.

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The complex Pricing trends and the Consumer Protection in Bangladesh: An empirical study

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Abstract

In this article the authors have tried to understand the vulnerable conditions of the consumers. The newly prepared products and the imported products are labeled with irrational prices. There is no proper provision of law which would widen the hands of the state to control such unilateral arbitrary fixation of the commodity prices. Sometimes, it is found that higher prices are demanded than the maximum retail price. There is no fixed level up to which profit could be earned. A remarkable amount of money is spent for marketing of a product. It was also observed that the advertisement cost becomes 3 to 5 times higher than the original production cost. The rampant behaviors of the entrepreneurs or businessmen cause huge loss and sufferings for the common people who commonly consume the goods or products. The Consumers Rights Protection Act, 2009 needs to reform so that it could focus on the reasonable process of fixing prices of goods for the better interest of the consumers.

Key words; Consumer, reasonable price, fixation of price, rights, monopoly, maximum retail price (MRP).

Introduction

In the free market economy the buyer is a silent victim of manipulated market forces in the country. It is happening due to long-drawn out absence of a consumer law. The provisions of consumer protection can be found at Articles 15 and 18 of the Constitution. Bangladesh has a few specific consumer protection legislations which are 'scanty', scattered over a whole range of consumer interests (Azad, 2013). Therefore, there is no successful consumers' protection law in Bangladesh (Azad, 2013). The study has been attempted to focus on existing rules about consumer rights protection and identifies the present status of consumers and problems faced by the consumers.

People belonging to the lower and fixed income groups continue to rule under the burden of spiraling prices of essential commodities and that too in short weights and measures, not to speak of the quality (The Daily Star, 2007). The Consumers protection Act 2009 basically emphasizes on

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the health and food (s15-16). The aforesaid subjects are guided in the 'fundamental principles of state policy' (The Constitution of the Peoples Republic of Bangladesh, 1972) part not under the 'fundamental rights' part of the Constitution. Hence, they remain mostly non-enforceable in the courts of law (Ahamuduzzaman and Hussain, 2009).

Objectives of the Study

The main objective of the study is to understand and identify the major troubles of the customer in our country, which are frequently faced by the customers. More specifically, the objectives of the study are as follows:

1. To Understand the existing laws for consumer protection in Bangladesh.
2. To determine the pricing system of goods in the state.
3. To identify the main causes of reasonless pricing and price hike in the state.

Methodology followed

This is a qualitative study. To find out the causes of price hiking in Bangladesh is rampant in nature. The seller-buyer engagement is so complex and reckless that the sellers decide everything unilaterally. To explore the causes behind it no individual could provide sufficient proper knowledge. Hence, the persons involved in this rotation have been interviewed. The experts regarding market, sufferers or consumers and businessmen were interviewed. The capital of the state, business towns, remote areas and the specialized areas like airport, launch/ steamers, the river ports were sampled to conduct the study. The interviews were also taken with sufficient caution so that the exact information would be achieved.

Concept of Consumer and Rights

According to the law, consumers are those persons who, for themselves or for their dependants, buy or use or obtain permission to use any product or service by offering a price, prompt or due or in installments. In addition, any person using such products with the consent of the buyer will also be treated as a consumer. But if someone buys something for the purpose of resale or for any other commercial purpose, he or she shall not be considered as a consumer.

Consumer rights refer to a consumer's right to safety, to be informed, to choose and to provide manufacturers with information concerning their products when they make a purchase. Manufacturers who violate consumer rights are subject to lawsuits by their customers. For instance, a consumer who purchases a child's toy that subsequently hurts their child can hold the manufacturer responsible in court. The customer can hire a lawyer and sue the company for failing to produce a toy that was safe for children. Lawsuits involving manufacturers happen all the time and they typically claim that manufacturers were negligent. There have been many cases where consumers have won millions of cases because manufacturers ignored consumer rights laws.

Consumer rights are generally a reference to a body of law that pertains to things the producers of goods must do to protect customers from harm. These laws have come into existence through a series of legal disputes, and have been shaped by the results of those cases. In a few instances,

some states have actually codified regulations that they refer to as "consumer rights" laws, but this is not yet the majority practice. The most of the developed countries have shaped their domestic protection with utmost cautiousness. The developing countries are still struggling with it. They are in the process to ensure proper rights of the consumers. One of the most widely accepted basic consumer rights is the right to safety. In other words, consumers should be able to assume that the products they buy are reasonably safe for their intended purpose when used as directed. Defective safety equipment in cars, excessively flammable home products, and dangerous toys are a few examples of products that were found to be unreasonably safe and helped shape the body of law creating this right. Through decisions holding the makers and sellers of these products liable for injuries resulting from their dangerous designs, this "right" against unsafe products has been discerned.

Another commonly agreed upon right is the right to be informed. This means the right of the consumer to have sufficient information to weigh alternatives and to protect the consumer from false and misleading claims in advertising and labeling practices. This is particularly relevant to products like medications and health care devices. Knowing exactly what the chemicals one puts into their body could do is critical to allowing the consumers to make an informed decision and allowing consumers to harm themselves through the use of a product about which they were not properly informed led to lawsuits that created this "right." Truth in advertising and laws against unfair competition lend to the legal substance of this right.

Specific Rights of consumers

Former US President John F. Kennedy outlined only four basic consumer rights in a declaration in 1962 regarding the Rights of a Consumer such as (1) the right to safety; (2) the right to be informed; (3) the right to choose; and (4) the right to be heard (Ahamuduzzaman, Md. Lutfor Rahman and Nahida Nazmus Zannat, 2009). The Consumer Rights and Protection Act, 2009 covers the following rights.

I.   Right to obtain commodities or services at a price fixed by the authority or at a reasonable price.

II. Right to have safe and pure products.

III. Right to have necessary and correct information about products

IV. Right to be informed of the qualities or defects (if any) of a particular product

V.   Right to know the accurate quantity of the product

VI. Right to know the utility, purity, and price of the product

VII. Right to have products or services in correct quantity and quality

VIII.Right to have choice among similar products

IX. Right to have protection against activities relating to purchase or sale of products by which life or property may be in danger

X.   Right to have access to remedy in relation to violations of consumer rights

XI. Right to have protection from concealment of information and unfair trade Practices

XII. Right to have protection from arbitrarily imposed sale conditions by the seller

Even though until 2009, a unified consumer Act did not exist, about 40 different pieces of legislation could be attributed as forming the legal regime in the field of consumer protection regulating different goods and services in Bangladesh. Some notable laws include the Bangladesh Standard Testing Institute (BSTI) Ordinance, 1985, the Control of Essential Commodities Act, 1956, the Pure Foods Ordinance, 1959, the Sale of Goods Act, 1930, the Standards of Weights and Measures Ordinance, 1982 and the Accreditation Board Act, 2006. However, there was no unified and effective machinery for the enforcement of these legislative measures until 2009 and thus the consumers did not enjoy statutory rights to seek redress of their grievances arising out of the violation of the provisions of these laws (Saqeb Mahbub, 2014).

Recent Pricing Trends

The super shops are gradually occupying the position of markets which would be compared to occupying the markets by the non market actors. Imported fruit Juice, soya been oil, mastered oil, coconut oil, fruits, dates are sold without having any transparency in pricing procedure (Jamsed Mia, 12 Dec, 2016). A number of importing companies have been interviewed in Chittagong. They all told that on a few persons has the permission to import certain goods. The owners never compromise with the profits (Sagar Mazhi, A retail busiman in Tekhnaf bazaar). The owners have made some bodies to regulate the markets at their own choice (Mojid Hawlader personal interview 13 Dec 2016). They seldom care the advice or urge of the government (Jamir Uddin, persona interview). Every few month, the owners of the big merchants reshuffle the wholesale commodity prices in the name of price hike in the international markets. There is no proper judgment and reason to fix the price. No expert opinion is sort by the businessmen (Solaiman Chowdhury, market expert). The opportunity of opening Letter of Credit (LC) is open for all. There is no proper control about the number and permitted person who could import goods (Nur Reza Chowdhury, a Wholesale Businessman in Chittagong). Hence, it is not possible to overview for the government to adjust the market. It is argued that moral obligation of the businessmen needs to be increased.

Consumer Statements

When a businessman institutes a business, likes to get back the money he or she has invested. According to the business rule, a portion could be adjusted with the regular price (Md. Shahnewaj who is an industrialist in Dhaka). Sometimes huge amount is invested for advertisement and circulation. That creates burden over the shoulder of the customers (Md. Shahnewaj) who is an industrialist in Dhaka). He also argued that a body could be formed to continuous checking to find out the businessmen who used to gain more than 10-15% profit against the cost of raw materials, fuel cost, portion of infra-structure labor and miscellaneous cost.

Harun-Ur-Rashid, a cloth businessman in Chittagong claimed that the retailers wait for the two occasions of Eids (The Holy ritual for the Muslims). He added that in the two occasions they could collect the total cost and profit of the year. The prices of clothes are replaceable. Time to time it varies (Md. Jamal Hafiz, a shop owner in Bosundhara Shopping Complex). The retailers several time used to change the cost of the price. There is no specific mechanism to maintaining the quality of fabrics (Ahsanul Haque, Consumer in Chittagong). He claimed that the dresses of worst qualities are exposed with high price which allure the modern consumers who are fascinated to branding. Akteruzzaman, a student in Dhaka always show his preference to buy a dress from a branded shop though it claims huge money while Sabrina, Jyoti, Juwana like to buy Indian dresses to meet up their modern demands.

Jamal Uddin, a resident in Muhammadpur, buys grocery from the markets and from the chain shops. He explored that the chain shops reduces the price of few products to attract the customers while increase others as well as imposes VAT on the sold goods. There is a fundamental principal that the price mentioned on the products is always inclusive of all the taxes. So MRP (maximum retail price) is inclusive of all taxes including VAT also. There is always a term inclusive of all taxes written besides the MRP price also on all products (CA Mohit Gupta, practicing tax consultant). So collecting VAT from the consumers twice is another method of torture.

Sharif Md. Sanaul Huque, a joint district judge visits Barishal region by launch. He experienced that the commodity price was three times higher than the river port. Due to his professional dignity he used to keep mum. He added that the same is in trains and in the shops of the airports. He also told that it seemed these places are beyond the territory as if the good were from distant countries in the world. He claimed that all these are malpractices of the businessmen.

Julhas Kabir, a senior journalist alleged the corrupt ethics of the businessmen. He also added that the businessmen can do anything for profit. They never care for the safe preparation of foods, baby foods, fruits, sweets, liquid milk, biscuits, jam, jelly, fruit juice etc. In our country rarely the products are frequently checked. In most cases once a clearance is given by the Bangladesh Standard Testing Institution (BSTI). One thing should be accepted that the man power in the government offices is not that much to check it by rotation. The ethical values of the businessmen and entrepreneur could ensure quality foods. The reputed hotels are sometimes fined by the mobile courts. The chickens, beef, mutton we commonly eat in the restaurants are seldom tested for quality. The owners association of the business of various sorts could extend their hand to help the government for quality food and fixation of price.

A member of importers association held that they always fix the price considering the interest of the association in lieu of the interest of the consumers. They use the international market as an excuse to price hike. It the trading Corporation of Bangladesh or the effective body demands justification for the price fixed, simply they will fail to explain. The cosmetics and chocolates are the places of most monopolies. The cosmetics are imported in Bangladesh rarely are tested in the labs to maintain the quality whereas when Bangladeshi products are sent in different countries, consigns are checked before selling into the markets. He also added that we are developing and the market is becoming very competitive. Unilaterally fixation of prices of goods may create uncertainty among consumers. For the interest of the state, the fixation of prices should be reasonably done.

The vital one is syndication of business. The giant business men manipulate the open market by creating artificial crisis of goods. The administration is not that much strong to compete with the power of such syndicate holders. They used to create various sort of problem so that they cannot be protested or resisted. Besides, the open market economy always encourages private entrepreneurship. The market should be kept competitive so that monopoly could not get place. A recent trend has been found that the big merchant centralize all the opportunities within a few people of the society. Those people are very cautious so that their rate of interest would be properly maintained. The Bangladesh Bank (BB) has alleged the syndication of market for volatility in the countries commodity market (Shahiduzzaman Khan, The Financial Express, 24 May 2012).

Artificially, shortages in supply chain of commodities are done leading to price-spurt of essentials (Shahiduzzaman Khan, The Financial Express, 24 May 2012). The pretty wholesalers at Karwanbazar, badamtali, or swarighat also are the sufferer of such syndication (Shahiduzzaman Khan, The Financial Express, 24 May 2012). Mustafizur Rahman, executive director of the Centre for Policy Dialogue, said the government needed to look into whether imported items were being supplied to the markets on time, instead of "going from market to market with sticks in hands (May 30, 2016).

The consumers act 2009, basically deals with the rights of the consumers. In modern international practice of business still we are child. We need few more experience. Law generally aims to prevent harms and protect people from one's harmful behavior toward another. This protection is sought to be achieved through proscribing certain conduct and imposing liabilities for flouting these proscriptions (S.M. Solaiman and Abu Noman M.A. Ali, 2014). Section 66(3) of the Consumer Rights and protection Act 2009, (CRPA) entitles a consumer who is affected by "an act" of a "trader" to claim compensation where the former's (consumer) pecuniary assessable loss or damage is caused by the latter's (trader) "acts against consumer rights." Section 2(16) of the CRPA defines the term "trader" encompassing manufactures, producers, processors, suppliers, wholesalers, as well as retailers. A trader, who would be liable to a consumer, as mentioned in s66(1) of the CRPA is a person who embraces a natural person, company, association, partnership firm, or any statutory or other organizations or their representatives under s. 2(17). It is thus clear that everyone from the manufacturer to retailer is subject to this civil liability (S.M. Solaiman, Abu Noman and M.A. Ali, 2014).

Identified causes

The pricing of goods, commodities are unilateral practice in the state. The businessmen always like to hide things from the administration. In doing so, they sometimes manipulate the owners association and exploit the retailers. The reckless behavior of the businessmen causes volatility in the commodity market. The Consumer Right and protection Act 2009 has emphasized on the fixation of commodity price with reason. The penal procedure is not that much articulated and sufficient (S.M. Solaiman, Abu Noman and M. A. Ali, 2014). The existing penal process limits all the actions in monetary compensations only, which needs much specification with criminal liability. Administrative control and overview is very nominal in comparison to demands. Finally, cautiousness among the consumers is remarkably absent.

Recommendations

The idea of consumers' protection is almost new phenomenon in Bangladesh. Just sum ten years have passed since we first adopted such an important law. It is really logical to develop the law properly few more times should be given. The idea of sustainability should be made a part of consumption. Through this recommendations it would effectively resist all the anomalies may not be possible. However, it could be argued that it will reduce the irrational mentality of the businessmen. The following thing could bring betterment for the common businessmen-consumers relationship.

I.   Reckless, rampant, profit earning behavior of the business magnets should be changed.

II. A state level committee would be made to fix the prices including representatives from businessmen, consumers, and from administration.

III. An over viewing authority should be constituted to look after the unilateral behaviors of the businessmen.

IV. Proper laboratory should be established with which quality of the products checked or challenged.

V.   Any sorts of violation or adulteration, fraud, misrepresentation, marketing counterfeit goods should be adjudicated under the Protection of the Rights of the Consumers Act. Routine reformation of the laws is really important.

VI. The persons against whom an allegation would be proved, his /her right to open LC should be suspended for a minimum term of one year.

Conclusion

In modern era, a market cannot be imagined without the existence of consumers or producers. Both the parts are complementary to each other. The theory of 'high sale, low profit' should be followed. The persons involved into business probably fail to consider it. Consumer satisfaction in business is another important subject. The interviews were conducted to find out the causes behind the arbitrary activities of the producers or entrepreneurs. They were from different professions. Their comments were almost of same nature. There were some big merchant who told many things with a stipulation of not to disclose their names. All the businessmen are not happy with this to carry such vindication. For the better interest of the state, and citizens these malpractices should be stopped. The consumer protection law may be amended. Implementation mechanisms of the existing laws should be closely scrutinized by the concerned department of the state. Finally, manipulation of power exploitation must have to be controlled.

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Persons Interviewed

Jamsed Mia, (12 Dec, 2016).

Sagar Mazhi, A retail busiman in Tekhnaf bazaar

Julhas kabir, a senior journalist

Jamal Uddin, a resident in Muhammadpur

Akteruzzaman, a student in Dhaka

Md. Jamal Hafiz, a shop owner in Bosundhara Shopping Complex

Ahsanul Haque, Consumer in Chittagong khatungonj area

Harun-Ur-Rashid, a cloth businessman in Chittagong

Sabrina Mutaza, A student of East West University

Anonya Jyoti, a student of BGMEA University

Routhy Juwana, a medical student in Chittagong who is a foreign student.

Md. Shahnewaj who is an industrialist in Dhaka.

Jamsed Mia, 12 Dec, 2016

Mojid Hawlader personal interview 13 Dec 2016

Jamir Uddin, personal interview

Solaiman Chowhury, market expert

Sharif Md. Sanaul Huque, a joint district judge

Nur Reza Chowdhury, a Wholesale Businessman in Chittagong

Customer-Based Brand Equity: A Study on Bangladeshi Brands

Mohammad Nazmul Huq*

Abstract

A very few brand carry the identification in Bangladesh market, but still it is necessary to understand the context with the existing one. In this paper it was aimed to develop a valid and reliable model of Bangladeshi brand equity by assessing the dimensions of the brand equity and its constructs. Based on thirty (30) theoretical constructs, which were compiled from literatures, four variables were included for brand awareness, seventeen variables for brand association, five for perceived quality and four for brand loyalty. Factor Analysis was conducted to identify dimensions of brand equity and its constructs. Principal Component Analysis with subsequent rotation (varimax) was conducted on 30 constructs of a questionnaire. According to the four dimensions proposed by Aaker (1991) in the brand equity literature, a four factor solution that reduced the 30 constructs to four factors was chosen in this study. The factors produce a Kaiser-Meyer-Olkin Measure of Sampling Adequacy of 0.531, with eigenvalues greater than 1.0. The brand equity constructs with a loading below 0.6 were excluded from further analysis. 17 constructs remained in this study.

Introduction

As a developing country Bangladesh is trying to incorporate with its national brand in past decade after the Independence. But very few can recall Bangladeshi brand. Most of the Bangladeshi brands have not yet achieved national recognition. When given a choice of different brands, consumers would often choose an international brand. Most of the Bangladeshi brand was identifies as a foreign brand, which is very awkward. It shows the companies are more considered about identifying brand as a brand only rather than focusing on national brand which can create more impact in purchasing focusing patriotism. Building strong brands focusing on nationalism should be given marketing priority and companies should also establish it. Examples of Bangladeshi brand are as: Aarong, Incepta Pharmaceuticals, Teletalk, Otobi, Pran, and Walton. The following are a brief of the stated brand.

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Aarong Bengali for 'village fair' – is Bangladesh's most popular lifestyle retail chain. This ethical brand began in 1978 as a humble means to empower rural artisans to rise above poverty. Today, with 18 retail stores across Bangladesh and over 100 fashion and lifestyle product lines, Aarong supports 65,000 artisans with fair terms of trade. Revolutionizing the retail industry with high

standards for quality and artistry, this iconic brand blends the traditional with the contemporary in ways that never cease to win consumer appeal both at home and abroad. In 1976, when BRAC– the world's largest development organization – engaged a small number of rural women to produce crafts, their only buyers were a few scattered retailers in Dhaka. Weeks, even months would pass between supply and payment, until BRAC intervened and established Aarong to pay the rural women for their goods on time. Over the past four decades, Aarong has carved out a unique market segment for handicrafts, reviving Bangladesh's rich heritage and impacting the lives of more than 325,000 people through 850 small entrepreneurs and the Ayesha Abed Foundation. The foundation acts as Aarong's production hub, where artisans find employment and access to BRAC's holistic support including, maternal health care, hygiene awareness and subsidized latrines, micro-credit, legal aid, day care and education for their children.

Incepta Pharmaceuticals Ltd. is a leading pharmaceutical company in Bangladesh established in the year 1999. The company has a very big manufacturing facility located at Savar and Dhamrai, 35 and 53 kilometer away respectively from the center of the capital city Dhaka. The company produces various types of dosage forms which include tablets, capsules, oral liquids, ampoules, dry powder vials, powder for suspension, nasal sprays, eye drops, creams, ointments, lotions, gels, prefilled syringes, liquid filled hard gelatin capsules, lyophilized injections, human vaccine etc. Since its inception, Incepta has been launching new and innovative products in order to fulfill unmet demand of the medical community. The focus has always been to bring new, more technologically advanced molecules and innovative dosage forms to this country.

Teletalk Bangladesh Limited is a public limited company, registered under the Registrar of the Joint stock companies of Bangladesh. Total shares owned by the Government of the Peoples Republic of Bangladesh. Their objective is continued to grow and engage customers through clear commitment to offering high quality products and services as well as leading customer retention and loyalty programmers. Teletalk continues to be a part of the revolution that's connecting millions of Bangladeshi people and around the world. Teletalk has forged ahead and strengthened its path over the years and achieved some feats truly to be proud of, as the only Bangladeshi mobile operator and the only operator with 100% native technical and engineering human resource base, Teletalk thrives to become the true people's phone – "Amader Phone".

Otobi, the leading furniture manufacturer and retailer in Bangladesh is the most preferred lifestyle solution brand because of its constant innovations, advanced technological expertise, manufacturing capacity in the widest range of furniture categories, largest distribution network and time tested service reputation. From humble beginnings in 1975 in the corporate furniture realm to the spectacular escalation into the lifestyle giant that it is now, Otobi's story of success spans over four decades. With creative reinvention pulsating through the entire organization, Otobi has integrated the entire furniture solution platform in home, office, industrial and interior design through its operation.

Pranhas started its operation in 1981 as a processors fruit and vegetable in Bangladesh. Over the years, the company has not only grown in stature but also contributed significantly to the overall

socio-economic development of the country. Pran is currently one of the most admired food & beverages brands among the millions of people of Bangladesh and other 134 countries of the world where Pran products are regularly being exported. All the Pran products are produced as per international standards maintaining highest level of quality at every stages of its production process. Pran is currently producing more than 400 food products under 10 different categories i.e.

Juices, Drinks, Mineral Water, Bakery, Carbonated beverages, Snacks, Culinary, Confectionery, Biscuits & Dairy. The company has adopted ISO 9001 as a guiding principle of its management system. The company is compliant to HACCP & certified with HALAL which ensures that only the best quality products are reaches to the consumers table across the Globe.

Walton is the latest multinational electrical, electronics, automobiles and other appliances brand with one of the largest well equipped R & D facilities in the world carried out its production through different subsidiaries under the banner of Walton group headquarters in Bangladesh. Walton had entered into electronics business in 1994 with manufacturing of electrical and electronic items and gradually expanded its operation in many other electronics field that provide the foundation for nearly every aspect of modern life. The key secret behind the success of Walton lays its variation of production capacity and customized orientation of new product as per the demand of customer.   World class machineries like Thermoforming, Channel Extrusion, ABS/HIPS Sheet Extrusion, Magnetic Strip Extrusion, PP Hollow Sheet Extrusion, VMC, 5 axis VMC, Ultrasonic Welding, Injection Molding, Styrofoam Making, Hi Speed Power Press, Fin Press, Corrugation, SMT pick and place, SPG printing machine, AOI machine, Tamura wave solder machine, Auto insertion machine are being used for the production of high quality products of Walton. Along the way, Walton has earned domestic and global recognition for its experience and proven track record in a variety of electronics fields. Walton is the pioneer of developing state of the art designs and modern technology having leading market share specializing in Multi-Stored Refrigerators, Freezers, Air Conditioners, LED/ LCD televisions, Motorcycles, Smart Phones and Home Appliances. WALTON has established a milestone as the highest exporting Bangladeshi enterprise in the field of electronics, with a universal presence in over 20 countries and by 2020 the presence of Walton will be ensured almost every country in the world.

In today's competitive business environment, the concept of brand equity is an important source of strategic intelligence for marketers. High brand equity levels are known to affect consumer preferences and purchase intentions (Cobb-Walgren et al., 1995), profits and share returns (Srivastava and Shocker, 1991; Aaker and Jacobson, 1994), market power (Farquhar, 1989; Wood, 2000) and sustainable competitive advantages (Bharadwaj et al., 1993), brand extension (Keller and Aaker, 1992) and consumer's willingness to pay premium prices (Keller, 1993; Anselmsson et al., 2007). Brand equity serves three important roles: (a) it acts as a magnet to attract new customers to the firm, (b) serves as a reminder to the customers about the organization's products and services, (c) it is customer's emotional tie to the organization (Lemon et al., 2001). A number of empirical researches have been conducted to evaluate brand equity. However, not much research has been done to apply brand equity concepts and measures to Bangladeshi brands. Thus, the objective of this research is to develop a valid and reliable model of Bangladeshi brand equity by assessing the dimensions of the brand equity constructs.

Literature Review

The reality that emerges from the various researches in brand equity through the years is that

there is considerable debate regarding the definition of brand equity and its measurements (Yoo and Donthu, 2001). However, brand equity is accepted as the overall utility that customers place in a brand (De Chernatony and McDonald, 2003; Vazquez at el, 2002). The definitions of brand equity can be classified into two perspectives. The first perspective of brand equity is from a financial market's point of view where the asset value of a brand is appraised (Farquhar et al., 1991, Simon

and Sullivan, 1993). Recently, brand equity has increasingly been defined in customer-based contexts, which defines brand equity as the value of a brand to the customer (Aaker, 1991; Keller, 1993; Cobb-Walgren et al., 1995; van Osselaer and Alba, 2000). Aaker (1991) defines brand equity as "a set of brand assets and liabilities linked to a brand, its name and symbol that add to or subtract from the value provided by a product or service to a firm and/or to that firms' customers." Brand awareness, brand associations, perceived quality, brand loyalty and other proprietary assets were the five assets of brand equity. Keller (2003) argued that the power of a brand lies in the minds of the customers and what they have experienced and learned about the brand over time. He defines customer-based brand equity as "the differential effect that brand knowledge has on consumer response to the marketing of that brand". Brand knowledge consists of brand awareness and brand image.

Keller (2003) described customer-based brand equity as a multidimensional concept. Several empirical studies on the dimensions of customer-based brand equity (eg: Cobb-Walgrenet al., 1995; Yoo and Donthu, 2001; Pappu et al., 2005; Washburn and Plank, 2002) are all derived from Aaker (1991) and Keller (1993) frameworks where brand equity can be measured by four constructs: brand awareness, brand association, perceived quality and brand loyalty. Yoo and Donthu (2001) developed multi-dimensional scale for measuring customer-based brand equity. This scale was later validated by Washburn and Plank (2002). However, the dimensionality of the customer-based brand equity needs to be refined (Washburn and Plank, 2002; Pappu et al., 2005) as to improve the measurement of consumer-based brand equity. In this study, customer-based brand equity is conceptualized in accordance to Aaker (1991, 1996) and Keller (1993)'s models. A description of the dimensions and their constructs on which brand equity is based is examined and tested in the succeeding sections of this study.

Brand Awareness

Brand awareness is a key determinant of brand equity (Aaker, 1996; Keller, 2003; Mackay, 2001; Yoo and Donthu, 2001; Washburn and Plank, 2002; Pappu et al., 2005). It is defined as an individual's ability to recall and recognize a brand (Aaker, 1996; Keller, 2003). Top-of-mind and brand dominance is other levels of awareness included by Aaker (1996) in measuring awareness. Awareness can affect customers' perceptions, which lead to different brand choice and even loyalty (Aaker, 1996). A brand with strong brand recall (unaided awareness) and top of mind can affect customers' perceptions, which lead to different customer choice inside a product category (Aaker, 1996; Kimpakorn and Tocquer, 2010).

Brand Associations

Aaker (1996) conceptualizes brand awareness that must precede brand associations. That is where a consumer must first be aware of the brand in order to develop a set of associations (Washburn and Plank, 2002). Brand association contains the meaning of the brand for consumers (Keller, 1993). It is anything linked in memory to a brand (Aaker, 1991). Brand associations are mostly grouped into a product-related attribute like brand performance and non-product related attributes like brand

personality and organizational associations (Aaker, 1996; Chen, 2001; Keller, 2003; Netemeyer et al., 2004; Pappu et al., 2005). Customers evaluate a product not merely by whether the product can perform the functions for which it is designed for but the reasons to buy this brand over the competitors (Aaker, 1996) such as brand's fault-free and long-lasting physical operation and flawlessness in the product's physical construction (Lassar et al., 1995).

Brand personalities include symbolic attributes (Aaker, 1996; Keller, 1993; Chen, 1996) which are the intangible features that meet consumers' needs for social approval, personal expression or self-esteem (Keller, 1993; Hankinson and Cowking, 1993; Pitta and Katsanis, 1995). The symbolic attributes that are commonly linked to a brand are:

1. Social Image: Lassar et al (1995) argue that social image which includes the attributions a consumer makes and a consumer thinks that others make to the typical user of the brand is more relevant in measuring customer-base brand equity.

2. Perceived value: Consumer choice of a brand depends on a perceived balance between the price of a product and all its utilities (Lassar et al., 1995). A consumer is willing to pay premium prices due to the higher brand equity (Aaker, 1993).

3. Trustworthiness: Trustworthiness refers to the level of confidence consumer places in the organisation (Lassar et al., 1995). As a customer buys a good or service before experiencing it, fostering of trust is a key to build a customer relationship (Kinard and Capella, 2006).

4.   Country-of- origin: Country of origin leads to associations in the minds of consumers (Aaker, 1991; Keller, 1993). Country image can influence perceived quality and brand loyalty. (Pappu et al, 2007). Country of origin refers to the country of origin of a firm or a product (Johansson et al., 1985; Ozsomer and Cavusgil, 1991). Organizational associations include corporate ability and social responsibility associations (Aaker, 1996; Chen, 2001). Consumers will consider the organization, which is related to people, values, and programs that lies behind the brand. Brand-as-organization can be particularly helpful when brands are similar with respect to attributes or when a corporate brand is involved (Aaker, 1996). Corporate social responsibility (CSR) is influencing the development of brands (Blumenthal and Bergstrom, 2003) as the public is interested to know what, where, and how much brands are giving back to society.

Perceived Quality

Perceived quality is defined as the customer's judgment about a product's overall excellence or superiority in comparison to alternative's brand (Zeithaml, 1988; Aaker, 1996) and overall superiority that ultimately motivates the customer to purchase the product (Aaker and Jacobson, 1994). It is difficult for customers to make a rational judgment of the quality. They are likely using quality attributes like color, flavor, form, appearance of the product and the availability of production information (Bernués et al., 2003) to 'infer' quality (Acebrón and Dópico, 2000).

Brand Loyalty

Aaker (1991) defines brand loyalty as 'the attachment that a customer has to a brand'. Two different levels of loyalty are classified: behavioral and cognitive loyalty (Keller, 1998).

Behavioral loyalty can be indicated by a number of repeated purchases (Keller, 1998) or

commitment to rebuy the brand as a primary choice (Oliver, 1997, 1999).

Cognitive loyalty refers to the consumers' intention to buy the brand as the first choice (Keller, 1998; Yoo and Donthu, 2001). Another indicator of loyalty is the customer's willingness to pay higher price for a brand in comparison with another brand offering similar benefits (Aaker, 1996; Chaudhuri and Holbrook, 2001; Srinivasan et al., 2002).

Objectives of the study

The objectives of this study are:
1. To identify the various components of brand equity of country as a brand.
2. To assess the influence of brand equity on the purchase of Bangladeshi brand.

Methodology

Research Phase and Data

For this research data were collected between February 2017 to April 2017. Discussion was held with the respondents after providing them the questionnaire. They were given proper idea about different variable whenever required. Among so many Bangladeshi brands, for this study six (06) Bangladeshi brands were selected. They are: Aarong, Incepta Pharmaceuticals, Teletalk, Otobi, Pran, and Walton.

The primary data for the study related to the variables identified for investigation in the research. In this research, the attitude and opinions of people towards Bangladeshi brands were measured. A survey design was used for the research, which provided a quantitative description of trends, attitudes, and opinions of the consumers. On the basis of above three aspects, research questions were formulated. Concerning the research method for this study, information obtained through these questions is considered as consumer-based so that the practicability of this study can be reached. Data collection from the respondents was so designed as to enable the findings to be generalized to the population (Pinsonneault & Kraemer, 1993).

Research Design

This questionnaire is divided into two parts. The first is concerned with the demographic. The second part is thirty variables associated with the brand awareness, brand associations, perceived quality and brand loyalty. The data collection instrument is a structured questionnaire. A pool of 30 items compiled from the literature was incorporated in the questionnaire (Table 1). Four variables were included for brand awareness, seventeen variables for brand association, five for perceived quality and four for brand loyalty. A Likert-scale of 1 to 5 was adopted for all the brand equity measures with the anchors 'strongly disagree' (1) and 'strongly agree' (5). The items were developed with reference to the empirical studies of Yoo and Donthu (2001) and Lassar et al (1995). The reason for referring to their scale development studies is that their scales are the most commonly accepted measure of customer-based brand equity (Washburn and Plank, 2002). Based on thirty (30) theoretical constructs, which were compiled from literatures, four variables were included for brand awareness, seventeen variables for brand association, five for perceived quality and four for brand loyalty. Factor Analysis was conducted to identify dimensions of brand equity and its constructs. Principal Component Analysis with subsequent rotation (varimax) was conducted on 30 constructs of a questionnaire.

Table1: Dimensions of Brand Equity and its Constructs Data Collection

1	Brand Awareness	I have difficulty in imagining this brand in my mind.
2	(Aw)	I can recognize this brand among competing brands.
3		This brand is the only brand recalled when I need to make a purchase decision on the product.
4		This brand comes up first in my mind when I need to make a purchase decision on the product
5	Brand	The brand is made so as to work trouble free.
6	Associations	This brand is safe to use/consume.
7	(As)	During use, the brand is highly unlikely to be defective.
8		I can quickly recall the logo of this brand.
9		In its status and style, this brand matches my personality.
10		The brand is well regarded by my friends.
11		I am proud to own a product of this brand.
12		I consider the company and people who stand behind the brand are very trustworthy.
13		The brand is well priced.
14		Considering what I pay for the brand, I get much more than my money's worth.
15		I can get the same benefits from this brand when compared to the imported brand(s).
16		I buy/use this brand of product because it is a Bangladeshi brand.
17		The brand's country of origin/manufacture is important in choosing this product.
18		I consider the company and people who stand behind the brand have the expertise in producing the product.
19		I believe that this company and people who stand behind the brand are socially responsible.
20		I believe that this company does not take advantage of consumers.
21		I believe that this company is contributing to the society.
22	Perceived Quality	This brand is of good quality.
23	(PQ)	I can expect superior performance from this brand.
24		This brand is very reliable.
25		I don't have difficulties in finding the information that I need from the label of the package.
26		This brand is better as compared to other brand(s) of the product in terms of the color/flavor/form/ appearance.
27	Brand Loyalty	After using the brand, I grow fond of it.
28	(L)	I will definitely buy this brand of product again.
29		I will definitely buy this brand of product although its price is higher than the other brand(s) of the product that offer similar benefits.
30		I will not buy other brands, when this brand is available at the store.

350 questionnaires were sent to all parts of Dhaka, especially in well known area like Dhanmondi, Gulshan, Mohakhali DOHS, Shantinagar and Rampura. Convenience and Judgmental sampling techniques are actually used considering a person who make purchase or take decision in selecting a brand in a particular family. Only 290 samples were valid and only those were used to analyze. Malhotra (1999) suggested minimum sample of problem solving is at least 200 samples.

Data Analysis

For purposes of data analysis, SPSS was used to analyze Kaiser-Meyer-Olkin Measure of Sampling Adequacy, factor analysis and correlation.

Findings and Analysis

Demographics

The sample indicates a balance between males (69%) and females (31%). Majority of the respondents are those age 45 (69%) and monthly income of 60, 000 Taka to 80, 000 Taka.

Reliability and Validity of the Constructs

Internal reliability of the 30 construct scale was assessed using the factors produce a Kaiser-Meyer-Olkin Measure of Sampling Adequacy of 0.531, which is acceptable. Kaiser (1974) recommends accepting values greater than 0.5 as acceptable (values below this should lead you to either collect more data or rethink which variables to include). Furthermore, values between 0.5 and 0.7 are mediocre, values between 0.7 and 0.8 are good, values between 0.8 and 0.9 are great and values above 0.9 are superb (Hutcheson and Sofroniou, 1999). The validity of the constructs is justified as the measures were developed based on a theoretical framework that was derived from extensive literature review.

Factor Analysis

The 30 constructs were tested by principal components analysis, using varimax rotation. According to the four dimensions proposed by Aaker (1991) in the brand equity literature, we have chosen a four factor solution that reduced the 30 constructs to four factors (alpha=0.96), with eigenvalues greater than 1.0 except the brand awareness factor which has an eigenvalues less than one. These four factors explained 58.639% per cent of the total variance. By convention, the factor loadings should be at least 0.3 but for a variable to unambiguously represent a factor, the loading should be 0.6 and above (Burns and Burns, 2008). In this study, the brand equity constructs with a loading below 0.6 were excluded from further analysis. 17 constructs remained in this study. Table 2 lists the factors in the order in which they were extracted from the data. With reference to the rotation, Factor 1 is loaded on 4 constructs that reflects perceived quality of Bangladeshi brand and accounted for 23.631% of the variance. Factor 2 is loaded with 3 constructs and accounts for 14.590% of the variance. Factor 2 is labeled as brand associations. The third factor accounted for 12.527% of the variance and is loaded on 3 constructs suggesting it is measuring brand loyalty. The last factor, measuring brand awareness, is accounted for 7.890% of the variance and loaded with 3 constructs.

Table 2: Result for Factor Analysis, Factors Variance, Loadings and Brand Equity Constructs

Factor	Factor Interpretation (% of variance explained)	Brand equity constructs	Loading
F1	Brand Awareness (Aw)	This brand is the only brand recalled when I need to make a purchase decision on the product.	.905
		This brand comes up first in my mind when I need to make a purchase decision on the product	.846
F2	Brand Associations (As)	The brand is made so as to work trouble free.	.696
		During use, the brand is highly unlikely to be defective.	.781
		In its status and style, this brand matches my personality.	.798
		I am proud to own a product of this brand.	.652
		I consider the company and people who stand behind the brand are very trustworthy.	.831
		I buy/use this brand of product because it is a Bangladeshi brand.	.715
		I consider the company and people who stand behind the brand have the expertise in producing the product.	.902
		I believe that this company does not take advantage of consumers.	.895
		I believe that this company is contributing to the society.	.757
F3	Perceived Quality (PQ)	I can expect superior performance from this brand.	.874
		I don't have difficulties in finding the information that I need from the label of the package.	.776
F4	Brand Loyalty (L)	After using the brand, I grow fond of it.	.771
		I will definitely buy this brand of product again.	.806
		I will definitely buy this brand of product although its price is higher than the other brand(s) of the product that offer similar benefits.	.791
		I will not buy other brands, when this brand is available at the store.	.799

Conclusion and Future Research

This study focuses on four dimensions of brand equity, which are perceived quality, brand associations, brand loyalty and brand awareness and its measurements. Conceptualizing brand equity from the consumer's perspective is useful because it suggests both specific guidelines for marketing strategies and tactics and areas where research can be useful in assisting managerial decision making. Two important points emerge from this conceptualization. First, marketers should take a broad view of marketing activity for a brand and recognize the various effects it has on brand knowledge, as well as how changes in brand knowledge affect more traditional outcome measures such as sales. Second, markets must realize that the long-term success of all future marketing programs for a brand is greatly affected by the knowledge about the brand in memory that has been established by the firm's short-term marketing efforts. In short, because the content and structure of memory for the brand will influence the effectiveness of future brand strategies, it is critical that managers understand how their marketing programs affect consumer learning and thus subsequent recall for brand-related information (Keller, 1993). Derived from the analysis, this model includes four factors and 14 variables. For further study in the future, we will investigate the fitness model by using the structure equation model (SEM). Continuation of this study, the problems will be studied in the future is whether the brand awareness, brand associations, perceived quality and brand loyalty has a positive impact on brand equity.

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Appendices
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.531
Bartlett's Test of Sphericity	Approx. Chi-Square	10164.001
	df	406
	Sig.	.000

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.853	23.631	23.631	6.853	23.631	23.631	6.237	21.507	21.507
2	4.231	14.590	38.221	4.231	14.590	38.221	3.624	12.496	34.003
3	3.633	12.527	50.748	3.633	12.527	50.748	2.985	10.293	44.296
4	2.288	7.890	58.639	2.288	7.890	58.639	2.494	8.599	52.895
5	2.231	7.692	66.330	2.231	7.692	66.330	2.348	8.097	60.993
6	1.945	6.707	73.038	1.945	6.707	73.038	2.134	7.360	68.353
7	1.339	4.618	77.655	1.339	4.618	77.655	1.753	6.045	74.398
8	1.205	4.156	81.811	1.205	4.156	81.811	1.698	5.856	80.254
9	1.033	3.562	85.373	1.033	3.562	85.373	1.485	5.119	85.373
10	.782	2.695	88.068						
11	.601	2.073	90.142						
12	.487	1.680	91.822						
13	.429	1.479	93.300						
14	.332	1.143	94.444						
15	.288	.992	95.436						
16	.278	.960	96.396						
17	.210	.723	97.118						
18	.173	.596	97.715						
19	.145	.499	98.214						
20	.114	.392	98.605						
21	.104	.357	98.962						
22	.081	.279	99.241						
23	.073	.250	99.491						
24	.048	.166	99.658						
25	.036	.124	99.782						
26	.023	.081	99.863						
27	.020	.069	99.931						
28	.012	.043	99.974						
29	.007	.026	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix^a

Component Matrix[a]

	Component								
	1	2	3	4	5	6	7	8	9
Aw1	.262	.729	.226	.073	.357	.113	.043	.013	.209
Aw2	-.209	-.364	.715	.065	.117	-.067	-.222	-.192	.119
Aw3	.186	.347	.145	-.247	.176	.392	-.582	-.219	.264
Aw4	-.149	.427	.490	.133	.597	.237	.053	-.048	-.076
As1	-.147	-.286	.541	.524	-.001	-.159	.048	.261	.284
As2	.015	-.503	-.239	-.459	-.225	.087	-.131	.333	.299
As3	-.012	.785	.032	-.043	-.243	-.335	.136	.036	-.015
As4	.070	-.731	.070	.312	-.123	.196	.194	-.098	-.224
As5	.095	.629	-.397	-.044	-.180	.061	.294	-.109	.292
As6	-.312	-.644	.066	-.229	.290	-.123	.120	-.148	-.086
As7	.371	.575	-.112	.152	-.403	.324	-.042	-.279	-.034
As8	-.158	.135	-.062	.335	.720	.249	.412	-.019	.065
As9	-.315	-.192	.404	.222	-.049	-.538	.078	-.317	.306
As10	.186	-.460	-.083	-.377	.351	.415	-.037	-.045	.119
As11	-.327	.332	.071	.115	.150	-.411	-.606	.332	-.135
As12	.668	-.033	.360	-.073	-.401	.312	.123	.157	.084
As13	-.854	.060	-.352	.091	-.161	-.034	.080	.035	.113
As14	.909	-.150	-.079	.116	.050	-.059	.061	.005	-.059
As15	-.890	.119	-.021	-.262	-.062	-.085	.140	-.025	.105
As16	.838	-.076	-.055	.366	.123	-.092	-.113	.117	-.067
As17	-.124	.040	.625	-.599	.015	-.023	.212	.015	.229
PQ1	-.714	.028	-.172	.412	-.062	.398	-.146	-.009	-.150
PQ2	.854	-.168	-.307	-.030	.008	-.147	.147	.055	.127
PQ3	-.851	.102	.054	.007	-.215	.064	.084	-.060	-.041
PQ4	.606	-.021	-.365	.015	.368	-.462	-.055	-.082	.201
L1	.304	.041	.805	-.232	-.179	.177	-.001	.000	-.224
L2	-.377	-.052	-.228	.131	.170	.332	.034	.605	.222
L3	.064	.397	.244	-.484	.243	-.239	.236	.346	-.401
L4	.259	.108	.651	.397	-.344	.061	.106	.252	.148

Extraction Method: Principal Component Analysis.
a. 9 components extracted.

Rotated Component Matrix^a

	Component								
	1	2	3	4	5	6	7	8	9
Aw1	.204	.515	.103	.589	.217	.020	-.074	.347	.070
Aw2	-.166	-.517	.296	.104	.078	.562	-.091	.231	-.184
Aw3	.063	.112	.077	.100	-.002	-.128	-.076	.905	-.060
Aw4	-.148	-.014	.161	.846	.202	.046	-.130	.250	.003
As1	-.016	-.213	.382	.141	-.121	.696	-.144	-.191	.281
As2	.026	-.281	-.076	-.683	.142	-.087	.171	.128	.414
As3	-.110	.781	.032	.070	.274	.016	-.242	-.107	-.188
As4	.098	-.583	.233	-.079	-.379	.051	.319	-.362	-.059
As5	-.020	.798	-.206	.037	.005	-.140	.279	.047	.063
As6	-.177	-.703	-.283	-.044	.173	.150	.167	-.140	-.061
As7	.124	.652	.285	.034	-.306	-.288	.157	.219	-.283
As8	-.024	-.062	-.259	.831	-.063	.010	.215	-.097	.304
As9	-.196	-.088	-.076	-.003	.041	.840	-.030	-.130	-.254
As10	.190	-.529	-.121	-.028	.109	-.234	.389	.347	.196
As11	-.178	.086	-.119	.036	.037	.096	-.917	.110	.069
As12	.448	.124	.715	-.199	.102	-.075	.308	.098	.019
As13	-.781	.131	-.362	-.106	-.207	.072	-.044	-.204	.228
As14	.902	.008	.125	-.039	-.061	-.107	.144	-.069	-.098
As15	-.872	.043	-.275	-.045	.225	.128	-.008	-.064	.085
As16	.895	.027	.153	.077	-.229	-.031	-.111	-.059	-.003
As17	-.238	-.088	.265	-.017	.757	.244	.207	.231	-.042
PQ1	-.694	-.080	-.008	.193	-.572	-.131	-.123	-.045	.172
PQ2	.874	.110	-.098	-.219	.017	-.093	.249	-.094	.041
PQ3	-.877	.035	-.032	.005	-.053	.091	-.041	-.126	.006
PQ4	.776	.110	-.515	-.013	.056	.116	-.053	.027	-.031
L1	.091	-.143	.771	.068	.392	.006	.019	.168	-.316
L2	-.272	-.062	-.044	.083	-.111	-.123	-.063	-.045	.806
L3	.026	.108	.072	.224	.791	-.312	-.277	-.189	-.063
L4	.157	.197	.799	.088	-.029	.389	-.040	-.092	.089

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 18 iterations.

Component Transformation Matrix

Component	1	2	3	4	5	6	7	8	9
1	.928	.130	.220	-.060	.036	-.145	.146	.096	-.126
2	-.128	.825	.032	.366	.167	-.183	-.245	.194	-.092
3	-.089	-.218	.691	.260	.365	.442	-.097	.148	-.201
4	.125	.105	.162	.376	-.747	.332	-.172	-.313	.099
5	.217	-.360	-.453	.702	.208	-.011	-.109	.186	.188
6	-.197	-.121	.385	.220	-.301	-.491	.437	.389	.274
7	-.041	.170	.013	.266	.297	.039	.641	-.626	.077
8	.087	.004	.265	-.127	.239	-.167	-.399	-.263	.770
9	.051	.265	-.154	-.160	.008	.608	.327	.431	.465

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

Influence of Television Commercials on the Social Behavior of Youngsters in Bangladesh: A Qualitative Approach

Naiem Jalal Uddin Ahamed⁎

Abstract

Media considered as an emergent pillar of society. Despite the growing strength of social networks, television advertising is still the most influential medium in people's social behavior and purchase decisions. A report from the Television Bureau of Advertising and Knowledge Networks Inc. reveals that 37 percent of television viewers make purchase decisions after watching advertisements on television. Impact and persuasion are two factors for a successful TV commercial that arouses viewer interest immediately and remains memorable. In our country for the globalization of culture, youngster's social behavior has changed a lot. Young people become more materialistic minded after watching TVC and Viral videos on internet. The preset study was conducted about the influence of TV commercials on the social behavior of youngsters. The core objective of the study of the study was to explore the influence of TV commercials on the social behavior of youngsters in Bangladesh. The AIDA model was suggested to assess the impact of TV commercials on youngsters.

Keywords: Advertisement, Television Commercial, Teenager Market, Social Behavior, Advertisement Social Impact, Social Awareness, Consumer Socialization, Focus Group Interview

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Introduction:

In society, the role of technological development has long been an interesting area and a significant scholarly issue for both academics and researchers. Now-a-days, the control is changing rapidly for technological development. Ultimately, that changes the social and cultural belief system in all spheres of life. Technological improvement is the one which is playing more important role for this transform. The preface of satellite television is one of the magnitudes of this technological advancement which has an unambiguous effect on the social and cultural area of Bangladesh. For these changes, human behavior is also changing and therefore, the study of changes in the social behavior is becoming more important in the present business world.

The last two decades on account of globalization have seen a consummate change, which has articulated itself in the form of community values. The community values have a positive and

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negative effect on social behavior. Now a day social values are getting wrinkled, moral values have become split and the society is facing an unparalleled cultural elusion. The unethical practices of the business and corporate houses which sponsor the television commercials (TVCs) have a large part of the responsibility that our society today is taking on new values which are at loggerhead with the time tested and religiously accepted values of our society.

Today, the reach of television is extensive. Commercial television channels have penetrated even the furthest of areas and most adults are exposed to thousands of advertisements annually. It is thus natural for the ramifications of the violations of ethics by TVCs to be seen in our personal lives and also on the society as a whole.

Advertising, now a days is gigantic business and many industries like magazines, the cable TV industry, newspapers and many other media, non media and communication industries stay alive only on the inflow of money due to advertising. It is because of this that corporate houses use all possible plans to get our attention first and money ultimately. Sometimes these attempts involve unlawful, filthy or underhand tricks, making incorrect claims (Burns *et al.,* 2005) and confidence in fake information (Drumwright and Murphy, 2009). Later on a number of debates have been going on about the social issues in advertising and the disastrous consequences of unacceptable advertising have been brought to the vanguard. The social effects of indecent advertising usually marked themselves in the form of an adverse effect on child psychology (Haefner, 1991), human behavior (Lavine *et al.*, 1999), value system and perception (Roy, 2006), a boost to materialism (Richins, 1995), the rise of consumerism and corruption (Nuta, 2009), decreased reliability and self confidence of women (Chatterji, 2005; Schaffter, 2006) and dilapidation of relationships in families. This study is an attempt to examine the extent to which these claims are true.

Due to the introduction of cable TV and Internet the young generation of our country has become reckless. (Zahid, 2007) The study, thus, reveals that most of the respondents are more used to having Western 'Fast Food' compared traditional foods. The respondents prefer trendy clothes, Western movies and music. Watching TV is mostly the way in which the respondents pass their leisure time. A large number of respondents said that they are very close to their school and college friends, compared to their family members, and they discuss mostly about sex, fashion and show-biz world. (Zahid, 2007). Television advertising is designed to influence consumer behavior either by encouraging consumerism, principally to switch for more brand to another or to another or to remain loyal to the one they currently by to some extent advertising may also be concerned with creating a market for new brands. Television is emerging as the most important contributor to human social behavior; it is unquestionably an important source of social influence. Several research studies suggested that television can and does influence human feelings, attitudes and behavior and there is a strong relationship between television and human behavior, television has influenced a several changes in the life of human beings, where there is a change in the life style of the people. Because of television humans are able to gain knowledge in a broader sense and also get or collect the information of the world in the fraction of second. Television can give ideas; it can enthuse to do certain things and drive to begin. Television controls the social attitudes and changing human behavior, living style and ethical thoughts and consequences.

Advertising in Bangladesh

In Bangladesh the most important far reaching effect of cultural globalization is the commercialization of culture. Production and consumption of cultural goods and services have

become commodities, along with the essentials of social life, such as marriage and family life, religion, work and leisure etc. These are the crucibles of cultural creations. Culture whether it is music, food, clothes, art, sports, and images of age, masculinity or in Bangladesh the most important far reaching effect of cultural globalization is the commercialization of culture. Production and consumption of cultural goods and services have become commodities, along with the essentials of social life, such as marriage and family life, religion, work and leisure etc. These are the crucibles of cultural creations. Culture whether it is music, food, clothes, art, sports, and images of age, masculinity or femininity has become a product that is sold in the market place. Sociology says that, cultural change is a reality. Nevertheless, it should be kept under surveillance. There are several well known advertising firms in Bangladesh. Such as- Grey Advertising, Mediacom, Adcom, Carrot, Clockwork, Interspeed Advertising, Asiatic Marketing Communications Ltd.etc. These advertising firms make advertisements for well-known multinational corporations and franchises like Unilever, GrameenPhone, Banglalink, Airtel, Robi, Pepsi, Coca Cola etc. It can be observed that, multinational corporations are more concerned about advertising than local business organizations. Many local firms are not bothered about or less interested in advertising. These firms either make less investment in advertisements or make no investment in it. As a result, they can't compete with their foreign competitors. This is very much clear that Airtel can sell more SIMs than Taletalk can. One of the reasons for this is that Airtel invests much more in advertisements than Teletalk do. Why are these happening? Reasons for this can be attributed to either of the two groups- Ad firms: They do not attract or do not want to attract the local firms. Rather they are satisfied with their present clients. Local firms: They are not bothered about investment in advertisements. They don't think it as advertisements. Another thing is that, the quality of the advertisements created by these advertising firms for the local business firms is not up to the mark. For example, there are many people who buy products when they are influenced by ads. That means there are some people who are greatly influenced by ads. But if a person of this type sees the advertisement of 'Walton motor bike' which is made in Bangladesh will prefer an 'Apache' or a 'Hunk' to the 'Walton motor bike'. Even if the materials to produce a Walton bike is same as the Hunk or Apache, the person will not buy a Walton just because of two reason, Hunk or Apache is more popular than Walton. And the major reason is, Walton's Advertisement is not attractive and not informative.

Research question

Specifically, this paper will focus on the following research problem:

- Is there any influence or impact of Television Commercial on the social behavior of youngsters in Bangladesh?

Literature Review

Advertisement:

Advertising refers to any paid form of non-personal presentation and promotion of ideas, goods or services by an identified sponsor (Belch, 2004). Advertisers create ads with a diversity of objectives in mind from getting people to sample a product, to sway them to donate money for an environmental cause or vote for a political contender (Glowa, 2002). Advertisements work because they make an effective appeal to some need or desire in the people who view, read or listen to

them. The advertising appeal is an endeavor to draw a relationship between the product and the audience. At the broadest level, there are two main types of appeals: rational and emotional. Rational appeals aim for the buyer's head, while emotional appeals aim in the buyer's mind. Appeals can be either positive or negative (Glowa, 2002). The most familiar types of appeals are based on price or value; quality; star recognition; ego; fear and/or anger; the five senses; sex, love and social acceptance; and novelty (Jones 1992).

When people talk about the effects of advertising they often focus on the negatives, but it is important to note that advertising does have its positive side also. In reality, some of our society's most important messages have come through advertising, like "Friends don't let friends drive drunk." In accumulation to promoting important social messages, advertisements can also flash the economy by spark competition and innovation (Morley, 2016).

Traditional advertisements that market a product or service can offer social benefits. In fact, according to Megan Vande Kerckhove, a student at the University of Florida's Interactive Media Lab, advertising is free speech, and it can work to promote free speech. According to Vande Kerchkhove, this is especially true in countries where free speech has been suppressed. Advertising there, especially when it comes from the Western world where free speech is embraced, can encourage the idea that free speech is important. Furthermore, freedom of choice and advertising-supported entertainment, which is often a promoter of social changes are two important components of society that are both promoted through advertising (Morley, 2016).

Television Commercial:

A television advertisement (variously called a television commercial, commercial or ad in American English, and known in British English as an advert) is a span of television programming produced and paid for by an organization, which conveys a message, typically to market a product or service. Advertisers and marketers may refer to television commercials as TVCs (Wikipedia,2016).

In spite of the increasing strength of social networks, television advertising is still the most influential medium in people's purchase decisions. A report from the Television Bureau of Advertising and Knowledge Networks Inc. reveals that 37 percent of television viewers make purchase decisions after watching advertisements on television compared to 7 percent for social networks (Gary White, 2016). Impact and persuasion are two factors for a successful TV commercial that arouses viewer interest immediately and remains memorable. Television advertisements reveal their influence in a variety of ways.

Television advertisements persuade gender differences between male and females. For example, the frequent use of male voices in voice-overs conveys the notion that males are more credible and authoritative than females. Television advertising influences the sensitive role-appropriate behaviors for both genders, touching the popular opinion of what makes a successful male or female. For example, commercials about cosmetics further the notion that women's responsibility is to remain attractive forever (White, 2016).

Television nurtures in children an aspiration to have freedom of choice, which is important in making purchase decisions independent of their parents. Advertisers find them easy to control into

spending money on the advertised product. Some children become so possessed with the products they see on TV ads that they bother their parents to get the products for them. TV commercials further expose the young ones to a dollar's power, and teach them that they can purchase anything with the right price (Rosario (2007).

Television advertising promotes the idea that buying products equals happiness. It nurtures a consumer culture that encourages people to acquire new products as a way to match to the society's goals, values and pleasures. Advertisements also create public awareness about important issues such as diseases, charitable causes or environmental degradation. For example, health agencies can use TV for health advertisements focusing on Alzheimer's disease. NGOs or social organizations use commercials to attract volunteers for a charitable activity to better the welfare of others in the society (White 2016).

Social Impact of Advertising:

Advertising is done to create likeness, attraction and influence buying behavior in positive way. Attitude-towards-the ads is an exciting theory of advertising often used to understand the buying behavior. Effective advertisement powers the attitude towards brand and finally leads to purchase intention (Goldsmith & Lafferty, 2002). Ideally, consumer's buying behavior is the product purchase decision (Adelaar et al., 2003). Advertisers are using different techniques to effectively convey commercial messages to create purchase decision. Hierarchy of effects model often used to assess the effectiveness of advertisement and is a series of steps such as, attention, interest, desire and purchase decision (Cavill & Bauman, 2004; Grover & Vriens, 2006). The steps of hierarchy of effects model are as follows:

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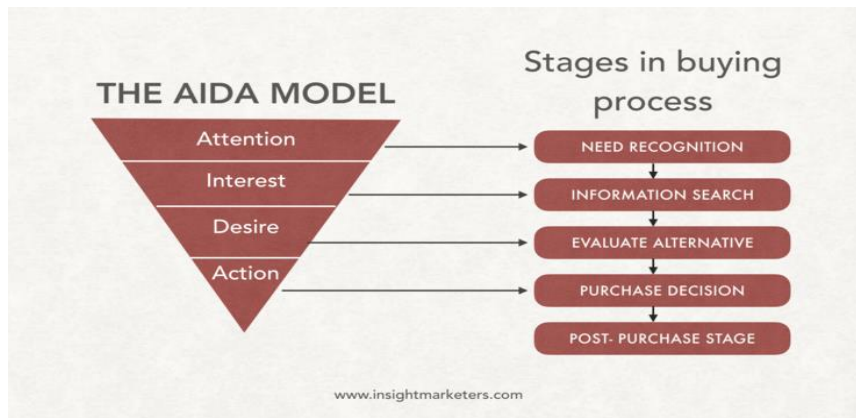
Awareness:
It is the first step of the hierarchy of effects model, where people get awareness about products. At this stage, advertisers introduce their products, services and information about the usage of products. Initially, advertisers create awareness about products in their target market and its benefits to use (Baca et al., 2005). According to Ashcroft and Hoey (2001) awareness is the cognitive stage to attract customers and is the first step of communication process.

Interest:

Advertisement of a product or service is run with the aim to create interest among target viewers because creating interest is the priority of advertisers (Rowley, 1998). Continuous buying of a particular product shows consumers' interest (Ghirvu, 2013). Pharmaceutical companies, for example, often invest to create products interest in target market with aggressive sales force which attempts to motivate customers for further query (Baca et al., 2005).

Desire:

It is the third step of hierarchy of effects model that deals with the aspiration of target customers to buy a product or service. From advertising view point, desire is said to be the intense level of wanting a product. Creating desire is the priority of advertisers, where they explain the features and benefits of their products, that how much value you have here (Richardson, 2013). At this level, advertisers try to give greater exposure of a product to the customers (Rowley, 1998).

Action:

At the fourth level of hierarchy of effects model action is taken by a customer i.e. actually purchasing a product or service. At this stage, customers are ready to pay for the products to fulfill their intense desire for a particular product or services. A number of incentives offered may persuade a customer to take action (purchase). For example discounted prices often entice customers to take action i.e. buy something (Rawal, 2013). As mentioned by Ashcroft and Hoey (2001) action is the behavior stage involving actual purchasing. According to Hoyer and Macinnis (2009) effective advertising creates positive feelings that lead to actual purchase of advertised products. Therefore, on the basis of above arguments we can hypothesize.

Recently, the word 'Advertising' has become an intensely mooted topic. Advertising has positive as well as negative, social and economic impacts on our society. Considering advertising as a public welfare is a positive social impact, whereas exposing women as a sex tool comes at the negative side. As far as economic factors are concerned, funding for the media and inspiring an active and competitive economy, are the major examples (Iqbal, 2007).

There are various blames that advertising is causing a negative social impact on the lives. The principal bad judgment for advertising is that it hales the public to purchase things that they are not their real desire. It is arrogated that advertising plays with emotions and encourages people to think that buying and depleting are the activities of life (Bagga, 2015).

According to advertisers, people are capable enough to set their mind and no one can force them to buy anything which they dislike or which they think as unimportant or unnecessary (Bagga, 2015). Advertisers also think that there are positive impacts of advertising on our society and culture. For example, it can be used to create awareness among the public that which product is OK or to which they should say NO. In other words, advertising also acts as an educator in the sense that it educates people what is good and what is bad for them and puts an utmost on the harmful products like smoking and drinking etc. (Iqbal, 2007).

There are not only social benefits of advertising, but it also has some economic advantages. With no advertising, the media together with newspapers, television and radio would never be much stronger. Advertising provides revenue for commercial mediums which would otherwise need to be funded by the real consumer of these mediums. So, we can see a most important economic infrastructure based around advertising, in which the big companies fund, subsidize and encourage the commercial media by advertisements (Iqbal, 2007).

Critics argue that advertising can also have a vast influence on society. It tells the customers that only purchasing products make you happy and therefore people compare each other on their possessions. Women also compare themselves with the beautiful and very skinny models they see on commercials and ads. This sometimes results in eating disorders and a low self-esteem of women who don't look like these models. Another bad effect is, that minority groups, especially in the United States are portrayed in a subordinate position, which settles in the minds of people. Commercials are also an important part of the income of a TV station which leads to the suspicion that a news channel might not report on an incident about a company they depend on. A lot of TV shows are also based on these commercials, and if the ratings aren't good enough the show will be stopped. Only those shows which attract a lot of viewers will be shown, which is not very differentiated and put minorities like older people at a disadvantage (Virginia, 2011). Thus, the impact of advertising on our society is in a mixed form, depending on the functions and implementations of many campaigns. Our society and the marketing of products depend upon advertiser. The companies have become much dependent on advertising that even its negative impacts can never be more important than the many positive social and economic effects (Iqbal, 2007).

Television advertisements have significant impact on youth including product choices and overall perceptions of gender roles. The tendency for pre-adolescent and adolescent females to compare their bodies to women represented in the media increases with age. Increased exposure to television, magazines and movies put youth at a higher risk of adopting unhealthy lifestyle habits (Aruna et al, 2008).

Moschis and Mitchell (1986) conducted a study designed to test the effects of television advertising and interpersonal communications on the teenager's consumer behavior. According to them, the effects of such communication processes on teens are evaluated in the context of household decision making. Thus, the influence of these images may be of enormous significance in shaping the attitudes and behaviors of young people.

According to Chan et al.(2007) social relations, both personal and celebrity-mediated, play an important role in the establishment of consumption values. Peer communication and peer influence were positively related to social comparison. Motivation for viewing advertisements was positively related to imitation of celebrity models. Both are positive predictors of materialism. TV commercials have significant impact on the taste, behavior habits and life style of youth. (Daud, 2011).

The term materialism has been explained differently while showing the same effect i.e. giving value to material things. Another general source of materialistic models is advertising messages. Advertisements encourage consumption by using images of gorgeous and famous product users, demonstrating social reward through using products and associating products with wealthy lifestyles (Kasser et al, 1993).

Peer communication influences social comparison while advertising communication influences imitation of celebrity models. And both social comparison and imitation of celebrity models, in turn, influence materialistic values. This is consistent with argument that individuals learn to adopt materialistic values through social learning from family members, peers and the materialistic messages that are frequently found in television programs and their commercial messages (Kasser et al., 1993).

From the above discussion it can be summarized that TV commercials have impact on the life style of youngsters in many ways. It also highlights the involvement of youth in different product selection pattern and materialistic approaches.

Objective of the Study

The main purpose of the study is:
- To understand the effects of television commercial on the social behavior of youngsters in Bangladesh.

Research Methodology:

The study used both primary and secondary data. The primary data were collected through Focus group discussion (FGD).

The focus group discussions (FGD) are effective when to assess perceptions concerning a specific topic. It also provides rich understanding of the phenomenon of interest. The focus group is a panel of people (typically made up of 6 to 10 participants), led by a trained moderator, who meet for 90 minutes to 2 hours. A FGD helps to test few issues but it has to be conducted in a controlled environment and the people involved have to be experts or at least knowledgeable about the issues concerned.

To conduct this study, the author showed different Television commercials to the students of five different private universities and then conducted focus group interviewing. Students who are youngsters their age were 16-22 years. There were 10 groups and each group consist 10 respondents. We were conducting interview in the class-room environment, where the author showed them different television commercials with projector. The author showed them Mobile Banking, Telecommunication consumer-product items, technological and Social Awareness related advertisement. The study was conducted in Dhaka, Bangladesh. The author interviewed 100 students of different private universities from October 2016 to December 2016. The main reasons for choosing this method is outlined bellow:
- Existing knowledge of a subject is inadequate and elaboration of relevant issues was necessary.
- The subject under investigation is complex and comprises a number of variables. This method enabled us to concentrate time and resources on the study's most pertinent variables.
- To generation of new hypotheses was necessary before a relevant and valid questionnaire can be constructed or an existing one enhanced.

Limitations:
- Focus groups, together with other qualitative methods, provide researchers with additional means of acquiring rich, experiential feedback from service users.
- FGD method is inappropriate when we have quite some knowledge about the topic but need more in-depth information and details.
- Group dynamics may be challenged or people may be divided or angry. Time-consuming and required experienced analysis.
- This study only had done in Dhaka City and only from five private universities' students.

Scope:
- The research was limited in finding youngsters perception on selective TV commercials.
- The research was done on the Dhaka city since it is not feasible to conduct survey outside Dhaka because of time and money constrain.

Findings & Discussion:

Focus group participants emphasized that there is relationship between the pattern of watching TV commercials and the choice of product of youngsters. The results revealed that advertisements played a vital role in introducing a new product. Majority of the respondents after watching an advertisement wanted to buy the new brand. T.V advertisements helped them to make better choice during shopping. This was also indicated during the focus group discussion where participants indicated that as much as TV adverts influenced them to use different products which may also lead to exaggeration.

Almost all the participants agreed that there is relationship between the pattern of watching TV commercials and life style choices of youngsters. TV commercials have significant impact on the life style of youth. The participants agreed that TV commercials have higher risk of adopting unhealthy lifestyle habits. The negative consequence of television advertising is the consumption of food products such as candy, crisps and fruit juice. It creates gender stereotypes and incites aggression. Effects of media also include the lack of patience and social apathy. All these factors are directly responsible for the depression and low social image which is a grave issue and is being faced by most teenagers. It was also pointed out that TV commercials have huge influence on youth as to what they wear and what they use to adorn themselves.

There is relationship between pattern of watching TV commercials and materialistic values among Youngsters. Media and commercials general a lack of moral ground creating a wide expanse of grey which helps teenagers justify wrong actions. Teenagers could become materialistic minded by watching TVC.It was also revealed that ccultural polarization could happen by watching TVC if there low own cultural cautiousness exists in teenagers' mind.

Conclusion:

The Author through the course of this study established that media in particular advertising has an extremely lasting impact on youngsters psychosocial development. These advertisements directly or indirectly compel youth to think on an agenda in the manner in which it is portrayed through the advertisements which may further lead to positive or a negative consequence.However, TVCs (Television Commercial) are still a very vital and powerful medium of communication. There is an increasing need for the parents, markets and governments to be more aware of the content of advertising that the youngsters are being exposed to. The researcher also believes that effective communication within families regarding the media is extremely essential and will go a long way in reducing the negative impact of advertising. According to the researcher it is also the duty of the media houses and advertising agencies to create advertisements which are informative and rich in quality content. Advertising ethics and laws should be honored and advertisements should uphold the morals of the society instead of distorting them for the purpose of commercialization. The researcher also feels that the youngsters bear the maximum brunt of negative advertising and thus it has never been more essential to create awareness as well as limit the negative exposure of media in youth between the ages of 16-22 years.

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Reasons behind the preference of lease financing over term loan by some of the borrowers in Bangladesh- An Investigation

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Abstract:

Lease financing is getting importance as a mode of finance in the context of Bangladesh. Lease financing has some unique features that might be more favorable than other types of financing. The study has attempted to find outthe reasons for the preference of lease financing over term loan by some of the borrowers in Bangladesh.Factor analysis has been used to identify the correlated variables for the preference of lease financing over bank loan. From the overall factor analysis (Borrowers who take lease from banks as well as from leasing companies), it has been revealed that under first factor the correlated variables are less procedural complexity for lease financing, fewer documentation and submission of documents in one package and avoidance of many restrictive covenants. The percentage of variation is 14.10. First factor has been named as Hustle Free Access. The advancement of leasing business will assist to extend the economic development of Bangladesh.

Introduction

The financial system of Bangladesh is rising progressively and the significance of lease financing is increasing day by day. Lease financing has some unique characteristics that might be more advantageous than other types of financing. At the time of taking investment decision, lease financing can be considered as an important alternative source of financing. The growth of small and medium enterprises (SME's) has a positive impact in the growth of output and employment creation in the context of a developing country like Bangladesh. Lease financing could play a vital

role to solve the financing problem for SMEs. Among the leasing companies in Bangladesh IDLC of Bangladesh, United Leasing, and, Phoenix Leasing Co. Ltd. are the most important ones. The leasing companies in Bangladesh are not only providing leasing activities but also are involved in stock market connected activities such as underwriting, issue management, private placement, trust management, portfolio investment and, mutual fund operation(1). Leasing companies in Bangladesh have some difficult issues. These issues are high cost of fund, asset-liability mismatch,

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sources of funds, investment in high risk portfolio, competition with banks, lack of human resources, weak legal system, lack of secondary market, etc (2). Leasing companies in Bangladesh are performing capital market operations like corporate counseling, bridge financing, capital restructuring, financial engineering, lease syndication, etc. Different sectors of Bangladesh are taking lease financing services. Transport, construction and engineering, paper and printing, pharmaceuticals, food and beverage, chemicals, leather and leather products, telecommunication, agro based industries are the different sectors which have taken the services of lease financing (3).

Despite charging higher interest rates (Accounting law, BAS-17, has made the financial lease to be considered as on balance sheet item. Lessors have to provide annual statement of interest to the lessee for accounting purpose), some of the borrower prefer lease financing than term loan. Collaterals are required in case of bank loan. Lease financing could play a vital role to solve the financing problem. Leasing institutions could provide fast services that might not be possible for banks and financial institutions. Quick documentation and fast decision making enable the leasing institutions to become popular gradually in Bangladesh. In case of lease financing, no secondary security is required. No third party guarantee is needed for lease financing. Consequently, Lease financing is becoming popular gradually in Bangladesh.

Objectives

The objectives of the study are-

1) to identify the reasons for the preference of lease financing over term loan by some of the borrowers in Bangladesh.

2) to identify the correlated factors and variables for the preference of lease financing over bank loan by some of the borrowers in Bangladesh by using factor analysis.

Methodology

Primary data have been used in the study. Interviews of 60 high officials of sampled banks and leasing companies have been taken to identify the reasons for preference of lease financing over term loan by some of the borrowers in Bangladesh.M.D/D.M.D of randomly selected 15 banks and 15 leasing companies have been asked about different questions related with the objective of the study. 30 persons from 15 leasing companies of which 2 persons from each leasing company and 30 persons from 15 banks of which 2 persons from each bank are selected for the key-informants interview.

The total of 405 firms' responses have been taken to detect the correlated factors and variables in factor analysis. These firms were given a questionnaire consisting of 14 questions asked to rank these questions. From their ranking, factor analysis has been used to find out factors related to the preference of lease financing over term loan and their correlated variables. Out of 405 firms, 300 firms have taken lease financing from the leasing companies and 105 firms have taken lease financing from banks. Overall factor analysis, factor analysis for those firms which have taken lease financing from the leasing companies and factor analysis for those firms which have taken lease financing from banks are used in the study.

Factor analysis

Factor analysis is a multivariate statistical technique that addresses itself to the study of interrelationship among a total set of observed variables. The technique allows looking at groups of variables that tend to be correlated to one another. While in multiple regression model, one variable is explicitly as dependent variable and all the other variables as predictors; in factor analysis all the variables are considered as dependent variables simultaneously. In a sense, each of the observed variables is considered as a dependent variable that is a function of some underlying, latent and hypothetical set of factors. Conversely, one can look at each factor as dependent variable that is a function of the observed variables. Several methods are available in literature to estimate factor loadings and factor scores. The study considers principal component method to estimate the factor loadings. Rotations method like 'Varimax' is adopted to find better estimates of factor loadings.

Reasons for the preference of lease financing

Acquisition of long-term assets requires huge cash outlay which is sometimes not possible for the user because of lack of financial capability. In such a situation, the user can lease such capital assets. Leasing serves as a long-term funding that could be used for the attainment of capital assets. A leasing arrangement provides a firm with the use and control over the assets without incurring huge capital investment. It requires only making periodical rental payment.

It has been found that acquirement of assets under leasing arrangement is cheaper and faster as compared to acquisition of assets through other sources of financing. Leasing provision enables the lessee to use more of its own funds for working capital purposes instead of using low yielding fixed assets. Acquirement of assets through a leasing arrangement is particularly beneficial for small firms which cannot raise funds to acquire assets because of lack of financial resources. The financial institution when lending money usually attach several restrictions on the borrowers as regards management, debt-equity ratio dividend declaration etc. These restrictions are not present in the case of lease financing. In recent times, leasing for business needs such as business equipment has become gradually more popular at many banks as more and more customers discover its advantages. It is easy to predict and budget for lease payments because of equal monthly payment. An important reason for the appeal of leasing is its flexibility. Business organizations can use leases for everything from equipment, to structures, to vehicles. It is possible to match the lease terms to the useful earning life of the equipment or facility and to choose the type of payment plans that match the unique needs, ranging from monthly to annually.

The reasons for the preference of lease financing are as follows:
1. Provision of collateral
2. The time of lease repayment
3. E.M.I (Equal Monthly Installment) for lease
4. Longer grace period for lease
5. No secondary security for lease
6. No third party guarantee for lease
7. Lack of funds to choose lease financing
8. Faster service for lease financing
9. Less procedural complexity for lease financing

10. Fewer documentation and submission of documents in one package.
11. Avoidance of many restrictive covenants
12. Lease financing for low cost assets
13. Sale and leaseback arrangements
14. Total financing for lease

Table 8.1: Overall Factor Analysis

Causes for the preference of lease financing over term loan	Factor					
	1	2	3	4	5	6
provision of collateral						.807
The time of lease repayment						-.637
E.M.I (Equal Monthly Installment) for lease			.500			
Longer grace period for lease			.717			
No secondary security for lease			.611			
No third party guarantee is required for leasing.					.889	
Lack of funds to choose lease financing		.626				
Faster Service for Lease Financing		.510				
Less procedural complexity for lease financing	.775					
Fewer documentation and submission of documents in one package.	.759					
Avoidance of many restrictive covenants	.647					
Lease financing for low cost assets		.668				
Sale and lease back arrangements				.820		
Total Financing for Leasing				.568		
Eigenvalue	1.98	1.51	1.40	1.21	1.18	1.15
Percentage of Variation	14.10	10.79	10.03	8.63	8.39	8.24
Cumulative percentage	14.10	24.89	34.92	43.56	51.95	60.19
KMO=0.618 &Only Factor loadings≥ 0.40 has been shown in the Table						

The above factors can be named as first factor, second factor, third factor, fourth factor, fifth factor and sixth factor. The result suggests that these factors are mainly responsible for the preference of lease financing over term loan. According to the priority of the factors only the first four factors have been named. Under first factor the correlated variables are less procedural complexity for lease financing, fewer documentation and submission of documents in one package and avoidance of many restrictive covenants. The percentage of variation is 14.10. It means these three variables explain 14.10% of total influencing variable. These three variables actually indicate hustle free

procedural methods of lease financing. So this factor can be named as **Hustle free Access**. Under second factor-lack of funds to choose lease financing, faster service for lease financing and lease

financing for low cost assets are correlated variables. The percentage of variation is 10.79. Second factor can be named as **Small fund and low transaction cost orientation**. Third factor is correlated with these variables- E.M.I for lease, longer grace period for lease and no secondary security for lease. The percentage of variation for third factor is 10.03. Third factor can be names as **Friendly repayment privilege**. Under fourth factor the correlated variables are- sale and leaseback arrangements and total financing for leasing. Percentage of variation is 8.63.

The fourth factor can be named as **Recurring and complete financing facility**. Variable-no third party guarantee is required for leasing is correlated with fifth factor. The percentage of variation is 8.39. Provision of collateral and the time of lease repayment- are correlated variables with sixth factor. The percentage of variation is 8.24.

Table 8.2: Factor Analysis for Banks

Causes for the preference of lease financing over term loan	Factor				
	1	2	3	4	5
provision of collateral				.840	
The time of lease repayment				-.601	
E.M.I (Equal Monthly Installment) for lease	.726				
Longer grace period for lease	.667				
No secondary security for lease	.556				
No third party guarantee is required for leasing					.901
Lack of funds to choose lease financing			.596		
Faster Service for Lease Financing			.439		
Less procedural complexity for lease financing		.466			
Fewer documentation and submission of documents in one package		.583			
Avoidance of many restrictive covenants		.665			
Lease financing for low cost assets			.765		
Sale and lease back arrangements		-.710			
Total Financing for Leasing					.453
Eigenvalue	1.92	1.88	1.63	1.48	1.30
Percentage of Variation	13.74	13.46	11.65	10.57	9.30
Cumulative percentage	13.74	27.20	38.85	49.43	58.74
KMO=0.575 & Only factor loading ≥0.40 has been shown in the Table.					

The above factors can be named as first factor, second factor, third factor, fourth factor and fifth factor. The result suggests that these factors are mainly responsible for the preference of lease financing over term loan. This is the factor analysis of those firms which have taken lease financing from the banks. Under first factor, the correlated variables are E.M.I for lease, longer grace period for lease and no secondary security for lease. The percentage of variation is 13.74. It means these three variables explain 13.74% of total influencing variable. First factor can be named as **Friendly repayment privilege**. Under second factor-less procedural complexity for lease financing, fewer documentation and submission of documents in one package, avoidance of many restrictive covenants and sale and lease back arrangements are correlated variables. The percentage of variation is 13.46. Second factor can be named as **Hustle Free Access**. Third factor is correlated with these variables- lack of funds to choose lease financing, faster service for lease financing and lease financing for low cost assets. The percentage of variation for third factor is 11.65.

Third factor can be named as **Small fund and low transaction cost orientation**. Under fourth factor the correlated variables are- provision for collateral and the time of lease repayment. Percentage of variation is 10.57. The fourth factor can be named as **Favorable terms of financing.** The variables-no third party guarantee is required for leasing and total financing for leasing are correlated with fifth factor. The percentage of variation is 9.30.

Table 8.3: Factor Analysis for Leasing Companies

Causes for the preference of lease financing over term loan	Factor					
	1	2	3	4	5	6
provision of collateral			.755			
The time of lease repayment		.650				
E.M.I (Equal Monthly Installment) for lease		.548				
Longer grace period for lease					.562	
No secondary security for lease					.816	
No third party guarantee is required for leasing						.881
Lack of funds to choose lease financing		.500				
Faster Service for Lease Financing	.451					
Less procedural complexity for lease financing	.821					
Fewer documentation and submission of documents in one package	.763					
Avoidance of many restrictive covenants	.649					
Lease financing for low cost assets			.431			
Sale and lease back arrangements				.824		
Total Financing for Leasing				.444		
Eigenvalue	2.13	1.36	1.35	1.28	1.24	1.19
Percentage of Variation	15.25	9.73	9.67	9.18	8.89	8.55
Cumulative percentage	15.25	24.98	34.66	43.84	52.74	61.29
KMO=0.585 &Only factor loading ≥0.40 has been shown in the Table.						

The above factors can be named as first factor, second factor, third factor, fourth factor, fifth factor and sixth factor. The result suggests that these factors are mainly responsible for the preference of lease financing over term loan. This is the factor analysis of those firms which have taken lease financing from the leasing companies. Under first factor, the correlated variables are faster service for lease financing, less procedural complexity for lease financing, fewer documentation and submission of documents in one package and avoidance of many restrictive covenants. The percentage of variation is 15.25. It means these four variables explain 15.25% of total influencing variables. First factor can be named as **Less transaction cost and procedure for financing**. Under second factor-the time of lease repayment, E.M.I for lease, lack of funds to choose lease financing are correlated variables. The percentage of variation is 9.73. Second factor can be named as Favorable repayment scope. Third factor is correlated with these variables-provisions of collateral and lease financing for low cost assets. The percentage of variation for third factor is 9.67.

Third factor can be named as **Collateral free small funding facility.** Under fourth factor the correlated variables are- sale and lease back arrangements and total financing for leasing. Percentage of variation is 9.18. Fourth factor can be named as **Recurring and complete financing facility**. The variables-longer grace period for lease and no secondary security for lease are correlated with fifth factor. The percentage of variation is 8.89. No third party guarantee is required for leasing- is correlated variable with sixth factor. The percentage of variation is 8.55. The cost of fund of banks is less than the cost of funds of leasing companies. As a result, banks can provide leased asset by charging lower rental lease payment as compared to leasing companies. The borrowers from the banks give priority for E.M.I to take lease from banks because they need to pay lower lease rental as compared to borrower from leasing companies. Hence, the variable of E.M.I comes in the first factor in the factor analysis of banks. The variable of E.M.I comes in the second factor in the factor analysis of leasing companies. The borrowers from leasing company need to pay higher lease rental than the borrowers from banks. The borrower from leasing companies give more emphasis on transaction cost and procedure related reasons while acquiring lease assets from leasing companies. Hence, the variable of E.M.I comes in the second factor in the factor analysis of leasing companies. The variable E.M.I comes in third factor in overall factor analysis. The other factors have got more priority when we consider overall factor analysis.

Conclusion

The popularity of lease financing is increasing gradually in Bangladesh. Leasing companies should reduce the service charges to enhance the leasing business in Bangladesh. Advertisement expenses should be increased by the leasing companies. To increase the use of lease financing transaction cost needs to be minimized. They should try to reduce the risk of obsolescence of machines and equipments. They should provide more flexibility to the customers. The leasing companies should try to accumulate capital from the capital markets. The government should improve proper guidelines and instructions for leasing companies to improve the leasing business in Bangladesh.

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An Empirical Investigation of Perceived Service Quality and User Satisfaction in Application Software: Evidence from Bangladesh

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Abstract

Over the past decade, organizations have made significant investment in software. The realization of benefits from these investments depends on supporting effective use of Information technology (IT) and satisfying IT users. Software Development companies should understand how users perceive the quality of software and how these perceptions influence software adoption. This study represents an empirical assessment of service quality and user satisfaction with HR (Human Resource) software in Bangladesh. In order to meet the above objective the author used a systematic two-step process, (1) initial item pool generation through literature review, (2) Development of a conceptual framework using focus group discussion (FGD). From literature and qualitative survey, the author identified number of variables that influence user perception of service quality of HR software in Bangladesh. Based on these 27 items a research model was developed. To collect the data from the users of HR software, researcher selected an executive Interview with self-administered structured questionnaire. The sampling techniques used for this study was cluster sampling with a sample size of 225 respondents. The study intended to explore the much unexplained area of user perception towards application (HR) software and user satisfaction. The major findings of the study indicate that the factor underlying the use of HR software were found to be Content, Accuracy, Format, Ease of use, Timeliness, Price and support services. The findings also indicate that factors such as support service, Accuracy, Content and ease of use have strong influence over user satisfaction.

Key Words: Perceived Service Quality, User Satisfaction, Application Software

Introduction

Despite small size, the software and ITES (IT Enable Services) industry of Bangladesh has a long history. Software development and export of software development services started in early 80's. Software and IT service industry in Bangladesh has crossed a long road over the last few decades. It has matured. The industry no more remains at the sideline. It joined the mainstream. The total industry size is estimated to be around Tk. 1,800 Crore (US$ 250 million), while on the backdrop of BASIS's target of generating US$1 billion dollar in 2018. (Source: Bangladesh Association Software & Information Services).

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While the sale in the software industry has grown, the numbers of vendors and competition in the marketplace have also increased. Success in the marketplace warrants efficient deployment of resources by the software vendors to deliver quality software and support services (Heskett, Sasser and Hart,1990; Weber, 1990).Once a software product is delivered to a customer, the quality of service provided plays an important role in retaining that customer.

The importance of user satisfaction in software products has been highlighted recently by leading firms in the industry (Grady, 1992; Kehoe, 1990) and improving user has emerged as a key strategic objective. The significance of understanding user needs has also been highlighted in the research literature (Heskett, Sasser and Hart, 1990; Hauser and Clausing, 1990). The reason for this emphasis is that fully satisfied customers lead to a stronger competitive position and higher market share and profits. Moreover, the cost of earning a new customer is often much higher than retaining the existing customer base. Marketing studies have also shown that a satisfied customer base leads to an increase in market share through "word of mouth" advertising.

In software products, customer satisfaction is a function of both product quality and the quality of service support provided. Once a software product is delivered to a customer, the quality of service provided plays an important role in retaining that customer. To induce more company to use the software application, it is important to obtain insights from actual users of the system about the changes they would like to see to better meet their needs. Thus, understanding the determinants of service quality will enable software vendors to efficiently allocate resources in order to increase customer satisfaction and enhance market share. These insights must then be factored into a coherent strategy to provide real value to users. It is important to identifying the key dimensions that offer value and influence user perception and lead to satisfaction. In turn, this would allow the software industry to grow at a higher rate and related problems faced by the local developer. This leads authors to gain a better understanding of the service quality dimension in application software.

Literature Review

Many of the definitions of service quality revolve around the identification and satisfaction of customer needs and requirements (Cronin and Taylor, 1992: 55-68; Parasuraman et al., 1988, 1985). Parasuraman *et al.* (1985) argue that service quality can be defined as the difference between predicted, or expected, service (customer expectations) and perceived service (customer perceptions). Customer satisfaction has been defined as the degree in which an organization or agency meets or exceeds the expectations of the individual customer with whom employees interact with (Bridge, Fischer, & Larisch, 1995). Researchers have contributed empirical studies on service satisfaction, closely related topics that is sometimes difficult to distinguish from service quality

(Bitner, 1990; Oliver 1989). Lehtinen (1993) refers to process quality, as judged by consumers during a service, and output quality judged after a service is performed. Output quality is very important as it leads to a customer satisfaction or dissatisfaction. If expectations are greater than performance, then perceived quality is less than satisfactory and a service quality gap materializes. This does not necessarily mean that the service is of low quality but rather that customer expectations have not been met hence customer dissatisfaction occurs and opportunities arise for better meeting customer expectations.

SERVQUAL scale is a principal instrument in the services marketing literature for assessing quality(Parasuraman *et al.*, 1991; Parasuraman et al., 1988). This instrument has been widely utilized by both managers (Parasuraman *et al.*, 1991) and academics (Babakus and Boller, 1992; Carman, 1990) to assess customer perceptions of service quality for a variety of services (e.g. Banks, credit card companies, repair and maintenance companies).

There are several research work have been done in the area of electronic service quality. The WebQual instrument was developed by Barnes & Vidgen (2003) from a quality workshop and tested in the domain of business school websites. Webqual composed of 22 items on 3 dimensions (quality of information, quality of interactivity / confidence and empathy, and usability of the site / usability and design). Similarly, Site-Qual, developed by Yoo and Donthu's (2001), including 9 items distributed over four dimensions (ease of use, design, processing speed and security). Parasuraman et al. 2005 detailed four broad sets of criteria as relevant to electronic service quality (E-S-Qual) perceptions: (a) efficiency, (b) system availability, (c) fulfillment, and (d) privacy. Finally, End User Customer Satisfaction (EUCS), developed by Doll and Torkzadeh (1988), currently uses 12 items to represent five underlying quality dimensions (content, accuracy, format, ease of use, and timeliness) that could measures users' perception and expectation of web services quality.

Although there are already several instruments on service quality in IS (information Services) research, they have mainly focused on service quality assessments in the offline/physical world, e.g., IS-adapted SERVQUAL, or in the B2C e-commerce context, e.g., E-S-Qual, Web-Qual, Site-Qual and EUCS model, Service quality instruments that have addressed Application software services quality, do not fully capture the new issues that arise in a application software usage environment.

Davis (1989) produced a Technology Acceptance Model (TAM) and argued that for the behavior of "using computer technologies," two particular believes are predominant in predicting behavior: perceived ease of use and perceived usefulness. Huff and McNaughton (1991) recognized the need for ongoing training and support to guide users with software perceived as being difficult to use.

Usrey and Dooley (1996), created a scale for measuring application software on various dimensions. The dimensions are derived from the perspectives of both producers and consumers. Results show that the most important software quality dimensions include accuracy, capability, communication, completeness, conformance, features, flexibility, serviceability, simplicity, and stability. Jabnoun and AL-Saad (2004) transformed the original SERVQUAL scale for assessing software service quality. His analysis suggested a multi-factor scale including friendliness, assurance, and efficiency. Ma et al. 2005 developed an instrument for service quality of application service provider (ASP-QUAL). The study found that service quality in the area of ASP comprises seven factors including features, availability, reliability, assurance, empathy, conformance, and security. Krishnan, (2005) developed a conceptual model for measuring software service quality.

The model was based on the following factors: Responsiveness, Skills, Problem Resolution Time, Quality of Solution. O'Brien, Merson and Bass (O'Brien, L., Merson, P., Bass, L. 2007) identified three key quality such as response time, throughput, and timeliness. Xin, M., and Levina, N. 2008 emphasized that whether the software can be integrated with other applications. Finally, Benlian, A. et al 2012 identify two new factors (i.e., security and flexibility) that are essential for the evaluation of service quality of software solutions.

Given that Application presents unique service quality challenges for vendors and therefore unique service quality expectations for their clients, we believe it is necessary to develop a measurement instrument to capture the specific facets of service quality in Application software.

Developing the software service quality (soft-qual) instrument

The author used a systematic two-step process, involving a variety of methods to develop, refine, and validate the measurement of software service quality (Soft-Qual). The two steps were (1) initial item pool generation through literature review, (2) Development of Conceptual framework using focus group discussion.

Initial item pool generation through literature review

Findings from the secondary literature review are as follows. The following lists of variables have been identified under the service quality of application software.

Table 1: Service Quality attributes of application software

Attributes/ Variables	Reference
User friendliness	Davis (1989), Usrey and Dooley (1996); Jabnoun and AL-Saad (2004), Doll and Torkzadeh (1988)
Security	Benlian, A. et al (2012), Ma et al. 2005 Yoo and Donthu (2001); O'Brien, L., Merson, P., Bass, L. 2007
Availability	Ma et al. 2005
System Integration	Ma et al. 2005
System Flexibility	Xin, M. et. al 2008
Authentic design	Wolfinbarger and Gilly's (2003)
Visually appealing	Yoo and Donthu (2001);
Content	Barnes & Vidgen (2003); Doll and Torkzadeh (1988)
Computer skills	Krishnan, (2005), Jabnoun and AL-Saad (2004)
System Training	Huff and McNaughton (1991)
Responsiveness	Yoo and Donthu (2001), O'Brien, L., Merson, P., Bass, L. (2007), Ma et al. (2005)
Reliability	Parasuraman, et al (2005), O'Brien, L., Merson, P., Bass, L. (2007), Ma et al. (2005)
Time efficiency	Parasuraman et al (2005); Jabnoun and AL-Saad (2004), O'Brien, L., Merson, P., Bass, L. 2007; Doll and Torkzadeh (1988)
Data backup facility	Yoo and Donthu (2001)
Performance	Parasuraman et al (2005); Jabnoun and AL-Saad (2004); O'Brien, L., Merson, P., Bass, L. 2007 Ma et al. 2005
System updates	Huff and McNaughton (1991)
Support services	Huff and McNaughton (1991)

The empirical work on technological service quality so far, however, has focused overwhelmingly on the electronic commerce (e-commerce, EC) function, with few, if any, studies of streamlined internal business processes such as application software. However, these variables are mainly determinants of Service quality at international level. Service Quality variables might change in the context of Bangladesh. Thus, this list is subject to modification and change. No such research was conducted in the past in Bangladesh, but some international research works have been done.

Development of Conceptual framework using focus group discussion

The initial pool of items that resulted from Step 1 were then refined and modified through a focus group discussion.

Focus group discussion

The authors conducted a total number of three focus group discussions (FGDs).   The FGDs were conducted with a heterogeneous group (i.e. HR manager, HR executives, academicians and IT experts). All of the participants either use or have ideas about HR software service in Bangladesh. A total number of 30 professionals participated in the focus group discussion. The specific goals of the focus group discussion were to (a) let participants independently rank the initial items on how close they were in meaning with that of the underlying soft-Qual factors using nominal group techniques; (b) eliminate redundant, inapplicable, or lowly ranked items; (c) reword items to improve clarity (i.e. face validity. On the basis of insights from the focus group discussion, the author conceptualized the framework for software service quality or Soft-Qual instrument.

Findings of Focus Group Discussion (FGD)

Based on the finding of literature review as well as FGD, the user's perception of HR Software service quality induced seven factors: (1) Content, (2) Accuracy, (3) Format, (4) Timeliness, (5) Ease of Use, (6) Perceived Price and (7) Support Service.

- **Content:** Contains whether software provides precise & trusty information; have automated notifications; can be integrated with other applications; and can include   additional feature if needed.

- **Accuracy:** Contains whether software provides accurate information; functions as it   promises; has excellent security; and has efficient data backup facility.

- **Format:** Contains whether software output is presented in a useful format; easy to read; visually appealing and well organized.

- **Ease of use:** contains whether software is simple to use; doesn't need technical computer experience to use; ensures user's involvement in development process and provides   enough training to learn the system.

- **Timeliness:** Contains whether software performs the job right at first time; ensures quick response to your query; provides up-to-date information, and always available for work.

- **Price:** contains whether software price is reasonable; provides good value for money; and offers free support services.

- **Support Service:** contains whether software vendor have knowledge to answer question and solve problems; communicates with regular updates; and provides quick support services

Proposed Model

The instrument used in this study was adopted from EUCS (End User Customer Satisfaction) model (Doll and Torkzadeh, 1988). The model is shown in Figure 1. This model begins with SOFTWAREQUAL measurement scale, consisting of seven-dimensional structure (Content, Accuracy, Format, Timeliness, Ease of Use, Perceived Price and support Service), to assess service quality. Moreover, to measure user satisfaction, we applied the overall scale attributed to the marketing research. Many researchers have proposed that improved service quality should lead to higher customer satisfaction (Anderson, Fornell and Lehman 1994). From the descriptions above, this paper proposes a research model for Software service quality & customer Satisfaction (Figure 1). Next, we develop a set of hypotheses surrounding software service quality dimensions and user satisfaction. According to the model, customer satisfaction and software service quality can be correlated as follows
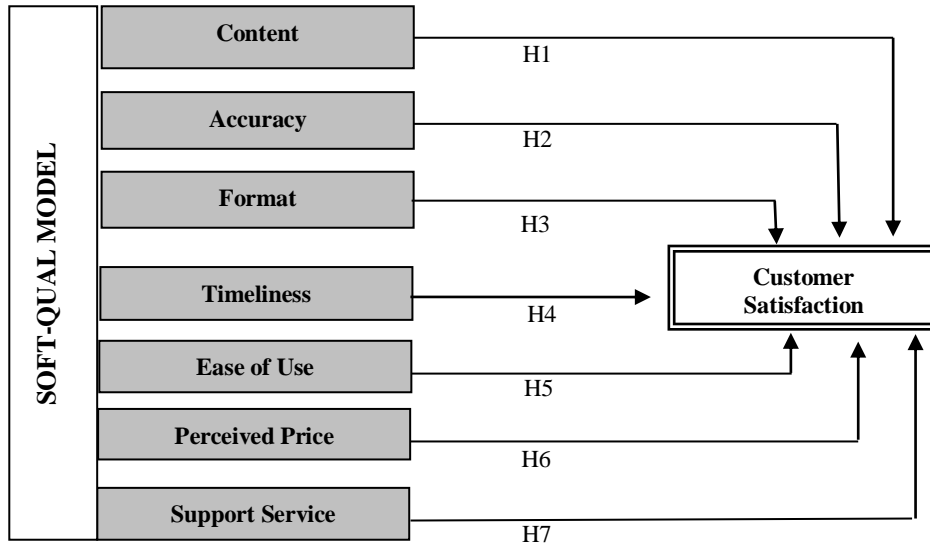
Figure 1: Research Model for Software Service Quality & Customer Satisfaction

Hypothesis Development

Within the framework of the model above, the following hypotheses are tested in the study:
H1: There is a linear relationship between software's content and customer satisfaction.
H2: There is a linear relationship between software's accuracy and customer satisfaction.
H3: There is a linear relationship between software's format and customer satisfaction.
H4:There is a linear relationship between software's ease of use and customer satisfaction.
H5:There is a linear relationship between software's timeliness and customer satisfaction.
H6: There is a linear relationship between software's price and customer satisfaction.
H7: There is a linear relationship between software's support service and customer satisfaction.

Research objective & Methodology

This study represents an empirical assessment of service quality and user satisfaction with HR software in Bangladesh. Sources, collection and analysis of data are discussed in this section in order to justify the methods chosen for the proposed investigations.

Survey Instrument

Based on literature review and qualitative research, researchers have listed a pool of items on antecedents of service quality of HR software. A copy of the item-scale is enclosed in appendix. Because of the psychometric problems associated with using expectation-performance gaps, this instrument only includes performance (Cronin and Taylor, 1992).

Table2: Demographic profile of the respondent

		Frequency	Percent
Gender	Male	207	92
	Female	18	8
Total		225	100%
Age Group	20-25	16	7.1
	25-30	84	37.3
	30-35	68	30.2
	35-40	39	17.3
	40-45	14	6.2
	45-50	4	1.8
Total		225	100%
Length of Service	1-2 years	49	21.8
	3-4 years	79	35.1
	5-6 years	37	16.4
	7-8 years	28	12.4
	9-10 years	14	6.2
	10 + years	18	8.0
Total		225	100%
Education	Master's Degree	173	76.9
	Bachelor's Degree	52	23.1
Total		225	100%

Sampling Plan

Primary data used in the study were collected from Dhaka city thorough survey of users of HR software. Here, the target population or sampling frame of this research consists of all the corporate

users of HR software (sample element). Their opinions were mainly sought because they would be best able to evaluate existing levels of services and levels of satisfaction with such services. A list of local software developers of HR software were identified from BASIS Directory (2016). By conducting pilot study a list of corporate (user of HR Software) users of HR software were confirmed from the local vendors.

Probability sampling using a two-stage cluster-sampling method was used to select a representative sample of users. The target population was divided into wide variety of industry sector (e.g., Garments & Textile, Pharmaceutical, Financial Institution, Manufacturing, MNC, and Group of companies). The entire sector covered by industry was considered a cluster. From each cluster, a number of companies (sample unit) were randomly selected after an enumeration of the companies was completed. The researcher generated data from different industry sectors to make the result generalizable. The clusters (industry sector) contain approximately the same number of sampling units. A From each cluster 45 elements (users) were selected that gives a total sample of 225 sample elements (45* 5= 225). Furthermore, from each sample unit, minimum of one to a maximum four sample elements (end users) were selected. This approach ensured that one or more end users provided their experiences with the HR system, thus minimizing the extent of common method variance bias and maximizing assessment of convergent & discriminate validity.

Primary data collection

A questionnaire consisting of 27 items based on EUCS model was administered on the sample. The questionnaire was divided into three sections. The first section measured the users' perception, the second section measured the overall user satisfaction and the third section measured the respondents' demographic profiles. A five point Likert-type scale, where 1= strongly disagree; 2 = disagree; 3 = Neutral; 4 = Agree; and 5= strongly agree, was used to measure user perception and satisfaction. Statistical Package for Social Science (SPSS) was used to analyze the data set. A frequency distribution used to describe the sample. The mean and standard deviations of the attributes were also computed. Multiple regressions were used to test the association between software service quality and overall user satisfaction.

Sample Size Determination

a) <u>Specifying the Precision level</u>: When estimating a population parameter by using a sample statistic, the precision level is the desired size of the estimating interval. The researcher has set up precision level as ±0.15 of the true population proportion.

b) <u>Specifying the Confidence Level</u>: The confidence level is the probability that a confidence interval will include the population parameter. Here, the researcher assumed a 95% confidence level.

c) <u>Determining the z value:</u> For a 95% confidence level, the probability that the population mean will fall outside one end of the interval is 0.025(0.05/2). The associated z value is 1.96.

d) <u>Determining the standard deviation of the population</u>: The research has estimated the standard deviation by conducting pilot study which is 1.15.

e) Determining the sample size: determined the sample size by using the following formula:

$$n = \left(\frac{ZS}{E} \right)^2$$

Where, $E = Z\dfrac{S}{\sqrt{n}}$ is the maximum allowable error.

n is the size of the sample

Z is the standard normal values corresponding to the desired level of confidence

S is an estimate of the population standard deviation

f) Calculation:

$$n = \left(\frac{1.96 * 1.15}{0.15}\right)^2$$
$$= 225$$

VALIDITY & RELIABILITY

Validity

Numbers of different steps were taken to ensure the validity of the study:

- To ensure content validity, a thorough examination was made of the relevant literature.

- Data was collected by FGD with open-ended questions and to support the result of the FGD quantitative survey was conducted by structured questionnaire.

- Data was collected from reliable sources, respondents who are more experienced to use HR software.

- Check list presented by (Saunders et. al., 2003) was followed for designing semi-structured questionnaires.

- FGD and survey questions were made based on literature review and frame of reference to ensure the validity of the result.

- Questionnaire has been pre-tested by the respondent before starting the FGD.

- A pre-test was also conducted to review the questionnaire for validity (measuring what is intended), completeness (including all relevant variable items), and readability (making it unlikely that surveyed subjects will misinterpret a particular question).

- Data has been collected through between two months, within this short period of time no major events has been changed with the related topic.

- English as the main language was used during the interviews in order to avoid any chance of misinterpretation and misunderstanding.

Reliability

Numbers of different steps were taken to ensure the reliability of the study:

- Three persons were present during the whole FGD process.

- For recording the whole conversation a recorder was used and notes were taken by the two persons. After finishing the session   cross check has been done with the written scripts to get the correct data.

- The same type of questions was used in all these sessions in order to increase the reliability.

- Survey questionnaire was divided into three parts in order that respondents could concentrate more on each question.

- The theories that have been selected for the study was clearly described and research question has been formulated based on the previous study. Data has been collected based on the frame of reference that was drawn from the discussed theories.   The objective is to make sure that if another investigator will follow the same procedures and used the same sample, the conclusions would be made.

- Alpha Cronbach test has also been taken for the 27 items of software Service quality dimensions and 1 item of overall user satisfaction.   In order to examine the variables were internally consistent of the current scale; a reliability assessment was carried out using Cronbach's alpha. A low value of Cranach's alpha indicates the sample of items performs poorly in capturing the construct that motivated the measure and vice visa. Cronbach's alpha coefficient was calculated as 0.859, exceed the minimum standard (0.70) suggested by Nunnally (1978), which indicates that the scale is quite reliable.

ANALYSIS & RESULTS

Descriptive Analysis

Table 3, measured results of the user perception of HR software quality on various attributes. The data were analyzed with 27 statements. Each attributes averaged between Strongly Disagree (1) and Strongly Agree (5) on a five point Likert scale. This study also found that a significant expectation gap does exist in the sample population.

Variables / Parameter	Maximum	Mean	Standard Deviation
Content:			
C1: provides precise information you need	5.00	4.00	.63387
C2: Provides information that you trust	5.00	4.15	.65520
C3: Have automated notification	5.00	3.66	.99177
C4: Can be integrated with other applications	5.00	3.53	.99567
C5: Can include additional feature if needed	5.00	3.73	.99207
Accuracy:			
A1: Provides accurate information	5.00	4.29	.63612
A2: Functions as it promises	5.00	3.88	.72270
A3: Has excellent security	5.00	3.93	1.02831
A4: Has efficient data backup facility	5.00	4.04	.78409
Format:			
F1: Output is presented in a useful format	5.00	3.50	.65550
F2: Easy to read	5.00	4.20	.63596
F3: Visually appealing	5.00	3.86	.80581
F4: Well organized	5.00	4.01	.80445
Ease of use			
E1: Simple to use	5.00	4.13	.64087
E2: Does not need technical computer experience to use	5.00	3.70	.72777
E3: Ensures end-uses involvement in the development process.	5.00	3.78	.90079
E4: Provides enough time to learn the system	5.00	3.56	.93855
Timeliness			
T1: Performs the job right at first time	5.00	3.72	.77478
T2: Ensures quick response to your query	5.00	4.08	.69884
T3: Provides up-to-date information	5.00	4.27	.60674
T4: Always available for work	5.00	3.97	.71617
Price			
P1: Price is reasonable	5.00	3.53	.82916
P2: Provides good value for money	5.00	3.83	.71833
P3: Offer free support services	5.00	3.22	1.03701
Support Service			
S1: Have knowledge to queries	5.00	3.88	.77631
S2: Communicates with regular updates	5.00	3.56	.91900
S3: Provides quick support services	5.00	3.68	.84574

Regression Analysis

The hypotheses cited in the conception frame work has been tested by applying regression analysis.

When Table 4 is examined, it shows that all models are statistically significant since $p < .05$. So, Substantial correlation between predictor variables and dependent variable exists in the models. Therefore, we need to accept all hypotheses. However, when the significance of predictors (explanatory variables) is examined in Table 4, only one predictor from each model is found to be statistically significant.

Table: 4- Summary of Model Findings Testing Hypothesis

	R Square	Durbin-Watson	F	Sig. (p)
Model 1 (H1) Software's Content → User satisfaction a. Predictors: (Constant), C1, C2, C3, C4, C5 b. Dependent Variable: customer satisfaction	.144	1.879	7.371	.000**
Model 2 (H2) Software's Accuracy → User satisfaction a. Predictors: (Constant), A1, A2, A3, A4 b. Dependent Variable: customer satisfaction	.127	1.865	7.985	.000**
Model 3 (H3) Software's Format → User satisfaction a. Predictors: (Constant), F1, F2, F3, F4 b. Dependent Variable: customer satisfaction	.109	1.922	6.731	.000**
Model 4 (H4) Software's Ease of use → User satisfaction a. Predictors: (Constant), E1, E2, E3, E4 b. Dependent Variable: customer satisfaction	.138	1.916	8.769	.000**
Model 5 (H5) Software's Timeliness → User satisfaction a. Predictors: (Constant), T1, T2, T3, T4 b. Dependent Variable: customer satisfaction	.102	1.779	6.227	.000**
Model 6 (H6) Software's Price → User satisfaction a. Predictors: (Constant), P1, P2, P3 b. Dependent Variable: customer satisfaction	.043	1.848	3.303	.021*
Model 7 (H7) software's support service → User satisfaction a. Predictors: (Constant), S1, S2, S3 b. Dependent Variable: customer satisfaction	.153	1.899	13.353	.000**

** Significant at $p < .001$, * significant at $p < .05$

The findings of the models below and the significance of predictors shown in Table 5 can be summarized as follows

MODEL 1: R-square value indicates that about 14.4% of the variance in user satisfaction isexplained by five predictor variables as the "Software's Content". Among predictors, only "Automated Notification" and "Software Integration" have explanatory power on user satisfaction since p < .05. The direction of influence is positive.

MODEL 2: R-square value indicates that about 12.7% of the variance in user satisfaction is explained by four predictor variables as the "Software's Accuracy". Among predictors, only "Software functionality" has explanatory power on user satisfaction since p < .05. The direction of influence is positive.

MODEL 3: R-square value indicates that about 10.9% of the variance in user satisfaction is explained by four predictor variables as the "Software Format". Among predictors, only "Software Presentation" has explanatory power on user satisfaction since p < .05. The direction of influence is positive.

MODEL 4: R-square value indicates that about 13.8% of the variance in user satisfaction is explained by four predictor variables as the "Software's Ease of use". Among predictors, only "Software Simplicity" and "User Involvements" have explanatory power on user satisfaction since p < .05. The direction of influence is positive.

MODEL 5: R-square value indicates that about 10.2% of the variance in user satisfaction is explained by four predictor variables as the "Software's Timeliness". Among predictors, only Software's reliability and Responsiveness have explanatory power on user satisfaction since p < .05. The direction of influence is positive.

MODEL 6: R-square value indicates that about 4.3% of the variance in user satisfaction is explained by three predictor variables as the Software's Price. Among predictors, none has explanatory power on user satisfaction since p < .05. The direction of influence is positive.

MODEL 7: R-square value indicates that about 15.3% of the variance in service quality is explained by three predictor variables as the software's support service. Among predictors, only "Quick Support Service" has explanatory power on user satisfaction since p < .05. The direction of influence is positive.

Table 5: Summary of Model Coefficients for Testing Hypothesis

	Predictors	Standardized Coefficients	t	Sig.
Model 1 (H1) Software's Content → User satisfaction a. Predictors: (Constant), C1, C2, C3, C4, C5 b. Dependent Variable: customer satisfaction		Beta		
	(Constant)		5.424	.000
	C1: provides precise information you need	.112	1.682	.094
	C2: Provides information that you trust	.098	1.484	.139
	C3: Have automated notification	.196	2.999	.003*
	C4: Can be integrated with other applications	.219	3.070	.002*
	C5: Can include additional feature if needed	-.063	-.899	.369

Model 2 (H2) Software's Accuracy → User satisfaction a. Predictors: (Constant), A1, A2, A3, A4 b. Dependent Variable: customer satisfaction	(Constant)		5.181	.000
	A1: Provides accurate information	.116	1.767	.079
	A2: Functions as it promises	.185	2.612	.010*
	A3: Has excellent security	.137	1.845	.066
	A4: Has efficient data backup facility	.073	1.080	.281
Model 3 (H3) Software's Format → User satisfaction a. Predictors: (Constant), F1, F2, F3, F4 b. Dependent Variable: customer satisfaction	(Constant)		6.113	.000
	F1: Output is presented in a useful format	.108	1.606	.110
	F2: Easy to read	-.015	-.224	.823
	F3: Visually appealing	.080	1.195	.233
	F4: Well organized	.254	3.629	.000*
Model 4 (H4) Software's Ease of use → User satisfaction a. Predictors: (Constant), E1, E2, E3, E4 b. Dependent Variable: customer satisfaction	(Constant)		4.981	.000
	E1: Simple to use	.239	3.756	.000*
	E2: Does not need technical computer experience to use	-.168	-.891	.374
	E3: Ensures end-uses involvement in the development process.	.200	3.161	.002*
	E4: Provides enough time to learn the system	.278	1.473	.142
Model 5 (H5) Software's Timeliness → User satisfaction a. Predictors: (Constant), T1, T2, T3, T4 b. Dependent Variable: customer satisfaction	(Constant)		5.546	.000
	T1: Performs the job right at first time	.231	3.457	.001*
	T2: Ensures quick response to your query	.162	2.378	.018*
	T3: Provides up-to-date information	-.013	-.181	.856
	T4: Always available for work	.061	.865	.388
Model 6 (H6) Software's Price → User satisfaction a. Predictors: (Constant), P1, P2, P3 b. Dependent Variable: customer satisfaction	(Constant)		10.464	.000
	P1: Price is reasonable	.060	.825	.410
	P2: Provides good value for money	.111	1.503	.134
	P3: Offer free support services	.121	1.800	.073
Model 7 (H7) software's support service → User satisfaction a. Predictors: (Constant), S1, S2, S3 b. Dependent Variable: customer satisfaction			9.974	.000*
	S1: Have knowledge to queries	.127	1.711	.088
	S2: Communicates with regular updates	.001	.018	.986
	S3: Provides quick support services	.307	3.818	.000*

Significant at p < .05

Testing Problems with Regression Analysis

Autocorrelation' is the basic problem of regression analysis. When tables for seven models are considered together, the same generalized evaluation can be made as follows:

The Durbin-Watson test is a widely used method of testing for autocorrelation. The Durbin-Watson Statistic is used to test for the presence of serial correlation among the residuals. Unfortunately, SPSS does not print the probability for accepting or rejecting the presence of serial correlation, though probability tables for the statistic are available in other texts. The value of the Durbin-Watson statistic ranges from 0 to 4. As a general rule of thumb, the residuals are uncorrelated if the Durbin-Watson statistic is approximately 2. A value close to 0 indicates strong positive correlation, while a value of 4 indicates strong negative correlation (Durbin and Watson, 1971). Durbin-Watson should be between 1.5 and 2.5 indicating the values are independent (Statistica). As shown in Table 2 Durbin-Watson values belonging to seven models are between 1.5 and 2.5 showing the absence of auto correlation

Correlation

The result, depicted in Table 04, supports all the hypotheses. These factors (Content, Accuracy, Format, Ease of use, Timeliness, Price, and Support service) and user satisfaction were significantly correlated. Specially, software support service has the strongest effects on the consequence of user satisfaction. In table 4, we find that support service along with accuracy, content, ease of use, format and timeliness of the software seems to be the most important antecedent of the user satisfaction for HR software. However, price dimension seems to be less important compared to others.

Table 06: Correlation between Seven Antecedents and User Satisfaction

Antecedents	User Overall Satisfaction
software's support service	.36
Software's Accuracy	.35
Software's Content	.33
Software's Ease of use	.30
Software's Format	.29
Software's Timeliness	.28
Software's Price	.20
Significant at p =0 .01	

Conclusions

The need for validated instrument to assess the user satisfaction and perceived service quality of application software has been clearly stated in the literature. The unique nature of software dictates the need for new metrics or the developments of new scales for measuring service quality of application software. This study was conducted to increase our current understanding of the user

perception of HR software in Bangladesh. The study intended to explore the much unexplained area of user perception towards application (HR) software and user satisfaction. The major findings of the study indicate that the factor underlying the use of HR software were found to be Content, Accuracy, Format, Ease of use, Timeliness, Price and support services. The findings also indicate that factors such as support service, Accuracy, Content and ease of use have strong influence over user satisfaction. Since there is an untapped market of locally developed HR software for the corporate world in Bangladesh, local vendor can be benefited by giving more emphasis into the factors identified in our research.

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APENDIX B: FRAME OF REFERENCE (ITEM-SCALE)

Frame of Reference : Item Scale
Content
C1: Software provides precise information you need
C2: Software provides the information that you trust
C3: Software provides automated notifications
C4: Software can be integrated with other applications
C5: ware can include additional feature if needed
Accuracy:
A1: Software provides accurate information
A2: Software functions as it promises
A3: Software has excellent security
A4: Software has efficient data backup facility
Format:
F1: Software output is presented in useful format
F2: Software information is easy to read
F3: Software is visually appealing
F4: Software content is well organized
Ease of use
E1: Software is simple to use
E2: Software doesn't need technical computer experience to use
E3: Software ensures user's involvement in development process
E4: Software vendor provides enough training to learn the system
Timeliness
T1: Software performs the job right at first time
T2: Software ensures quick response to your query
T3: Software provide up-to-date information
T4: Software is always available for work
Price:
P1: Software price is reasonable
P2: Software provides good value for money
P3: Software vendor offers free support services
Support Service:
S1: Software vendor (support staffs) have knowledge to answer question and   solve problems
S2: Software vendor (support staff) communicates with regular updates
S3: Software vendor (support staff) provides quick support services

Comparative Evaluation of Liquidity and Profitability Scenario of Commercial Banks in Bangladesh

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Abstract

The aim of this study is to examine the liquidity practices as well as to represent the comparative scenario of liquidity and profitability of commercial banks in Bangladesh. In this regard, the liquidity and profitability of banking sector of Bangladesh has been studied for a period of ten years from 2006 to 2015 emphasizing on emphasizing on State Owned Commercial Banks (SCBs), Private Commercial Banks (PCBs) and Foreign Commercial Banks (FCBs) classified on structural basis. Different financial ratios, i.e. Return on Asset (ROA), Return on Equity (ROE) have been used for evaluating profitability and Cash Reserve Requirement ,Statutory Liquidity Reserve (SLR), Liquid Asset to Total Asset Ratio have been used as liquidity indicator for these four categories banks. The fact revealed in the study is that overall banking industry of Bangladesh is maintaining adequate and excess liquidity in the period of 2006 to 2015 and FCBs are more liquid than the SCBs and PCBs due to more investment in government securities by them, lower scope of secondary trading of these securities and non-competitive nature of banking system. Simultaneously FCBs are also more profitable than the others for charging more net interest spread, having less non performing loan and earning high non-interest income. How excess liquidity is hampering the profitability, the inherent reasons behind this has been also described in the study.

Key word: Liquidity, Profitability, CRR, SLR, SCB, PCB, FCB

Introduction

Financial sector is the backbone of the economy of any country. It works as facilitator for achieving sustained growth through providing efficient monetary intermediation. A strong financial system promotes investment by financing productive business opportunities, mobilizing savings, efficiently allocating resources and makes easy the trades of goods and services. Among the financial sectors, banking institutions had contributed significantly to the effectiveness of entire financial system as they offer an efficient institutional mechanism through which recourses can be mobilized and directed from less essential uses to more productive investments (wilner-2000).

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Since capital market of Bangladesh is not developed enough, banking sector is playing important role for supply of credit to industry, agriculture and service sectors. To ensure the increment of self-dependency through investing in the domestic production sectors, a sound banking sector is one of the most important challenges.

Maintaining the sound liquidity positions is one of the significant indicators of better performance of a bank. Without ensuring the adequate liquidity the banking sector will fail to hold its current leading position in mobilizing resources and allocating funds in profitable ends in the economy. In addition to this, they should generate necessary income to cover their operational cost they incur in the due courses. In other words, for sustainable intermediation function, banks need to be profitable. Beyond the function, the financial performance of banks has critical implications for economic growth of countries. Good financial performance rewards the shareholders for their investment. This, in turn, encourages additional investments and brings about economic growth. On the other hand, poor banking performance can lead to banking failure and crisis which have negative repercussion on the economic growth.

Literature reviews and theoretical background

The importance of liquidity management has become a crucial issue in banking sector. In response, the existing liquidity position is evaluated by the Regulators and trying to set new liquidity standards to make the financial system more viable and resilient. There is a common perception that banks do not fully appreciate the significance of liquidity risk management. That is why Basel Committee on Banking Supervision (BCBS2010) tried to fix common parameters and standards for facing liquidity risk by the banks.

This article is related to the relationship between liquidity and profitability management by commercial banks. This study basically focuses on the importance and significance of liquidity and profitability of the banks of Bangladesh, the financial system and the role of commercial banks in the economy; the concept of liquidity; the concept of profitability; and finally to draw the relationship between liquidity and profitability.

Before going to the main issue of study it is needed to highlight on history and the structural position of Banking Industry in Bangladesh. After liberation in 1971, the banks operating in Bangladesh (except those operated abroad) were nationalized. These banks were merged and grouped into 6 commercial banks. The two governments owned specialized banks have been renamed as Bangladesh Krishi Bank and Bangladesh Shilpa Bank. After that few banks were given to the private sectors. Foreign banks were allowed to operate in Bangladesh. Many private sector commercial banks were permitted to operate in Bangladesh in 1980s and 2000s. There are 56 commercial and Specialized Banks operating in Bangladesh. These banks have total 9397 branches spread all over the country.

Table1: Structural Position of the Banking Industry

Types of Banks	No. of Banks	No. of Branches
SCBs	6	3690
Specialized Banks	2	1406
PCBs	39	4226
FCBs	9	75
Total	56	9397
Source : Bangladesh Bank		

Theoretical Literature

Some theoretical aspects related to banks liquidity concept, the necessity of liquidity, liquidity management theories, banks profitability and its measures as follows –

What is Liquidity and reasons for holding liquidity?

In general liquidity means the ease with which an asset can be converted into cash. In banking sector liquidity means the ability of the banks to meet up the claim of the deposit holders or any other client in cash instantly with minimum cost. So having the adequate amount of cash and near cash assets with the banks indicates better liquidity position of banks.

Four possible emerging factors are liable for firms to hold liquid assets analyzed by the economics and finance literature. Those are the tax motive (Foley, Hartzell, Titman and Twite 2007) the precautionary motive (Opler, Pinkowitz, Stulz, and Williamson 1999), the transaction motive (Miller and Orr 1966), and finally the agency motive (Jensen 1986).

Ensuring liquidity is one of the most important tasks faced by the management of any bank. A bank is considered to be liquid if it has ready access to immediately spendable funds at reasonable cost in a very short time when required. Lack of adequate liquidity is a sign of serious financial trouble for the bank. In this case, the troubled bank will not only lose depositors but also will face reluctance from the other banks at the time of borrowing. In the second case, other banks will lend the troubled bank demanding additional security or at a higher rate of interest.

Liquidity Management

A liquid asset can be turned into cash without any or a small loss in principal value. The ultimate liquid asset is cash, of course. Although it is obvious that financial institutions' (FIs) liquidity risk can be reduced by holding large amount of liquid assets(cash, T-Bills and other marketable instruments), they have to face loss in interest income for doing this. On the other hand, holding relatively small amount of liquid assets exposes FIs to enhance illiquidity and risk of bank run. Excess illiquidity can generate inefficiency for FI's to meet required payments on liability claims and, at extreme, insolvency and can even lead to contagious effects that negatively impact other FIs. Consequently, regulators have often imposed minimum liquid asset reserve requirement on FIs. In general, these requirements differ in nature and scope for various FIs and even according to country. The requirements depend on the illiquidity risk exposure perceived for the FI's type and other regulatory objectives that relate to minimum liquid asset requirement. Especially, regulators often set minimum liquid asset requirements for at least two additional reasons to protect expected and unexpected withdrawals. .The other two reasons relate to monetary policy and taxation.

Monetary Policy reason

Many countries set minimum liquid asset reserve requirements to strengthen their monetary policy. Specifically, setting a minimum ratio of liquid reserve assets to deposits limits the ability of banks and bank-related institutions to expand lending and enhances the central bank's ability to control the money supply.

Taxation Reason

The other important reason for holdings minimum liquid asset with FI is forcing them to invest in government financial claims rather than private sectors. That is, a minimum required liquid asset reserve requirement is an indirect way for governments to raise additional fund that can be considered as substitute of "taxes" from FIs to fulfill the budget deficit of government. Having banks hold cash in the vault or cash reserves at the central bank (when no interest rate compensation is paid) requires banks to transfer a resource to the central bank. This tax or cost effect is increased if increased inflation creates more declines in purchasing power value of those balances.

The Composition of the Liquid Assets Portfolio

The composition of a bank's asset portfolio, especially cash and government securities is determined partly by earnings considerations and partly by the type of minimum liquid asset reserve requirements that the central bank imposes. So there are two segments of the liquid assets of a bank. These two are as follows:

Liquid asset ratio

Liquid asset ratio is a minimum ratio of liquid assets to total assets set by the central bank. In many countries, like UK, reserve ratios have historically been imposed to encompass both cash and liquid government securities such as treasury bills. By contrast, the minimum liquid asset requirements for banks in the United States have been based on excluding government securities. As a result government securities are less useful because they are not counted as part of the reserves held by banks and at the same time yield lower promised returns than loans do.

Buffer Reserve

These are the non-reserve assets that can be quickly turned into cash. In times crisis, when significant drains on cash reserves occur, these securities can be turned into cash quickly and with very little loss of principal value because of the deep nature of the market in which these assets are traded. These assets are shown in the Balance Sheet as Balance with other Banks and Financial Institutions, Money at call and short notice and other short term investments. In Bangladesh, according to the Bangladesh Bank direction, the scheduled banks have to maintain the Cash balance with Bangladesh Bank of 6% of the deposits (Total of Demand and Time Deposits) as Cash Reserve Requirement (CRR) and also have to maintain (except specialized and Islamic banks) the liquid assets to total assets of 19% of the deposits amount as Statutory Liquidity Reserve (SLR), but for the Islamic banks this ratio is only 11.5%.

Profitability

Profitability is the state or condition of yielding a financial profit or gain. It is often measured by price to earnings ratio (Business Dictionary). Profitability is the ability of a business to earn a profit. A profit is what is left over the revenue a business generates after it pays all expenses directly related to the generation of the revenue, such as producing a product, and other expenses related to the conduct of the business activities (Study.com)

Like all businesses, banks profit by earning more money than what they pay in expenses. The major portion of a bank's profit comes from the fees that it charges for its services and the interest that it earns on its assets. Its major expense is the interest paid on its liabilities.

Assessment of bank's profitability

There are a number of ratios used to determine the extent to which a bank is able to generate profits from its invested money. The following two ratios are the most important earnings ratios used in assessing the banks' profitability (Taha, 1999).

Return on assets (ROA)

It is an indicator of how profitable a company is relative to its total assets. ROA gives an idea as to how efficient management is at using its assets to generate earnings. Calculated by dividing a company's annual earnings by its total assets, ROA is displayed as a percentage. Sometimes this is referred to as "return on investment".

Return on equity (ROE)

It is the amount of net income returned as a percentage of shareholders equity. Return on Equity measures a corporation's profitability by revealing how much profit a company generates with the money shareholders have invested.

Empirical Literature

Various study performed by a number of researchers have been examined to understand association between liquidity and profitability of banks. The straightforward doubt which the underlying theories tried to respond is why banks holds liquid assets and how does liquidity affect profitability in banking sector?

Agbada & Osuji,(2013) explained the relationship between liquidity and profitability more briefly. They argued that it is safer for banks to maintain high amount of cash reserves against the deposits held by the bank. As this reserve is idle money they will not earn any profit on it. At the same time if they implement the policy of investing all to increase the profit they may face illiquidity problem if customers demand much cash in a particular time.

Bordereau, E. and Graham, C. (2010) in their paper "The Impact of Liquidity on Bank Profitability" analyze the impact of liquid asset holdings on bank profitability for a sample of large U.S. and Canadian banks (1997 to 2009). Results indicate that profitability has been improved for

banks (In US and Canada) that hold more liquid assets, however, there is a point at which holding further liquid assets diminishes a banks' profitability, all else equal. The paper also found that this relationship varies depending on a bank's business model and the state of the economy.

Osborne, Fuertes, & Milne (2009) in their study suggested that larger liquidity is usually costly for banks as larger liquidity reduces profitability. On the other hand, according to the trade-off theory, bank's risk can be reduced by holding higher liquidity and also, in future the premium required compensating investors, for the costs of reducing bankruptcy risk (Osborne, et.al, 2012). They also argued that during business cycle bank's optimal liquidity level vary, naturally it increases when expected costs of distress are expected to be higher, and the alliance between profitability and liquidity is possible to be extremely chronic, showing more positive results through the stages of distress as banks trying to increase their liquidity position also increase their profitability. So, there can be a negative or positive association between liquidity and profitability in the short-run which depends on bank's current liquidity position in comparison to its optimal liquidity level.

Flannery & Rangan (2008) stated that if it is possible for banks to attain their optimal liquidity level then certainly there will have no short-run relationship which means that any change in liquidity has no impact on profitability. However, in the long run, regulatory requirements for liquidity may be a requisite. This suggests that greater liquidity position only decreases profitability in case if banks are beyond their optimal liquidity level, for example due to regulatory requirements imposed by regulatory authorities or unanticipated events.

Research Objective

The study aims at having a look in profitability and liquidity positions of the SCBs, PCBs and FCBs. In this study the liquidity and profitability positions of these sectors of banking industry have been evaluated in a comparative mode. To determine the profitability position of these sectors in relation to liquidity is the complimentary objective of the study. To reveal some inherent reasons for the profit differentials among SCBs, PCBs and FCBs through the study is a part of the objective.

Methodology

Research Design

This comparative study is based on secondary data obtained from different publications and website of Bangladesh Bank, central bank of Bangladesh for ten years from 2006 to 2015. It study used panel data analysis of the ratios mentioned in ratio specification. In essence, the purpose is to provide an idea regarding the profitability and liquidity position of banking sector of Bangladesh.

Sample Design

In this study out of 56 commercial banks categorized on structural basis as SCBs, PCBs, Specialized Banks and FCBs , 54 commercial banks have been considered. For this study purpose, the researchers have excluded development financial institutions (DFI) as they don't need to maintain any liquidity with Bangladesh Bank (central bank of Bangladesh).

Data collection, analysis and presentation

The secondary data used in this study were collected from different sources- Bangladesh Bank website, published research journals, published books, etc. Moreover, depth interview with 5 personnel of Bangladesh bank had been conducted by the researchers. Different ratios used in this paper have been calculated by using MS Excel. To explain the liquidity position, Cash Reserve Requirement (CRR) ratio, Statutory Liquidity reserve (SLR), and liquid asset to total asset ratio have been used. In addition, return on asset (ROA) and return on equity (ROE) have been taken as a measure of profitability.

Table 2: Ratio Description

Liquidity indicator	CRR	Balance with Bangladesh Bank in local currency/Total Demand and Time Deposit
	SLR or Liquidity ratio	(Balance with Bangladesh Bank in local currency+ Balance with Bangladesh Bank in Foreign currency+ Balance with Sonali bank as an agent of Bangladesh bank + Govt. security) / Total Demand and Time Deposit
	Liquid asset to Total Asset	Total Liquid Asset/ Total Asset
Profitability indicator	ROA	Net Income/ Total Assets
	ROE	Net Income/ Shareholder's Equity

Analysis and Discussion

Liquidity and profitability study of SCBs

According to the imposition of Bangladesh bank, all the scheduled banks are required to maintain cash reserve of 6%of their total deposit (Demand and Time deposit)with the central bank which is known as CRR. This rate has been changed in different times but the rate is now the rate is 6% and this reserve has to be maintained in domestic currency only. Besides this, as a requirement set by Bangladesh bank regarding the overall liquidity position, all the scheduled banks have to maintain liquid asset minimum a certain percentage of their total deposit (Demand and Time deposit) with the central bank which is known as SLR. Currently the minimum requirement is 19%. This minimum rate is changed by Bangladesh bank on the basis of the macroeconomic condition. In addition to this, the scheduled banks maintain liquidity above their requirement which is known as excess liquidity. The liquidity and profitability scenario of SCBs has been represented in the following table:

Table 3: Comparative Scenario of Liquidity and Profitability of SCBs

amount in billion

Year	TDTL	Total Asset	BalBB[1]	Cash +FC+ Sec[2]	Total Liquid Asset	LA/ TA[3] %	Mandatory CRR %	CRR[4] %	Mandatory SLR%	SLR[5] %	ERR %	ROE %	ROA %
2006	654.1	786.7	33.27	96.22	129.49	16.46	5	5.12	18	19.87	1.8	0.00	0.00
2007	699.7	917.9	36.6	126.71	163.31	17.79	5	5.23	18	23.34	5.34	0.00	0.00
2008	758.8	1030.9	36.78	197.55	234.33	22.73	5	4.85	18	30.88	12.88	22.5	.7
2009	869.1	1135.6	48.85	235.93	284.78	25.08	5	5.62	18	32.77	14.77	26.2	1.00
2010	1044.9	1384.3	60.34	213.16	273.5	19.76	5.5	5.77	18.5	26.18	7.67	18.4	1.1
2011	1085.76	1629.2	78.16	298.31	376.47	23.11	6	7.2	19	34.67	15.7	19.7	1.3
2012	1377.9	1831.9	81.25	322.82	404.07	22.06	6	5.9	19	29.33	10.33	-11.9	-0.6
2013	1631.2	2108.5	90.16	612.08	702.24	33.31	6.5	5.53	19.5	43.05	23.55	10.9	0.6
2014	1952.1	2517.1	113.51	709.54	823.05	32.70	6.5	5.82	19.5	42.16	22.66	-13.6	-0.6
2015	2120.52	2839.6	155.74	891.38	1047.12	36.88	6	7.34	19	42.04	23.03	-1.5	-0.04

TDTL-Total Demand &Time Liability; [1]Balance with Bangladesh bank in local currency; [2]Cash in Tills, balance with Bangladesh bank in foreign currency and Govt. Security;[3] Total Liquid Asset to total Asset; [4]CRR maintained by banks; [5]SLR maintained by banks Source: Bangladesh Bank

In the above table, the liquidity position of state owned commercial banks (SCBs) has been represented by CRR ration, SLR ratio and Liquid asset to total asset ratio and has been compared with the same mandated by Bangladesh bank. In this table we can see that during our study year (2006-2015), SCBs maintained more liquidity than they were required which is supported by excess liquidity. In case of liquid asset to total asset ratio, it increased gradually year by year and it was maximum in the last year of our study (2015).Here it needs to be mentioned that this ratio indicates what portion of total asset has been invested in the risky and profitable sources. The more of this ratio implies the less profitable investment the bank has made.

The profitability position of SCBs has been represented and it also has been compared with liquidity in the above table. From the above table it is obvious that SCBs were incurring loss most of the time or earned very negligible return during our study period except during the year from 2008 to 2011. It also earned profit in 2013 but in the initial two years they were in breakeven point (no profit no loss). When we compare this profitability ratio with liquidity ratio, we can say that though the liquidity of SCBs increased over time except in 2010 and 2012, its profitability also increased in the initial years (up to 2011) which do not support the tradeoff theory between liquidity and profitability.

Liquidity and profitability study of PCBs

Like the SCBs Private commercial Banks have to maintain a certain percentage liquid assets of their total deposits (Time and Demand) with Bangladesh Bank in the form of CRR (6%) and SLR (19%).The position of this compulsory reserve of the Private Commercial Banks along with liquid asset to total asset ratio has been shown in the following table

Table 4: Comparative Scenario of Liquidity and Profitability of PCBs

												amount in billion	
Year	TDTL	Total Asset	Bal.BB [1]	Cash +FC+ Sec[2]	Total Liquid Asset	LA/ TA[3] %	Manda tory CRR %	CRR [4] %	Manda tory SLR%	SLR[5] %	ER R %	ROE %	RO A %
2006	955.5	1147.8	71.19	117.69	188.88	16.46	5	7.45	18	19.77	1.77	15.2	1.1
2007	1150.2	1426.6	79.71	164.42	244.13	17.11	5	6.93	18	21.23	3.23	16.7	1.3
2008	1450.7	1794.5	107.83	180.6	288.43	16.07	5	7.43	18	19.88	1.88	16.4	1.4
2009	1972.4	2275.7	147.66	267.25	414.91	18.23	5	7.49	18	21.04	3.04	21.0 0	1.6
2010	2266.5	2854.6	176.41	304.49	480.9	16.85	5.5	7.78	18.5	21.22	2.72	20.9	2.1
2011	2787.5	3524.2	214.46	432.94	647.4	18.37	6	7.69	19	23.23	4.23	15.7	1.6
2012	3430.7	4371.5	283.86	618.93	902.79	20.65	6	8.27	19	26.32	7.32	10.2	0.9
2013	3939.3	4948.2	291.28	779.16	1070.44	21.63	6.5	7.39	19.5	27.17	7.67	9.8	1.0
2014	4449.4	5787.1	321.17	974.36	1295.53	22.39	6.5	7.22	19.5	29.12	9.62	10.3	1.0
2015	5096.73	6652.9 2	379.86	1023.93	1403.79	21.10	6	7.45	19	27.54	8.54	10.8	1.0

TDTL-Total Demand &Time Liability; [1]Balance with Bangladesh bank in local currency; [2]Cash in Tills, balance with Bangladesh bank in foreign currency and Govt. Security;[3] Total Liquid Asset to total Asset; [4]CRR maintained by banks; [5]SLR maintained by banks Source: Bangladesh Bank

Historically it is shown that PCBs have been maintaining cash reserve with the Bangladesh Bank more than the rates set by the Bangladesh Bank. The maximum reserve was in the year of 2012 and the lowest was 2007.The above statistics of the PCBs show that the SLR ratios over the last ten years are more than the required rate. SLR ranges from 19.77% to 29.12%, which indicates excess liquidity of PCBs. The excess liquidity statistics indicate that in each of the last ten years PCBs are holding excess liquidity which ranges 1.77% to 9.62%. In the year of 2014 PCBs held the highest excess liquidity and in 2006 it was the lowest. From the above table, it is clear that their rates of excess liquidity are much lower than the SCBs discussed in the previous section.

The total assets' position of PCBs was highest in 2015. After 2006 it has been increasing rapidly. So, undoubtedly it can be said that PCBs are expanding very fast over the years in term of its total asset. The liquidity position of PCBs in relation to the total assets represented by total liquid asset to total asset ratio reveals that though the total asset of PCBs are increasing rapidly, but the percentage of their liquid asset in relation with total assets is more or less stable over the years.

Like SCBs, Return on Assets (ROA) and Return on Equity (ROE) have been used as profitability indicators for PCBs. The ROA and ROE ratio of PCBs over the years are shown in the above table associated with SLR in the same table.

From the previous discussion it is seen that PCBs holding of assets in the overall banking industry was increasing over the years. Though the assets were increasing, PCBs became capable to keep the ROA stable over the years. ROA of PCBs over the years is very significant. Like the ROA position, the ROE of PCBs presents better profitability condition. Over the last 10 years ROE of PCBs was very significant. In 2013, it was lowest 9.8% and in 2009, it was highest 21.00%.

When we compare the liquidity of PCBs with its profitability, we can see that PCBs' liquidity ratio were rolling 21% to 25% but ROA and ROE were increasing significantly over the years. Like the SCBs, in last 10 years the SLR ratios of PCBs were more than the required rates set by the

Bangladesh Bank. Each of these years PCBs were maintaining excess liquidity. The profitability position of PCBs was very strong in these years. Like the SCBs the liquidity position and the profitability of PCBs showed no systematic relation.

Liquidity and profitability study of FCBs

The position of these compulsory reserves (CRR, SLR) along with liquid asset to total asset ratio and profitability ratio of the foreign commercial banks is being shown in the following table.

Table 5: Comparative Scenario of Liquidity and Profitability of FCBs

amount in billion

Year	TDTL	Total Asset	Bal. BB[1]	Cash +FC+ Sec[2]	Total Liquid Asset	LA/TA[3] %	Man-datory CRR%	CRR[4] %	Man-datory SLR%	SLR[5] %	ERR %	ROE %	ROA %
2006	150.8	284.9	23.91	25.59	49.5	17.37	5	15.86	18	32.82	14.82	21.5	2.2
2007	183.4	227.7	27.4	23.67	51.07	22.43	5	14.94	18	27.85	9.85	20.4	3.1
2008	214.1	265.8	30.25	39.82	70.07	26.36	5	14.13	18	32.73	14.73	17.8	2.9
2009	215	292.6	33.53	59.42	92.95	31.77	5	15.60	18	43.23	25.23	22.4	3.2
2010	227.1	320.8	32.79	42.24	75.03	23.39	5.5	14.44	18.5	33.04	14.54	17	2.9
2011	272.2	385.4	48.31	44.42	92.73	24.06	6	15.89	19	30.50	11.50	16.6	3.2
2012	327	441.8	41.26	78.25	119.51	27.05	6	12.62	19	36.55	17.55	17.3	3.3
2013	359.5	488.7	47.89	109.88	157.77	32.28	6.5	13.32	19.5	43.89	24.39	16.9	3
2014	326	505	23.6	175.37	198.97	39.4	6.5	7.24	19.5	61.03	41.53	17.7	3.4
2015	360.76	530.77	29.27	181.52	210.79	39.71	6	8.11	19	58.43	39.43	14.6	3.4

TDTL-Total Demand &Time Liability; [1]Balance with Bangladesh bank in local currency; [2]Cash in Tills, balance with Bangladesh bank in foreign currency and Govt. Security;[3] Total Liquid Asset to total Asset; [4]CRR maintained by banks; [5]SLR maintained by banks Source: Bangladesh Bank

Historically it is shown that FCBs have been maintaining cash reserve with the Bangladesh Bank more than the rates set by the Bangladesh Bank. The maximum reserve was in the fiscal year of 2006 and the lowest was 2014.The same is visible for SLR. The SLR ratios over the last ten years are more than the required rate. SLR ranges from 27.85% to 61.03%, which indicates excess liquidity of FCBs.

The total assets' position of FCBs was highest position in 2015. After 2006 it has decreased for two years after that it started to increase slowly. Interestingly it was the lowest in 2007. So, undoubtedly it can be said that FCBs were maintaining more assets over the years.The liquidity position of FCBs in relation to the total assets is shown in the above table. Over the years liquidity position was increasing. It means that FCBs are not investing in profitable and risky areas of the economy.

From the previous discussion it is seen that FCBs hold the minimum assets of the overall banking industry, but the above scenario ROA say that the profitability is very high though insignificant. In the previous ten years ROA of FCBs was very high comparing with the SCBs and PCBs. Like the ROA position, the ROE of FCBs presents the same profitability condition. Over the years ROE was very significant. It is really mentionable that FCBs are maintaining very good ROE over the years.In last ten years the SLR ratios of FCBs were more than the required rates set by the Bangladesh Bank. Each of these years FCBs were maintaining excess liquidity. The profitability position of FCBs was very good in these years.

Comparative scenario of liquidity and profitability

The comparative scenario of liquidity and profitability of SCBs, PCBs and FCBs can be represented in the following table:

Table 6: Comparative Scenario of Liquidity and Profitability

									ratios in %
Year	SCBs			PCBs			FCBs		
	ROE	ROA	SLR	ROE	ROA	SLR	ROE	ROA	SLR
2006	0.00	0.00	19.87	15.2	1.1	19.77	21.5	2.2	32.82
2007	0.00	0.00	23.34	16.7	1.3	21.23	20.4	3.1	27.85
2008	22.5	.7	30.88	16.4	1.4	19.88	17.8	2.9	32.73
2009	26.2	1.00	32.77	21.00	1.6	21.04	22.4	3.2	43.23
2010	18.4	1.1	26.18	20.9	2.1	21.22	17	2.9	33.04
2011	19.7	1.3	34.7	15.7	1.6	23.5	16.6	3.2	34.1
2012	-11.9	-0.6	29.33	10.2	0.9	26.32	17.3	3.3	36.55
2013	10.9	0.6	43.05	9.8	1.0	27.17	16.9	3	43.89
2014	-13.5	-.06	42.16	10.3	1.0	29.12	17.7	3.4	61.03
2015	-1.5	-0.04	42.04	10.8	1.0	27.54	14.6	3.4	58.43
Source: Bangladesh Bank									

In previous sections, the liquidity and profitability positions of SCBs, PCBs and FCBs were shown separately. Comparison of these individual scenarios with each other will provide a clear idea of liquidity and profitability position of various types of banks. The liquidity as well as profitability positions SCBs, PCBs and FCBs are shown in the above table.If we compare these three types of bank with respect to liquidity, we can see that FCBs maintained the maximum liquidity followed by SCBs and the PCBs whereas considering profitability, FCBs were the most profitable sector in banking industry supported by both ROA and ROE. The ROA position PCBs and FCBs is much more than that of the SCBs. Like the ROA position, the ROE position of SCBs is much less than the position of the PCBs and FCBs and even negative in the year of 2006, 2014 and 2015.

Reasons for the higher liquidity in banking industry

In the analysis section it has been observed that banking industry of Bangladesh has enjoyed higher liquidity in the years of 2006-2015. The main reasons for this higher liquidity are as follows.

More investment in government securities

Bangladesh Bank changed the SLR time to time which made banks bound to increase the holding of government securities. On the other hand, devolvement on Primary Dealers (Banks and non bank financial institution that are authorized to underwrite the government securities) has increased a lot. That is why investment in government securities by the banks has increased over the years compare to their deposits. The following table clarifies the fact.

Table 7: Investment in government securities by banking sector

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
G.Sec/ TDTL (in %)	12.26	13.66	15.59	16.80	14.09	16.86	18.12	23.46	24.43	24.50
Source : Bangladesh Bank Deposit				G.Sec=Govt. Securities, TDTL= Total Demand and Time						

Lower scope of secondary trading of government securities

Though PDs (Primary Dealers) are holding more government securities than their mandatory requirement, they cannot sell them in the secondary market. As a result in spite of having government securities PDs maintain more liquid assets as cash for meeting up the depositors demand.

Non-competitive nature of the banking system

The banking sector of Bangladesh is not so competitive and the structure permits the banks to have power to set mark-up lending rates. Always the bank set their lending and deposit rate by themselves. As a result banks especially the PCBs and FCBs are earning better and they do not like to face liquidity crisis and maintaining more liquidity.

Reasons for the differences in profitability of different types of banks

In theoretical discussion it was discussed that more liquidity shows less profitability. But interestingly it is seen that though PCBs and FCBs maintaining the more liquidity, they are more profitable. Reasons behind this reverse relationship are:

Interest rate-wise difference between deposits and loans and advances

In absolute figure SCBs are playing the most vital role in deposit collection, loan disbursement or the total assets in the overall banking industry. So, their percentage position of the total deposit and loans and advances collection is significant. But in interest margin SCBs are far behind from the PCBs and FCBs.

Table 8: Interest Rate of Deposits and Loans and Advances

Interest rate (%)		Industry	SCBs	PCBs	FCBs
				As on 31 Dec 2015	
On deposit		6.34	6.38	6.26	2.59
On Loans and Advances		11.18	10.08	11.65	9.74
Interest Margin		4.84	3.7	5.39	7.15
Source: Bangladesh Bank					

The above table interest margin for FCBs is very high (7.15%) comparing with the position of industry, SCBs and PCBs. So, this high margin of interest rate of FCBs is playing important role for higher profit in spite of high liquidity.

Lower classified loan

Classified loan volume of SCBs is much more than that of PCBs and FCBs which is evidenced by the following table. As non-performing loan amount is considered as assets up to a certain period, that increases the total assets volume but it did contribute to earnings of the SCBs, this type of asset had been contributing to reduce the profitability of SCBs. The following table shows that SCBs' classified loan was very high comparing with the PCBs and FCBs.

Table 9: Classified Loan of Different Types of Banks

										amount in billion
Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
SCBs	115.0	137.9	127.6	117.5	107.6	91.7	215.2	166.1	227.6	272.8
PCBs	43.7	49.2	57.0	61.7	64.3	72.0	130.4	143.1	184.3	253.3
FCBs	0.8	1.9	2.9	3.5	5.5	6.3	8.5	13.0	17.1	18.2
Source: Bangladesh Bank										

Non- interest earnings

The major sources of non-interest earnings of banks are the contingent assets (like letter of credits, credit cards etc), and these types of assets (contingent) requires higher liquidity. That's why FCBs are in practice of holding higher liquidity than the SCBs and PCBs. On the other hand these types of assets are not shown in the balance sheet, as these are considered as off-balance sheet items. So, these types of assets are contributing the earnings of FCBs without increasing the total assets volume, which is also increasing profitability (ROA and ROE) in a greater degree.

Conclusion

In this work it has been focused to find out the liquidity and profitability position of different banking sectors of Bangladesh. In observation it is seen that the overall banking industry of Bangladesh is much liquid in the years from 2006 to 2015. On average, all the banks (SCBs, PCBs and FCBs) are maintaining more liquidity reserve than the central bank's requirement. FCBs are maintaining more liquidity than SCBs and PCBs. In this situation this can be said that in Bangladesh overall banking industry is maintaining higher liquidity due to more investment in government securities by banks and the poor secondary market for trading of government securities as well as non-competitive nature of the banking system.

In term of profitability, SCBs are in the poorest condition. Besides maintaining the more liquidity, the FCBs are also more profitable than the SCBs. PCBs' position is moderate in terms of liquidity and profitability. FCBs are profitable than PCBs and SCBs due to the some reasons. Their weighted average net interest spread is more than that of other types of banks; their non-performing assets are much less than others and their non interest income are higher than SCBs and PCBs. The scope of the study was confined to only a limited area. Further study should be conducted on impact of

liquidity on profitability and the sensitivity (degree or extent of impact) of banks' liquidity on profitability. Considering all factors that influence liquidity, an effort should be made to construct a model that will enable to determine or give an indication of the optimal liquidity position for the banking system.

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Customer Retention and E-banking in Bangladesh: An Analysis

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Abstract

This study examined the effect of e-banking on customer retention across different categories of banks (public, private and foreign) in Bangladesh by utilizing a well structured questionnaire. The main objective of this study is to explore the meaningful differences among banks to retain more customers using e-banking. We have tested the variation in different banks' services and whether there are any correlations among the variables. The findings indicated more pronounced effect of e-banking to increase customer retentionin foreign banks than public and private banks. This implies more needs of promoting e-banking among customers for the betterment of easy banking. However, to compete with the whole world e-banking is needed to practice more in public banks.

Key words: e-banking, customer, retention, bank, service.

Introduction

The growth of banking industry is essential for every country. Economic progress is supported by banking industry through providing efficient financial services. Now the banking sector is one of the most prudent sectors in our country. The use of computer in banking ensured the mathematical accuracy and promptness. It has made the banking transactions more speedy, easy and comfortable. One can perform the banking transaction easily from a remote location for the advancement of information and communication technology and the availability of the internet. The system was developed in the mid of 1990s. Now-a-days e-banking is a global phenomenon (Bruene, 2002). Electronic banking systems are electronic systems where the transactions and relationship between the bank and clients grow through electronic devices instead of paper documents. In other words, e-banking means that kind of banking in which the bank uses electronic or satellite based computerized devices for ensuring promptness and accuracy in banking transactions. Primarily it is

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2 types: (1) Retail electronic banking services and (2) Wholesale electronic banking services. Customer retention is an assessment of the product and service quality provided by a business to measure the loyalty of customers. Banks undertake different activities to minimize the number of customer defections. Banks should adopt new technology so that it will improve customer service level and customers will be closer to banks. Now the banking industry is looking for a new method to expand and retain its customer base. People are very busy now days. They don't want to waste time in doing traditional banking like waiting a queue, carrying a cheque book or cash money etc rather it is enough for them to carry a plastic card. The banking industry has revealed that a good number of customers want to perform their banking transactions electronically. The system of retail electronic banking is ATM, debit card, credit card, Point of Sales (POS), telephone banking, PC banking, internet banking and direct deposit. Now most of the customers rely on these services. If banks are able to provide the services to their customers effectively and efficiently, customers will be more satisfied. It will be easy for banks to retain the customers. It has already proven that the application of e-banking has reduced the operating cost of a bank. On the other hand, it raises the income of a bank through charging fees.

With the blessing of e-banking, instead of going to bank physically, bank is coming forward to people with better performance than before. Therefore, this type of research should be developed frequently to create awareness among customers regarding the use of e-banking.

Problem Statement

In Bangladesh, electronic banking should be widely used for retaining customers in public banks like it is already becoming popular in private and foreign banks.

Rationale of the Study

This research focuses on how the public, private and foreign banks retain their customers through providing different services of e-bankingin Bangladesh. In most of the studies it has been showed that, foreign banks are providing the best quality e-banking services to their customers. On the other hand, the performance of private commercial banks is satisfactory as well. But in terms of public banks, those services are unable to reach the similar satisfactory level in Bangladesh. In this current study, we have found out similar results for both public and private banks. Moreover, foreign banks showed better results for all variables except second (well known and good reputation) & tenth (context and texts are easy to understand) factors. These two factors showed better results for public banks. Hence, this study will show a way to increase more e-banking services for retaining customers in public banks.

Literature Review

The term electronic banking can be defined in several ways. According to Daniel (1999), electronic banking means the delivery of bank's information and services by banks to customers through different terminal devices like personal computer and mobile phone with browser or desktop software. Pikkarainen et al (2004) considered different types of internet banking for betterment of the customers. Customers can easily do any types of banking transaction using internet banking except cash withdrawals at the click of a mouse (De Young, 2001). Banks can use online banking for delivering financial products in a cheaper rate to the customers (Pikkarainen et al, 2004). These types of services reduce errors by bank tellers and save time and money of the bank (Jayawardhena

and Foley, 2000). Robinson (2000) wrote that banks build and extend their relationship with the customers through providing internet banking. Online banking offers numerous advantages to banks such as improvement of new products and services, mass customization, more effective marketing and communication at lower costs (Suganthi et. al., 2001), improvement of non-core products, better and faster response to market evolution, strong brand image (Jayawardhena and Foley, 2000). Wise and Ali (2009) revealed that most of the banks are now concentrating on ATMs to reduce branch cost.It was found out in a study of India that internet banking had a big effect on customer retention (Remediosand Trivedi, 2014).In a study of Pakistan it was shown a strong effect of Internet Banking on Customer Satisfaction (Shahid et. al., 2016).

In banking sector, it is very important to understand the factors leading to satisfaction as well as loyalty (Vanriel et al., 2001). Davidow and Uttal (1989) mentioned that, maximizing customer satisfaction through quality customer service would become 'the ultimate weapon'.The improvement in service quality induces higher customer loyalty (Kaur and Kiran, 2015). Customer loyalty is very crucial for companies in the current era (Khalifa & Liu, 2003) and their satisfaction is the main source to retention (Patterson et al., 1997).Customer's loyalty is directly related to a bank's profitability (Chen et al. 2002). To retain their loyalty World Wide Web as well as online service is a great way (Vatanasombut et al. 2004). Lassar et al. (2005), showed in his article that, the new ideas from internet is very much related to the adoption of online banking.Thus, communication through web had a moderate influence on trust, whereas trust had a higher influence in online banking (Mukherjee and Nath, 2003). Continuous users' of online banking stays the same as they are trustworthy (Bhattacherjee, 2001). According to a study,a total of 53 million Americans (44% of all U.S. Internet users) use online banking service from November 2004 (McGann, 2005).

Therefore,effect of e-banking is directly related to customer retention (Wirtz and Lihotzky 2003, Kaur and Kiran 2015).In Bangladesh this type of work is done rarely. In this study, we are going to give a clear picture about how e-banking affects customer retention in different types of banks.

Objectives of the study

The main objectives for our study are:
- To find if there is any significant effect of e-banking on Customer Retention among Private, Public and Foreign banks.
- To see if there are significant correlations among at least some of the variables.

Data &Methodology

Data Source

The collected data was taken from various studentsof Stamford University Bangladesh who were currently using different types of banks on that time period of our study. As public bank users data was taken from Janata, Sonali and Uttara Bank users. Then, as private bank users data was taken from Prime, Dutch Bangla and BRAC Bank users. Finally, as foreign bank users'data was taken from Standard Chartered and HSBC Bank users.

Time Period

The data was collected from May 2016 to October 2016.

Methodology

A well structured questionnaire (Morad, 2013) with various types of questions about effect of e-banking on customer retention is used here. From each type (public or private or foreign) of banks we took 23 filled up questionnaire for making a reliable assumption. A total of 69 (23 from public, 23 from private and 23 from foreign bank users) filled up questionnaire were collected with strict supervision by respected faculty members of Stamford University Bangladesh. Same number of respondents was taken for maintaining equity in three types of banks users. Each question contained five point "Likert Scale" (1 = strongly disagree, 2 = disagree, 3 = moderate, 4 = agree and 5 = strongly agree).

To find if there is any significant effect of e-banking on Customer Retention among Private, Public and Foreign banks we used ANOVA (Analysis of Variance). To find if there is any correlation among the variables or factors we did a Factor Analysis. SPSS version 20 is used for data entry and statistical analysis. For text and documentation MS Office 2010 is used.

Findings & Analysis

ANOVA Test

The hypothesis for ANOVA was

Hypothesis 1: There is a significant effect of e-banking on Customer Retention among Private, Public and Foreign banks.
Here ANOVA (Analysis of Variance) is used to find if there is any significant effect of e-banking on Customer Retention among Private, Public and Foreign banks. Table 1 is shown in the appendix section.

ANOVA results which is shown in Table 1, has given us a clear picture of difference in theeffect of e-banking on customer retentionamong three categories of banks (public, private and foreign). Thus the hypothesis has been accepted.That means, the effects of e-banking on customer retention among private, public and foreign banks aredifferent. Because the significance value(p value) isless than 0.05 for all variables. After analysis the differences, we have used Fisher's LSD Method as post-hoc for each variable to understand where the differences is significant. The corresponding results are shown in Table 2 which is given in appendix section.

The first factor for the effect of e-banking on customer retentionis "You are satisfied in the bank's service quality". For its multiple comparison (Table: 2) we have seen that there is a significant difference between public and foreign banks (p-value < .05). Again, there is a significant difference between private and foreign banks (p-value < .05). So, the service quality of public and private banks is similar (p-value >.05). Therefore, foreign banks give the best service quality whether public and private banks give the same type of service in Bangladesh.

The second factor is "The bank is well known and has a good reputation". For its multiple comparison (Table: 2) we have seen that there is a significant difference between public and private banks (p-value < .05). Again, there is a significant difference between public and foreign banks (p-value < .05). The resultis same for both foreign and private banks (p-value >.05). Therefore, both of those banks have good reputation in Bangladesh. But public banks have better reputation than both of those types of banks.

From third to ninth factors for the effect of e-banking on customer retention, the results have shownsimilar results like factor 1 in multiple comparison (Table: 2). Foreign & public and foreign & private banks have shown significant difference (p-value < .05). That means, foreign banks have shown better result than both the public and private banks to provide sufficient information to the customers in case of any problem (factor 3), to help the customers willinglyand provide best service (factor 4), to resolve any problem about online transaction very quickly (factor 5), to give easy and reliable operating function for online transaction (factor 6), to keep promise within certain time (factor 7), to maintain a promising bank site with sufficient information about the its service (factor 8), to provide sufficient and accurate information to its customers (factor 9). The factors have shown similar results for both public and private banks (p-value >.05).

The tenth factor is" The information context and texts are easy to understand". This factor has shown similar result like factor 2. So, the information context and texts for public banks than private and foreign banks are easy to understand as those papers are written in Bengali.

From eleventh to eighteenth factor in the multiple comparisons (Table: 2), we have found out that, foreign banks have shown better result than both public and private banks. Here, foreign & public banks and foreign & private banks have shown significant difference in results (p-value<.05). Otherwise, public and private banks have shown similarity (p-value>.05). According to our analyses, in foreign banks customers areable to get in the site quickly (factor 11), it is easy for them to complete a transaction quicklythrough the bank's website (factor 12), foreign banks have enough privacy and security on their information that were given to the bank (factor 13), they feel safe while doing transaction with the bank (factor 14), the bank's site is secure for credit card information (factor 15), foreign banks will not misuse customer's information (factor 16), these banks are responsible enough towards its customers (factor 17), and finally foreign banks do not compromise with the service quality and customer preference (factor 18).

Foreign banks have shown better result than both public and private banks for all factors except second & tenth factors. Here, public and private banks have shown similar result. Factor 2 and 10 has shown better result for public banks. For these two factors private and foreign banks have shownsimilar result.

Factor Analysis

Factor analysis is the best way to find the influential factors among variables. At first we see if there are significant correlations among at least some of the variables. Then, for Extraction Method this analysis uses Principal Component Analysis to see how many variables are extracted (eigen value > 1). This analysis shows the most correlated pair of factors by a Rotation Method named Varimax with Kaiser Normalization. The hypothesis for factor analysis was:

Hypothesis 2: The factors of e-banking have significant correlations.

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.776
Bartlett's Test of Sphericity	Approx. Chi-Square	454.887
	df	153
	Sig.	**.000***
*p-value<.001		

The KMO &Bartlett's test (Table: 3)has shown that, there are significant differencesamong the correlations of some factors (p-value<.001).

Table 4: Total Variance Explained

Component	Eigen values		
	Total	% of Variance	Cumulative %
1	6.106	33.924	33.924
2	1.464	8.134	42.058
3	1.433	7.961	50.019
4	1.200	6.667	56.686
5	1.033	5.737	62.423

Table 4 has shown that five factors are extracted which contained eigen value greater than 1. Those factors contained approximately 62 percent of total variation. Here as extraction method, Principal Component Analysis is used.

Table 5.1: Extracted Factor 1 (Better Service Quality)

F8	The site of the bank gives sufficient promises to its customers about their service	.595
F9	The bank provides sufficient and accurate information to its customers	.718
F11	You are able to get in the site quickly	.661
F12	It is easy to complete a transaction quickly through the bank's website	.635

As factors 8, 9, 11 and 12 have made the first influential extracted factor 1: "Better Service Quality" (Table 5.1).For thisstatement which held the highest 0.718 loadings is "The bank provides sufficient and accurate information to its customers" (F9).

Table 5.2: Extracted Factor 2 (Easy Online Service)

F6	The function of the online transaction is easy to operate and you rely on it	.629
F7	When the bank promises you to do something within a certain time, it does so	.699
F10	The information context and texts are easy to understand	.802
F17	The bank is responsible enough to its customers	.487
F18	The bank does not do any compromise with the service quality and customer preference	.529

We have got factors 6, 7, 10, 17 and 18 for making extracted factor 2: "Easy Online Transaction" (Table 5.2). Here, "The information context and texts are easy to understand"(F10) which has contained the highest 0.802 loadings.

Table 5.3: Extracted Factor 3 (Good Reputation)

F1	You are satisfied with the bank's service quality	.659
F2	The bank is well known and has a good reputation	.803
F4	The bank helps its customer willingly and provides best service	.465
F15	The bank's site is secure for credit card information	.398

Then, we havefactors 1, 2, 4 and 15 which has created the nextextracted factor 3: "Good Reputation" (Table 5.3). For this third factor, "The bank is well known and has a good reputation" (F2)has got the highest 0.803 loading.

Table 5.4: Extracted Factor 4 (Safe Online Transaction)

F5	The bank resolves any problem very quickly which encounters with the online transaction	.450
F4	You feel safe while doing transaction with the bank	.771
F16	The bank will not misuse your information	.705

After that, we found factors 5, 14 and 16have made the extracted factor 4:"Safe Online Transaction"(Table 5.4). For this the highest 0.771 loading is contained by "You feel safe while doing transaction with the bank" (F4).

Table 5.5: Extracted Factor 5 (Good Security)

F3	The bank provides sufficient information when customer needs it in case of any problem	.522
F13	You have enough privacy and security on your information that you have given to the bank	.813

Finally, the extracted factor 5:"Good Security" is made from factors 3 and 13 (Table 5.5). Here, "You have enough privacy and security on your information that you have given to the bank" (F13) has contained the highest 0.813 loading.

Conclusion

Public banks give huge facilities to its customers. But their service system is very slow. E-banking is not even introduced to many customers yet. But they are trustworthy. They use their communication in Bengali more. So they retain more customers. On the other side, private banks are more popular and reliable to urban people in Bangladesh. They introduce e-banking and are giving good services to the customers. They retain more customer than public now-a-days. Foreign banks give better e-banking facilities than private banks. Money can be sent as well as received through this type of banks. Private banks can only receive money from abroad. Public banks just send and receive throughout the country. But in our study, we have focused on theeffect of e-banking on customer retention. On this basis, we have found out similar results for both public and private banks. But foreign banks have shown better result than both public and private banks for all factors except second (well known and good reputation) & tenth (context and texts are easy to understand) factors. For public banksthese twovariables have shown better results. For those two factors private and foreign banks both has given similar results.

From factor analysis, it has been found that the good correlated combinations of the 18 factors from which we have got 5 extracted factors. Factors 8, 9, 11 and 12 are well correlated and have represented "Better Service Quality". Factors 6, 7, 10, 17 and 18 have represented"Easy Online Transaction". Factors 1, 2, 4 and 15 are well correlated and have represented"Good Reputation". After that, factors 5, 14 and 16have represented "Safe Online Transaction". Finally, Factors 3 and 13 are well correlated and have represented "Good Security".

Limitations

- Due to the unavailability of enough time, the data had only been collected from the clients of selected banks, which may be a blemish in representing the factual scenario of the relationship between measured variables.
- The responses cannot be guaranteed completely out of bias and personal opinion. Since the respondents were very busy and some of them choose the answer just for the sake of completing the survey quickly.

Recommendations

- Now a day, the situation of information technology is improving gradually in Bangladesh. The connectivity of the internet is improving at an increasing rate. An effective research can be carried out in the near future if connectivity and network improvements are possible.
- Public banks are still lagging behind in using electronic banking. They should pay more attention in this sector. They should develop more strategies so that the valuable clients can be retained.
- This survey was conducted only on 8 banks (public, private and foreign) in Bangladesh. A study on a large population sample is likely to give more accurate results. If it contained a large sample size, it would give more accurate information and result.
- At present, the people of Bangladesh are getting habituated in using the electronic banking services. So it is recommended that more research can be made on the effect of electronic banking in customer retention.
- Necessary steps should be taken to make the electronic banking services more efficient and user friendly.

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Appendix

Table 1: ANOVA test for the effect of e-banking on Customer Retention among Private, Public and Foreign banks

Variables		Sum of Squares	degrees of freedom	Mean Square	F	Significance value
1. You are satisfied with the bank's service quality	Between Groups	5.826	2	2.913	7.677	.001*
	Within Groups	25.043	66	.379		
	Total	30.870	68			
2. The bank is well known and has a good reputation	Between Groups	5.826	2	2.913	10.681	.000*
	Within Groups	18.000	66	.273		
	Total	23.826	68			
3. The bank provides sufficient information when customer needs it in case of any problem	Between Groups	4.551	2	2.275	5.757	.005*
	Within Groups	26.087	66	.395		
	Total	30.638	68			
4. The bank helps its customer willingly and provides best service	Between Groups	4.986	2	2.493	5.468	.006*
	Within Groups	30.087	66	.456		
	Total	35.072	68			
5. The bank resolves any problem very quickly which encounters with the online transaction	Between Groups	9.420	2	4.710	13.803	.000*
	Within Groups	22.522	66	.341		
	Total	31.942	68			
6. The function of the online transaction is easy to operate and you rely on it	Between Groups	15.681	2	7.841	17.199	.000*
	Within Groups	30.087	66	.456		
	Total	45.768	68			
7. When the bank promises you to do something within a certain time, it does so	Between Groups	5.768	2	2.884	7.321	.001*
	Within Groups	26.000	66	.394		
	Total	31.768	68			

8.	The site of the bank gives sufficient promises to its customers about their service	Between Groups	4.522	2	2.261	4.917	.010*
		Within Groups	30.348	66	.460		
		Total	34.870	68			
9.	The bank provides sufficient and accurate information to its customers	Between Groups	3.159	2	1.580	3.918	.025*
		Within Groups	26.609	66	.403		
		Total	29.768	68			
10.	The information context and texts are easy to understand	Between Groups	6.290	2	3.145	7.041	.002*
		Within Groups	29.478	66	.447		
		Total	35.768	68			
11.	You are able to get in the site quickly	Between Groups	14.812	2	7.406	14.450	.000*
		Within Groups	33.826	66	.513		
		Total	48.638	68			
12.	It is easy to complete a transaction quickly through the bank's website	Between Groups	9.420	2	4.710	6.982	.002*
		Within Groups	44.522	66	.675		
		Total	53.942	68			
13.	You have enough privacy and security on your information that you have given to the bank	Between Groups	6.116	2	3.058	7.098	.002*
		Within Groups	28.435	66	.431		
		Total	34.551	68			
14.	You feel safe while doing transaction with the bank	Between Groups	4.522	2	2.261	4.457	.015*
		Within Groups	33.478	66	.507		
		Total	38.000	68			
15.	The bank's site is secure for credit card information	Between Groups	4.551	2	2.275	4.112	.021*
		Within Groups	36.522	66	.553		
		Total	41.072	68			
16.	The bank will not misuse your information	Between Groups	2.696	2	1.348	3.268	.044*

17.	Within Groups	27.217	66	.412			
	Total	29.913	68				
18. The bank is responsible enough to its customers	Between Groups	5.768	2	2.884	6.166	.004*	
	Within Groups	30.870	66	.468			
	Total	36.638	68				
19. The bank does not do any compromise with the service quality and customer preference	Between Groups	5.768	2	2.884	7.084	.002*	
	Within Groups	26.870	66	.407			
	Total	32.638	68				

*p value < 0.05

Table 2: Multiple Comparisons for the effect of e-banking on Customer Retention among Private, Public and Foreign banks

LSD							
E-banking Factors (Dependent Variable)	**(I) bank**	**(J) bank**	**Mean Difference (I-J)**	**Standard Error**	**Significance value**	**95% Confidence Interval**	
						Lower Bound	**Upper Bound**
1. You are satisfied with the bank's service quality	public	private	.217	.182	.236	-.15	.58
		foreign	-.478*	.182	.011	-.84	-.12
	private	public	-.217	.182	.236	-.58	.15
		foreign	-.696*	.182	.000	-1.06	-.33
	foreign	public	.478*	.182	.011	.12	.84
		private	.696*	.182	.000	.33	1.06
2. The bank is well known and has a good reputation	public	private	-.478*	.154	.003	-.79	-.17
		foreign	-.696*	.154	.000	-1.00	-.39
	private	public	.478*	.154	.003	.17	.79
		foreign	-.217	.154	.163	-.52	.09
	foreign	public	.696*	.154	.000	.39	1.00
		private	.217	.154	.163	-.09	.52
3. The bank provides sufficient information when customer needs it in case of any problem	public	private	-.043	.185	.815	-.41	.33
		foreign	-.565*	.185	.003	-.94	-.20
	private	public	.043	.185	.815	-.33	.41
		foreign	-.522*	.185	.006	-.89	-.15

	foreign	public	.565*	.185	.003	.20	.94
		private	.522*	.185	.006	.15	.89
4. The bank helps its customer willingly and provides best service	public	private	.087	.199	.664	-.31	.48
		foreign	-.522*	.199	.011	-.92	-.12
	private	public	-.087	.199	.664	-.48	.31
		foreign	-.609*	.199	.003	-1.01	-.21
	foreign	public	.522*	.199	.011	.12	.92
		private	.609*	.199	.003	.21	1.01
5. The bank resolves any problem very quickly which encounters with the online transaction	public	private	.217	.172	.211	-.13	.56
		foreign	-.652*	.172	.000	-1.00	-.31
	private	public	-.217	.172	.211	-.56	.13
		foreign	-.870*	.172	.000	-1.21	-.53
	foreign	public	.652*	.172	.000	.31	1.00
		private	.870*	.172	.000	.53	1.21
6. The function of the online transaction is easy to operate and you rely on it	public	private	-.174	.199	.386	-.57	.22
		foreign	-1.087*	.199	.000	-1.48	-.69
	private	public	.174	.199	.386	-.22	.57
		foreign	-.913*	.199	.000	-1.31	-.52
	foreign	public	1.087*	.199	.000	.69	1.48
		private	.913*	.199	.000	.52	1.31
7. When the bank promises you to do something within a certain time, it does so	public	private	.087	.185	.640	-.28	.46
		foreign	-.565*	.185	.003	-.93	-.20
	private	public	-.087	.185	.640	-.46	.28
		foreign	-.652*	.185	.001	-1.02	-.28
	foreign	public	.565*	.185	.003	.20	.93
		private	.652*	.185	.001	.28	1.02
8. The site of the bank gives sufficient promises to its customers about their service	public	private	.174	.200	.388	-.23	.57
		foreign	-.435*	.200	.033	-.83	-.04
	private	public	-.174	.200	.388	-.57	.23
		foreign	-.609*	.200	.003	-1.01	-.21
	foreign	public	.435*	.200	.033	.04	.83
		private	.609*	.200	.003	.21	1.01
9. The bank provides sufficient and accurate information to its customers	public	private	.304	.187	.109	-.07	.68
		foreign	-.217*	.187	.020	-.59	.16
	private	public	-.304	.187	.109	-.68	.07
		foreign	-.522*	.187	.007	-.90	-.15
	foreign	public	.217*	.187	.020	-.16	.59

Item							
		private	.522*	.187	.007	.15	.90
10. The information context and texts are easy to understand	public	private	.348*	.197	.002	-.05	.74
		foreign	-.391*	.197	.041	-.78	.00
	private	public	-.348*	.197	.002	-.74	.05
		foreign	-.739	.197	.060	-1.13	-.35
	foreign	public	.391*	.197	.041	.00	.78
		private	.739	.197	.060	.35	1.13
11. You are able to get in the site quickly	public	private	.261	.211	.221	-.16	.68
		foreign	-.826*	.211	.000	-1.25	-.40
	private	public	-.261	.211	.221	-.68	.16
		foreign	-1.087*	.211	.000	-1.51	-.67
	foreign	public	.826*	.211	.000	.40	1.25
		private	1.087*	.211	.000	.67	1.51
12. It is easy to complete a transaction quickly through the bank's website	public	private	.217	.242	.373	-.27	.70
		foreign	-.652*	.242	.009	-1.14	-.17
	private	public	-.217	.242	.373	-.70	.27
		foreign	-.870*	.242	.001	-1.35	-.39
	foreign	public	.652*	.242	.009	.17	1.14
		private	.870*	.242	.001	.39	1.35
13. You have enough privacy and security on your information that you have given to the bank	public	private	-.043	.194	.823	-.43	.34
		foreign	-.652*	.194	.001	-1.04	-.27
	private	public	.043	.194	.823	-.34	.43
		foreign	-.609*	.194	.002	-1.00	-.22
	foreign	public	.652*	.194	.001	.27	1.04
		private	.609*	.194	.002	.22	1.00
14. You feel safe while doing transaction with the bank	public	private	-.435	.210	.052	-.85	-.02
		foreign	-.609*	.210	.005	-1.03	-.19
	private	public	.435	.210	.052	.02	.85
		foreign	-.174*	.210	.011	-.59	.25
	foreign	public	.609*	.210	.005	.19	1.03
		private	.174*	.210	.011	-.25	.59
15. The bank's site is secure for credit card information	public	private	.043	.219	.843	-.39	.48
		foreign	-.522*	.219	.020	-.96	-.08
	private	public	-.043	.219	.843	-.48	.39
		foreign	-.565*	.219	.012	-1.00	-.13

	foreign	public	.522*	.219	.020	.08	.96
		private	.565*	.219	.012	.13	1.00
16. The bank will not misuse your information	public	private	.174	.189	.362	-.20	.55
		foreign	-.304*	.189	.013	-.68	.07
	private	public	-.174	.189	.362	-.55	.20
		foreign	-.478*	.189	.014	-.86	-.10
	foreign	public	.304*	.189	.013	-.07	.68
		private	.478*	.189	.014	.10	.86
17. The bank is responsible enough to its customers	public	private	.087	.202	.668	-.32	.49
		foreign	-.565*	.202	.007	-.97	-.16
	private	public	-.087	.202	.668	-.49	.32
		foreign	-.652*	.202	.002	-1.05	-.25
	foreign	public	.565*	.202	.007	.16	.97
		private	.652*	.202	.002	.25	1.05
18. The bank does not do any compromise with the service quality and customer preference	public	private	-.087	.188	.645	-.46	.29
		foreign	-.652*	.188	.001	-1.03	-.28
	private	public	.087	.188	.645	-.29	.46
		foreign	-.565*	.188	.004	-.94	-.19
	foreign	public	.652*	.188	.001	.28	1.03
		private	.565*	.188	.004	.19	.94
*The mean difference is significant at 0.05 level.							

Factors Affecting Work-life Conflict of the Employees of Private Sector in Bangladesh: An Empirical Study

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Abstract

Work-life conflict is an unavoidable phenomenon in the workplace. The study examines the factors affecting on private sectors employees' work-life conflict in Bangladesh. The results of this exploratory research suggest that employees in Bangladesh had experiences of time-based conflicts, strain-based conflicts, and behavior-based conflicts in their workplaces, which impacted negatively on their work, family, and health. It was predicted that perceived work-life balance fosters job satisfaction which leads to the organizational commitment among employees in the long run. The literature shows that work-life balance is a central issue affecting everyone's life. Quantitative research methods were used for the studyby forming a questionnaire, and a sample population was chosen amongst participants who were single and married, female and male, with and withoutchildren, by using a convenient sampling method. Aim of this questionnaire is to study determinants and their effects on work and personal life of employees. Results showed that, frontline private employees perceived on a general basis that their work and life are not balanced in with their current jobs. Respondents have moderate level of perceived work-life balance, job satisfaction and commitment. On a larger scale, the results of this research are aimed at clarifying the suggested solutions to improve and enriching the concept of work and life balance of private sector employees' in Bangladesh.

Keywords: Work-life conflict, Work-life balance

Introduction

In Present period work-life balance has become an increasingly pervasive concern to both the employers and employees of most organizations. Work-life balance which primarily deals with an employee's ability to properly prioritize between work and his or her lifestyle, social life, health, family etc., is greatly linked with employee productivity, performance and job satisfaction. .In every workplace, the structure of quality and performance are usually developed according to the potential of each individual or team, which are ultimately translated as their association, dedication

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or passion for the work or the incorporating workplace. However, this might not be the case at all when the way each individual performs his or her activities depends primarily on how he or she creates a balance between the household and workplace, while also facilitating the factor of quality within both premises and domains. In real working environments, however, the later perception is rarely maintained, which is the reason human resources are rarely utilized effectively. This report is intended to investigate work and family issues in the private sector in the Bangladesh context in order to gain a better picture and understanding thereof; and subsequently provide invaluable suggestions in creating a comprehensive work-life balance approach to improve the position of an employee. On a larger scale, the results of this research are aimed at clarifying and enriching the concept of work and life balance in the private industry and simultaneously to providing insights into the decision-making processes, in bringing about a sustainable approach to boost productivity among private sector employees through a comprehensive strategy on work-life balance.The responsibility for personal work-life balance does not only lie on individuals themselves, but the organizations and governments play an important role in treating this issue as well.

Objectives of the study

1. To investigate the influencing factors of work-life conflict
2. To assess the conflicts between professional and personal life of employees in the private sector of Bangladesh.
3. To determine if there any significant solutions to improve the work-family conflict of private sector employees' in Bangladesh.

Literature review

The work-life, or work-family, balance is a frequently cited phenomenon. As stated by Greenhaus, Collins and Shaw (2003, p. 511), the term can be used either as a noun, or as a verb or even an adjective. Various definitions of work-life balance have been proposed by researchers in the past. Kirchmeyer (2000, p. 81) perceives a balanced life as "achieving satisfying experiences in all life domains". He further states that "energy, time, and commitment" need to be equally spread across all domains in order to achieve life satisfaction. Clark (2000) points out the importance of minimizing the role conflict between work and family life when it comes to balance in life and overall life satisfaction. Individuals are facing a work and life a misbalance and as a result, they report a lower overall quality of life (Kossek/Ozeki 1998). Negative developments in work-life balance are caused by boundaries between work and home domains, especially long working hours, working overtime and prolonged physiological activation as a result of pre-occupation with work (Fritz/Sonnentag 2005; VanHoof/Geurts/Kompier/Taris 2007; Akerstedt 2006).

Typically, many individuals assume balance is a gendered concept (Aburdene & Naisbitt, 1992; English, 2003; Goode, 1960; Stephens, 1994) that applies only to women. Recently, several studies have revealed that the construct applies to professionals of both genders and at various levels of their professional careers (Armour, 2003; Blair-Loy, 2003; Byalick & Saslow, 1993). Nevertheless, work life balance is not simply essential for the health and well-being of individuals, but is also cost-efficient and stability enhancing for institutions and work-environments (Perrons, 2003).

The role of control is very important when it comes to daily life. Having a personal control over one's life plays a significant role when it comes to satisfaction and well-being (Langer/Rodin 1976,

Pulkkinen et al. 1998, Marmot e al. 1991, Marmot 2004). The reasons for the importance of control over time are purely instrumental. Eriksson, Rice and Goodin (2007, p. 513) believe that "the more control you have, the more you get what you want". Peterson (1999) states that if an individual believes in his or her ability to have an impact on what happens, it is more likely that this person is able to solve a problem which again leads to a higher number of problems being solved and thus a higher level of life satisfaction and sense of well-being. Marks and MacDermid (1996) propose three components of work-life balance:

• **Time balance:** the same amount of time spent with work activities and free time or family roles.

• **Involvement balance:** the same intensity of psychological devotement in work and free time or family.

• **Satisfaction balance:** the same level of satisfaction with both.

As indicated and reported in The Human Solutions Report (Lowe, 2007), a sizeable number of employees are suffering from an imbalanced and sunken work-life quality. The same report has documented that dual-earner families have escalated over the course of time while the job performance expectations have also increased. Thus, work-life balance has become both a dream and a mission to achieve. In this vein, both parties – the employers and employees – have to meet midway and together and explore ways under which work and life quality can be addressed.

Work life balance has always been a concern of those interested in the quality of working life and its relation to broader quality of life (Guest, 2002). Greenhaus and Beutell (1985) and Greenhaus, Parasuraman, Granrose, Rabinowitz, and Beutell (1989) examined the antecedents of conflict between family and work, Goodstein (1994) and Ingram and Simons (1995) presented an institutional perspective on organizations responses to work-family issues. In addition, Campbell and Kennard (1994) have studied the effects of family responsibilities on the work commitment and job performance of women.

The study of Greenhaus, Collins & Shaw in 2003 (as cited in "The Case for Work/Life Balance", 2005) explored and measured three aspects of work-life balance namely: (1) Time balance, which concerns the amount of time given to work and non-work roles; (2) Involvement balance, meaning the level of psychological involvement in, or commitment to, work and non-work roles; and (3) satisfaction balance, or the level of satisfaction with work and non-work roles. The ability to balance between workplace's needs and personal life's needs is perceived as an important issue among workers globally and academics in higher education institutions were not excluded (Mohd Noor, Stanton, & Young, 2009). Work life balance has been studied within the context of business, for-profit organizations (Blair-Loy, 2003; English, 2003; Stephens, 1994). It has also been explored within higher education organizations (Johnsrud & Rosser, 2000). Past research has consistently demonstrated that work-family interface is prevalent and, being an important source of stress, has negative impact on employees" well-being and family relationships (Geogins, 1991; Voydanoff, 1987; Williams & Alliger, 1994).

Different authors have attempted to explain and emphasized the interconnection of work and personal life in the organization setting, namely: (1) "the compensation effect implies that employees tend to compensate for low work or personal life satisfaction by seeking contentment in

the other domain"; and (2) "the spill-over view that indicates that job satisfaction spills over into one's work life and vice versa." (Bruck Allen & Spector, 2002; Gibson, Ivancevich, Donnelly & Konopaske, 2006).Gibson et al. (2006: 197-198).

The concept of work life has been abstracted from the job satisfaction level of an employee, which is an extrinsic factor of job satisfaction. It aimed to provide quality of life for an employee at the same time retaining the productivity levels of an employee at the work place.

Research methodology

Questionnaire

The main research instrument that has been employed in this research is the questionnaire. The author has mainly based the instrument on the qualitative studies of Lovhoiden et al (2011) and Wong &Ko (2009). The different statements included in the survey are, therefore, adapted from previous research or developed specifically for the study. The questionnaire is divided into three different parts. The first part is the demographic section that includes gender, highest educational attainment, marital status, age, total number of children under the support of the respondent, current position or job assignment, department or workstation.

The second part of the questionnaires is about Work-Family Conflicts and this section covers the (1) experience, (2) perceptions on the causes, and (3) consequences of Work-Family Conflicts. The third and final part is about experiences encountered that form part of Work-Family Enrichment. This third part of the questionnaire looks into the different Work-Family Enrichment experiences encountered by the bottom-line employees. The study of Lovhoiden et al (2011) found evidence of instrumental and affective Work-Family Enrichment. Wong & Ko (2009) discovered seven factors on employee perception on work and life balance issues and these are (1) enough time-off from work; (2) workplace support on work–life balance; (3) allegiance to work; (4) flexibility on work schedule; (5) life orientation; (6) voluntary reduction of contracted hours to cater for personal needs; and (7) upkeep the work and career—the determinants perceived by employees to attain ''better'' work–life balance in the dynamic organization environment.

Sample

The questionnaire will be distributed among employees from different administrative and operational departments in the private sector in Dhaka City such as private bank, IT sector, Pharmaceuticals limited. A purposive sampling approach has been employed as the author sought for a group of individuals from both genders that meet several requirements to facilitate the discussion of Work-Family Conflicts and Work-Family Enrichment. These requirements were as follows: (1) The respondents should be frontline employees and that (2) they should have childcare or family responsibilities.

Determining the Target Respondents

The required target respondents of this study are the must not be supervising or managing any other employee, and are reporting to a higher authority. They must be working on regular basis and status and have stayed for two years in their respective organization. Thus, this research did not cover part-time employees. Specifically, the targeted respondents must have family and/or childcare responsibilities, in various capacities such as married or cohabiting (such as live-in partnerships), have children and/or are living with relatives.

Discussions and Findings

Profile of the respondents

60 valid respondents were taken from the different top Organizations in the Dhaka who are in full-time employment for a minimum of more than a year. Employees are assigned in different departments such as front desk, Sales, Marketing, Accounts, Customer care, Business Development, IT Operation, Administration and others. A summary of the demographic profile of respondents is presented in tables in the following paragraphs.

Table : 1 Gender profile of respondents

	Frequency	Percentage
Male	32	53.33%
Female	28	46.67%
Total	60	100%

The above result shows that 46.67 per cent of the respondents are female while 53.33 per cent are male. Thus, majority of the respondents are male.

Education

Table : 2 Educational background of the respondents

	Frequency	Percentage
High School	0	0
College	0	0
Vocational	5	8.33%
Bachelor's Degree	38	63.33%
Masters Degree	17	28.34%
Others	0	0
Total	60	100%

The above result shows that 8.33 per cent of the respondents were Vocational degree holder; 63.33 per cent were bachelor's degree holder; and the remaining 28.34 per cent were master's degree holder. Majority of the respondents are bachelor's degree holders while minorities of the respondents are high school graduates.

Marital status

Table 3:Marital status of respondents

	Frequency	Percentage
Single	12	20%
Married	46	76.66%
Divorced	2	3.34%
Widowed	0	0
Total	60	100%

The above table, Table 3, shows that summary of the marital statuses of the respondents. The results constitute that of 76.66 per cent of respondents are married while 20 per cent are single; 3.34 per cent are divorced. Thus, majority of the respondents are married while minorities of the respondents are separated.

Age Table4 :Age of the respondents

	Frequency	Percentage
25 or Below	7	11.66%
25-30	24	40%
30-40	26	43.33%
41 or above	3	5.01%
Total	60	100%

The above table, Table 4, shows that 11.66 percent ofthe respondents are 25 years or below.40 Percent are belong to the age bracket 25-30, 43.33 percent have the ages from 30-40 years and 5.01 percent are 41 years or above. Majority of the respondents are 30-40 years old while minority of the respondents are 41 or above.

Children

Table 5:Number of Children of the respondents

	Frequency	Percentage
0-1	25	41.67%
2-3	28	46.67%
More than 3	7	11.66%
Total	60	100%

The above result shows that 46.67 per cent of the respondents have 2 to 3 children and 41.67 per cent have 0 to 1 children. Majority of the respondents have 2 to 3 children and minority of the respondents have more than 3 children.

Table 6: Mean and Standard Deviation Statistic of Factors making Work Life Balance harder:

Sr.	Factors	Mean*	Standard Deviation**
1	Deadlines and schedules	3.13 [a]	0.98
2	Type of work you do	2.81	0.87
3	No. of hours you need to work	2.68	0.93
4	Expectations/attitude of supervisor or mgr	2.7	0.93
5	Expectations/attitude of coworker	2.52	0.79
6	How easy/ difficult it is to take leave	2.98	0.79
7	Amount. of notice you get about the hours/overtime you need to work	2.27	0.73
8	Having to take additional work home	1.80	0.99
9	Amount of travel required	1.63 [b]	0.90
10	Times meeting/training are scheduled	2.43	0.79
11	Starting and finishing time	2.65	0.68

*The study used a 4-point Likert scale to measure level of perceptions among targeted respondents ranging from 4 to 1, where 4 = "Lot Harder" to 1 = "Doesn't apply to my job". N = 60. ** Standard Deviation*
a Highest mean among all work-life balance issues and/or conflicts.
b Lowest mean among all work-life balance issues and/or conflicts

As presented in Table 6, the statement, "Deadlines and schedule make work-life balance harder," scored the highest with a mean rating of 3.13. The statement, "amount of travel make work-life balance harder," scored the lowest with mean score of 1.63. The results strongly suggest that the private organization management must strive to address this concern of long and uncontrolled working hours and stressful schedule to promote work-life balance.

Table 7: Mean and Standard Deviation Statistic of current job parameter:

Sr.	Factors	Mean*	Standard Deviation**
1	Salary / Wages	2.78	0.93
2	Location of workplace	1.87	0.87
3	Holidays	3.04	0.86
4	Interest in job	2.93	1.02
5	Career development prospect	3.14[a]	0.84
6	Flexible working Hours	2.87	0.97
7	Leave Arrangement (Casual, Academic, Sick, Maternity/Parental etc.)	2.98	0.85
8	Training opportunities	2.41	0.92
9	Job security	1.84	0.88
10	Friendly People	1.73[b]	0.89

*The study used a 5-point Likert scale to measure level of perceptions among targeted respondents ranging from 5 to 1, where 5 = "Poor" to 1 = "Not Applicable". N = 60. ** Standard Deviation*
a Highest mean among all work-life balance issues and/or conflicts.
b Lowest mean among all work-life balance issues and/or conflicts.

As presented in Table 7, the statement, "Career development prospect," scored the highest with a mean rating of 3.14 among the current job parameters. The statement, "friendly people," scored the lowest with mean score of 1.73. This result highlighted that frontline employees as their major perception that they are not given the necessary explorations for their further career development prospect.

Table 8: Mean and Standard Deviation Statistic of Factors making family life and family responsibilities interfere with employee's performance on the job:

Sr.	Factors	Mean*	Standard Deviation**
1	Family matters reduce the time you can devote to your job	3.08[a]	1.16
2	Family worries or problems distract you from your work	2.91	1.09
3	Family activities stop you getting the amount of sleep you need to do your job well	2.73	0.94
4	Family obligations reduce the time you need to relax or be by yourself	2.26[b]	0.99

*The study used a 5-point Likert scale to measure level of perceptions among targeted respondents ranging from 5 to 1, where 5 = "Strongly agree to 1 = "Strongly disagree". N = 60. ** Standard Deviation*
a Highest mean among all work-life balance issues and/or conflicts.
b Lowest mean among all work-life balance issues and/or conflicts.

As presented in Table 8, the statement, "Family matters reduce the time you can devote to your job," scored the highest with a mean rating of 3.08. The statement, "Family obligations reduce the time you need to relax or be by you," scored the lowest with mean score of 2.26. This result suggests that the combination of heavy work commitments and extensive family responsibilities has put pressure on individuals and families to cope effectively with the stresses of this demanding life-style.

Table 9: Mean and Standard Deviation Statistic of Factors making job responsibilities interfere with employee's family life:

Sr.	Factors	Mean*	Standard Deviation **
1	Your job reduces the amount of time you can spend with the family	2.84	1.11
2	Problems at work make you irritable at home.	3.0[a]	0.95
3	Your work involves a lot of time away from home	1.77	0.85
4	Your job takes up so much energy you don't feel up to doing things that need attention at home	1.76[b]	0.94

*The study used a 5-point Likert scale to measure level of perceptions among targeted respondents ranging from 5 to 1, where 5 = "Strongly agree to 1 = "Strongly disagree". N = 60. ** Standard Deviation*
a Highest mean among all work-life balance issues and/or conflicts.
b Lowest mean among all work-life balance issues and/or conflicts.

As presented in Table 9, the statement, "Problems at work make you irritable at home making job responsibilities interfere with employee's family life," scored the highest with a mean rating of 3.0. The result clearly gives the view that because of stressful working condition, employees are not able to balance their family life and work.

Table 10: Mean and Standard Deviation Statistic of Factors of impact of work has on work life balance:

Sr.	Factors	Mean	Standard Deviation
1	Spending time with friends	2.23[b]	1.02
2	Get home on time	3.26[a]	1.12
3	Do any study or training you want to do	3.14	0.91
4	Take care of personal business	2.77	1.21
5	Keep healthy and fit, play sports other leisure activities	3.02	0.85
6	Take part in community activities or fulfill religious commitments	2.91	0.87
7	Take care of family and spend time with them	2.63	0.99

*The study used a 5-point Likert scale to measure level of perceptions among targeted respondents ranging from 5 to 1, where 5 = "Often" to 1 = "Never". N = 60. ** Standard Deviation*
a Highest mean among all work-life balance issues and/or conflicts.
b Lowest mean among all work-life balance issues and/or conflicts.

As presented in Table 10, the statement, "Get home on time," scored the highest with a mean rating of 3.26 while "Spending time with friends" scored the lowest with mean score of 2.23 among the factors of impact of work has on work life balance.

These problems can lead the employees to decrease job satisfaction; increase staff turnover and absenteeism; lower performance and increased job stress levels; and intention to leave the organization. Work-family conflict may be viewed as a stressor for individuals. Work-life conflict to be associated with a myriad of indicators of poor health and impaired wellbeing including: poorer mental and physical health; less life satisfaction; higher levels of stress; higher levels of emotional exhaustion; less physical exercise; higher likelihood to engage in problem drinking; increased anxiety and depression levels; poor appetite and; fatigue.

Conclusions and Recommendations

The results of this exploratory research suggest that employees in Bangladesh had experiences of time-based conflicts, strain-based conflicts, and behavior-based conflicts in their workplaces, which impacted negatively on their work, family, and health. Moreover, the frontline private employees have perceived on a general basis that their work and life are not balanced in with their current jobs. So, it is recommended that organization's management should take some initiatives to improve the work-life balance-

- Human resource department should conduct orientation and enculturation program (Cleveland, 2007) to open dialogue and communication between management and the frontline employees to clarify needs and issues to address work-life conflicts.

- Private organization management should introduce career development models in their organization so that every employee gets the opportunity to have their future career goal.

- Organization's management should have policies and practices such as dependent care; flexible work arrangements and changing the organization's work-family culture which can help their employees balance their work and family lives.
- To improve work-life balance, employer can introduce part-time, compensated reduced working hours, flexible working hours, flexible leave arrangements and compressed workweeks.

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An Insight of Tourism Opportunity in Bangladesh: A Case Study of Paharpur Buddhist Bihara

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Abstract

Bangladesh has plenty of opportunities of becoming a tourist nation, as it has rich archaeological, natural, ecological and other tourism sites to attract tourists. The country has many heritage sites, and among them, two locations are recognized as the World Cultural Heritage Sites e.g. Paharpur Buddhist Bihara and Bagerhat Sixty Dome Mosque. On the other hand, we have Early Historical Archaeological Sites; such as Wari-Batweshar, Mahasthangarh, etc. These Archaeological sites and the colourful lifestyle of the country have significantly enriched the entire cultural scenario of Bangladesh. Moreover, these sites also have full of prospects to improve the tourism sector of Bangladesh. In this context, it is necessary to promote tourism areas to enrich the tourism business of the country. In this paper, researchers have chosen Paharpur Buddhist Bihara which is declared as World Cultural Heritage Site by UNESCO to re-explore its universal and tourism value, identify the mismanagement issues to solve such problems and promote this site as Tourist Destination to earn more revenue.

Keywords: Tourism, World Cultural Heritage Site, Paharpur Buddhist Bihara

Introduction

Tourism is a composite of activities, services, and industries that deliver a travel experience to individuals and groups traveling from their homes for purposes of pleasure. The business sectors comprising the tourism industry include transportation, accommodations, eating and drinking establishments, shops, entertainment venues, activity facilities, and a variety of hospitality service providers who cater to individuals or groups traveling away from home (Cohen 2001: 181).

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In Bangladesh, the 'Tourism Sector' is still mistreated whereas it is one of the leading sectors as a source of income of India (Bhatia 2012: 35). Like India, many other countries of the world are emphasizing to conserve and preserve both their cultural and natural heritage sites to attract the tourists. However, different Archaeological Sites of the country, i.e. Paharpur Buddhist Bihara and Bagerhat Sixty Dome Mosque, Wari-Batweshar, Mahasthangarh, Mainamati Buddhist Bihara, Vikrampur Buddhist Bihara, etc. have plenty of opportunities regarding tourism business. In this paper, Paharpur Buddhist Bihara was selected as a study area which is one of the famous tourist sites in Bangladesh and already declared as World Cultural Heritage Site by UNESCO. The primary objective of this paper is to focus on the tourism opportunity as well as to look at the mismanagement issues of this historical heritage site of the country.

Literature Review

Mathieson and Wall (1982) created a good working definition of tourism as "the temporary movement of people to destinations outside their normal places of work and residence, the activities undertaken during their stay in those destinations, and the facilities created to cater to their needs" (Mathieson and Wall 1982: 35).

According to Macintosh and Goeldner (1986) tourism is "the sum of the phenomena and relationships arising from the interaction of tourists, business suppliers, host governments and host communities in the process of attracting and hosting these tourists and other visitors" (Macintosh and Goeldner, 1986: 75).

The Paharpur monastery is a historic monument owned by the Govt. of Bangladesh. The archaeological evidences indicate that the *Vajrayana*Buddhism was practiced in Bangladesh from the 7th century onwards, and it was a renowned intellectual centre in the Buddhist world until the 12th century. The Paharpur monastery was built by the Pala Emperor Dharmapala (*ca*. 770-810 AD). During the Pala period many Buddhist temples, monasteries and *stupas* were built under the royal patronage and Bengal became the center of Buddhist religion and culture. Paharpur Buddhist Bihara is also known as Somapura Mahavihara which was one of such institutions. In the last quarter of the 9th century AD the Pala Empire received a major setback by foreign invaders. However, Mahipala I was able to establish the second Pala Empire in the end of the 10th century AD and restored many Buddhist establishments in the country including Somapura Mahavihara. After Mahipala I and his son Navapala, the fortune of Pala dynasty again suffered reverse and Bengal was overrun in turn by the foreign invaders and a local Kaivarta chief named Divya and the Somapura Vihara was burnt by the Vangala army. In the last quarter of the 11[th]century the Pala dynasty was reestablished but in the 12th century the sovereignty of Bengal passed over to the Senas of South India, and the monuments at Paharpur suffered decline and disintegration never to be revived again.

The Buddhist Bihara of Paharpur was declared as 121st World Cultural Heritage by the Executive Board of UNESCO in Paris on 13th June 1985. It was a renowned seat of Buddhist theological practices and research, especially *Vajrayana* ritual. Hence historically famous teachers like Sriyanana Atish Dipankar, Ratnakara Santi and others stayed here for couple of years. The teachers of this monastery preached Buddhism in China and even in Sri Lanka (Singh 1982: 50). Therefore, the monastery is not the property of Bangladesh alone rather of the whole international community.

Study Area

Under this study, Paharpur Buddhist Bihara was selected as a study area which is located at Paharpur, a small village of Paharpur Union of Badalgachi Upazila under the district of Naogaon in the north-west part of Bangladesh. It is 5 km west of Jamalganj Railway Station, 14 km of Jaypurhat, and 25 km north of Naogaon district headquarters. It was visited and described by Buchanan Hamilton as early as 1807-12, Westmacott in 1875, and Sir Alexander Cunningham, the then Director General of Archaeological Survey of India, in 1879. Cunningham intended to carry out an excavation in the mound but was prevented by the Zamindar of Balihar, the owner of the land. So, he had to be satisfied with a limited excavation in a small part of the monastic area and at the top of the central mound only, however unveiled the ruins of a square tower of 6.7m side with a projection in the middle of each side. Consequently the site was placed on the list of protected monuments by the Archaeological Survey of India in 1919 under the provisions of Ancient Monuments Preservation Act, 1904 (Zakaria 1984: 23).

Research Methodology

Both the primary and secondary data were collected to re-explore an insight of tourism opportunities of Bangladesh, especially on the Paharpur Buddhist Bihara. For this, an extensive literature review was carried out to understand the value of World Cultural Heritage Sites of the country and their role or prospects in the tourism sector. Moreover, Key Informant Interview (KII) with the Government Officials, teachers, students and the local peoples were conducted to identify the mismanagement of the study area and also to assemble their recommendation to enrich the tourism facilities for the domestic and overseas tourists.

Aesthetic, Architectural and Artistic Value

The Paharpur Monastery complex is a unique architectural structure which has profound aesthetical and artistic value. It consists of a colossal temple of a cross-shaped floor plan in the centre of the courtyard and with an elaborate gateway on the north. This feature influenced the Buddhist architecture in Cambodia and Java (Indonesia). The architectural remains of Paharpur represent the most spectacular and magnificent monument in Bangladesh and the single largest Buddhist monastery south of the Himalayans (Zakaria 1984: 52). The 3 tier walls of the central shrine decorated with terracotta plaques. It is highly impressive. Even the subject matter of the scenery depicted in its terracotta plaques was of diverse orders, i.e., folk, everyday life, religious, economic, flora, fauna, etc. Some of the scenery was also associated with *Saiva*, *Trantic*, *Laukalisha* and *Krisna* cults. It yielded 63 stone sculptures and minor artifacts also (Singh 1982: 44).

Figure 1: Pharpur Buddhist Bihara*(Source: Oitihya Onweshan 2012)*

Tourism Value

As the Paharpur World Heritage site is an important tourism site of the country, a different group of people regularly visits the place all the year round. It is explored that, during the 'Peak Season' (October to April) the number of visitors is around thousand people per day. Around 200 to 300 people visited the place during the 'Off Season' which starts from May to September. According to the report of Department of Archaeology, the visitor's rate is in increasing trend. Usually, two types of visitors (Table 1), i.e. local peoples or natives and foreigners from different age and professional groups like farmers, businessmen, housewives, schoolchildren, a schoolteacher, college, university students, Government organizations and Non-Government Organization (NGO) professionals, researchers, etc. visits the sites. Moreover, many students from different disciplines like Archaeology, History, Architecture, Fine Arts, Iconography, Art History, Islamic History, and Culture, etc. repeatedly conduct their study tours at Paharpur World Heritage Site (PWHS) for research purposes. Therefore, PWHS represents itself as an open-air museum for the students over the years. This site is also frequently used as a venue for various workshops and seminars on conservation, site management, and tourism. Consequently, the Government of Bangladesh earns a good amount of money or can earn huge amount of revenue from this tourism site. During the field survey, the local people (small businessman, shopkeepers, and hawkers, etc.) also revealed that their livelihood sustenance is more dependent on the number of visitors on a particular month. During the Off Seasons, their monthly income is low from the Peak seasons.

Table 1: Yearly Visitor Status (2006-2016)

Financial year	Ticket sold (native adult)	Ticket sold (native child)	Ticket sold (foreign visitors)	Total	Yearly Growth rate (%)
July 2006-June 2007	73504	7680	-	81184	
July 2007-June 2008	81200	6345	-	87545	7.84
July 2008-June 2009	74650	5690	-	80340	-8.23
July 2009-June 2010	64746	-	707	65453	-18.53
July 2010-June 2011	76168	-	591	76759	17.27
July 2011-June 2012	93848	-	957	94805	23.51
July 2012-June 2013	91433	-	1038	92471	-2.46
July 2013-June 2014	98391	-	1253	99644	7.76
July 2014-June 2015	145400	-	1224	146624	47.15
July 2015-June 2016	154880	-	1531	156411	6.67
Total	954220	19715	7301	981236	

Source: Department of Archaeology, Bangladesh

Table 2:Yearly Revenue of PWHS from 2008 to 2016

Fiscal Year	Total Amount (Taka)
2008-2009	2,44,558.00
2009-2010	5,18,601.00
2010-2011	5,34,940.00
2011-2012	7,24,654.00
2012-2013	12,50,541.00
2013-2014	14,18,815.00
2014-2015	19,78,495.00
2015-2016	21,56,894.00

Source: Department of Archaeology, Bangladesh
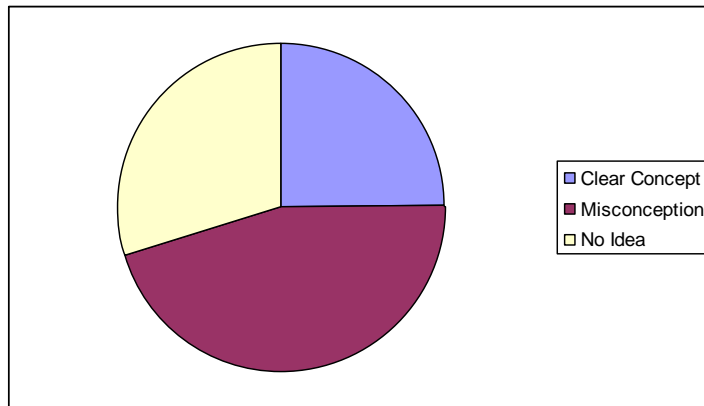
Figure 2: The concept rate of visitors about Pahapur (Oitihya Onweshan 2012)

➢ Every year a group of people visits Paharpur, but only 25% visitors have a clear concept on the Bihara. Alternatively, 45% visitors have misconception and 30% visitors have no idea on PWHS. As the maximum visitors have no idea about the importance of Paharpur, they do not care about the conservation of the environment of this tourism site.

➢ During the field survey, it was observed that polythene bags, chips packets, papers, cigarette packs, cigarette filter, nutshell, stone, and brick-bats are scattered everywhere which hampers the aesthetic beauty of the monument.

> Besides the main temple and Bihara there are many individuals' monuments. However, few monuments are properly labeled. As such, the visitors cannot understand the co-relation among the monuments and their historical importance.

> Master diagrams which indicating all the monuments is also missing in the Paharpur. Moreover, there is no description of terracotta plaques which are the most significant artefacts in the monastery

> There are 63 stone sculptures in the basement of the main temple. At present, the 'in situ' sculptures are beneath the surface level. Though, lack of information about the underground sculptures around the temple is also noticed. Therefore, the visitors are deprived of seeing and knowing the sculptures.

Figure 3: Huge gathering at a time is harmful for the monument (Source: Authors)

Figure 4: Restriction notice is attached on the Cell Wall by using nail and that is harmful for the brick by itself (Source: Authors)

Figure 5: Visitors can climb in the top (Source: Authors)

> ➢ There is a no rest house for the general visitors. However, there is a rest house only for the Government officials, Ministers, Member of Parliament, Politicians and VIPs.
> ➢ The local people use the Paharpur complex as a grazing field for their goat and cow which also damage the environment of the site.
> ➢ The local residents stated that, natural hazard like water logging is a significant problem of the Biahara.
> ➢ It was also observed that local teenagers are used to passing their time by gossiping in the Paharpur compound. Moreover, they regularly play cricket and football match in the compound. On the other hand, the local people also tend to dry their clothes on the Bihara complex wall which hampers the natural magnificence of the site.
> ➢ The most striking thing is that Police, Ansar and Village Police in and around PWHS have not a clear concept about the heritage site. Additionally, they have not received any training on PWHS, nor they are concerned about the sustaining law regarding archaeological heritage entitling 'Antiquity Act 1968'. On the other hand, District/Upazila Administration officials or UP chairman also have no clear concepts and have no idea or training on the safeguard of Paharpur. It is also explored that none of the Department of Archaeology (DoA) officials received training regarding heritage management, conservation, and preservation of the Bihara.
> ➢ Over the years, several conservation works were carried out at the complex, but those were substandard that the site has undergone several unwanted changes and have lost its original features. Lack of monitoring is also a problem to conserve the site in a proper way.

Recommendations

The Buddhist Bihara of Paharpur was declared as World Cultural Heritage Site (WCHS) by UNESCO. As well as it was a renowned seat of Buddhist theological practices and research, especially Vajrayana ritual. Therefore, the monastery is not the property of Bangladesh alone rather of the whole international community. So, it is necessary to take effective steps to save this WCHS. From the revenue purpose, it is also a potential sector for Tourism. There is a tremendous

possibility to earn revenue from the local and foreign visitors. Before that, there should have some effective plans to maintain the standard facilities for the tourists. On the other hand, there is an opportunity to reduce the poverty of the local people by involving them to protect the Bihara. The specific recommendations to make the site more tourists friendly are as follows:

Firstly, the authority should take awareness program for the local people as we have seen that most of the peoples have not a very clear concept about the Biahara. This initiative can act as a catalyst to conserve the monument environment.

Secondly, visitor facilities i.e. proper seating arrangement, rest house, separate toilet arrangement for male and female, better transport facilities, etc. are highly required attracting tourists and earning more revenue from them.

Thirdly, there should have a strong local monitoring cell involving the local community and government officials to safeguard the Bihara from any natural as well as the human-induced hazard in a proper way.

Fourthly, a central monitoring cell needs to be established to monitor the overall mismanagement of Paharpur which mentioned in the earlier section in a proper way. The cell could consist of a genuine archaeologist, architect, conservation specialist and tourism consultant.

Conclusion

Tourism is one of the largest, most pervasive and fastest growing sectors of the world. In fact, heritage tourism appears to be growing much more quickly than all other forms of tourism, particularly in the developing countries and is thus viewed as an important potential tool for poverty alleviation and community economic development. From the earlier sections, it is clearly indicated that the Paharpur Buddhist Bihara has a plenty of tourism opportunity, though several mismanagement factors are hampers the prospects. In such context, an effective master plan is highly recommended for the safeguarding of the PWHS. It is worthwhile to mention that all project plans must be prepared by an expert team, not by any individual. Any master plan should be implemented under the supervision of a central monitoring cell. Moreover, in most cases, people visit heritage places to enhance learning, satisfy curiosity and feelings of nostalgia or 'discover themselves' (Cohen 2001: 180).

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Effect of Some Factors of Organizational Culture in Retaining Employees in Readymade Garments Industries in Bangladesh: An observation

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Abstracts:

The readymade garments industry of Bangladesh has been the key investment place for the investors of all over the world. This industry is bringing foreign currencies for the country and most of the employees are female. It is assumed that a satisfied employee may produce healthy, creative and work friendly mind. A strong culture is a powerful tool to drive behavior, because it helps employees to do a better job so that each employee at the beginning of his career needs to understand the culture and how culture is implemented and that is shown in this study. The present study aims to analyze and investigate the effect of the factors of organizational culture on employees' retention in readymade garments industries in Bangladesh which second largest private economic growth sector of Bangladesh after agriculture. This paper is done mainly based on the primary data where sample size is 90 out of 100 from them 60 (66.67%) are female and 30 (33.33%) are male employees where structured questionnaire with seven-point Likert scales and descriptive statistical tools with ANOVA are used to find the result and testing hypothesis. It is very difficult to make a specific framework for measuring the employees' retention in any organization. The present study revealed some factors as organizational culture such as; monetary benefits and compensation; working environment; job flexibility; supervisor-subordinate relationships; training; promotion management; children care facility; workload; skill recognition and opportunity of career growth to know the effect of organization culture on employees' retentions in readymade garments industry in Bangladesh. Moreover, this study revealed that supportive culture of the organization increase the satisfaction level of employees and decreases the turnover ratios from the organization and increases the employees' retention.

Key Words: Organizational Culture, Employees' Retention, Readymade Garment Industries

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Introduction

Organizational culture has been received extraordinary attention ever since the concept was developed by American scholars 1980's. By contrast with the management practices in Bangladesh, in companies and industries the concept of organizational culture and related theories were developed. The academic and the managerial practitioner have the reached consensus that culture is the core competency of an organization. It will impact effectiveness or performance of the individuals, the groups, and the whole industry.[15] In Bangladesh, a number of persons and groups are engaged as employees in readymade garments industry that is the lifeblood of the present Bangladesh's economy just after agriculture sector. In the late 1970s, the ready-made garment industry has started its victorious drive in Bangladesh. Though Bangladesh faced a real thrust in ready-made garment sector from the middle of 1980s to the middle of 1990s.The first apparel factory in Bangladesh has been established in 1960 at Dhaka. Bangladesh started exporting garments in 1976. Desh Garment Company was the first apparel factory in Bangladesh. In 1982, Bangladesh Garment Manufacturers and Exporters Association (BGMEA) were established for protecting the interests of the exporters and the manufacturers of RMG sector. In 1985 UK, France, Canada and USA imposed "Quota" restrictions on Bangladeshi products that were a serious challenge for the growth of this industry. Then persuasion of the General Agreement on Tariff and Trade (GATT) as well exclusive introduction of the Multi-fiber Arrangement (MFA) permitted the use of quota restriction that made possible expansion and growth of the garment industry in Bangladesh. A remarkable export growth is experienced by ready-made garment sector. Moreover, this sector contributes significantly to the GDP and also provides employment to around 4.2 million Bangladeshis, particularly women from low income families.[16]

In the 1980s, there were only 50 factories where a few thousand people were employed, while 4490 manufacturing units contributing around 78.7 percent to the total export earnings. In the year of 2012, it earned about $424.23 billion; around 13 percent of the GDP by exporting readymade garments products to USA, Germany, UK, France and other E.U countries previously it was only around 3 percent in 1991.[17] Contribution of Bangladeshi readymade garments industry is 5% in the global marketplace at that time but this percentage was satisfactory because it was thought as prospective sector. It has been esteemed that Bangladeshi garments export could rise to be twice by the year of 2015 and tripled by the year of 2020 (Khan and Akter, 2012). Export targets were set at $30.5 billion for the FY 2013-14 while earnings stood at $30.18 billion. Bangladesh will be able to export US$ 1.0 billion worth of RMG to China by the next few years. It is assumed that a demand worth of US$ 650 billion clothing and apparel products by the 2020 in the global market. In that matter Bangladesh has the scope of contribute $44.56 billion. China is an untapped opportunity for Bangladesh. At the same time, Bangladesh is a lucrative destination for cloth sourcing for the Chinese consumers at a 10 to 15 percent lower price due to duty-free access facility. Because of declining profit margins and capacity constraints in China, investors are looking at other lower-cost countries for making investment in the ready-made industry. Bangladesh is seen as

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[15] Xiaoxia Zhang and Bing Li, Organizational Culture and Employee Satisfaction: An Exploratory study, 2013
[16] Bazlul Khondhker, Abdur Razzaque, and Nazneen Ahmed, Exports, Employment and Working Conditions:– MFARMG Industry."
[17] "BGMEA Upbeat on Export Growth". Bizbangladesh.com. Retrieved 2010-10-05

the 'Next China' because its apparel exports could triple by the year of 2020. It is hoped that the European and the US buyers plan to strengthen their presence in Bangladesh. For the smooth running of this sector, it is needed for retaining employees for a longer period. Obviously it is a challenge because employee retention can play a role for the firm's success. It must be handled carefully so that turnover rate can be reduced and an adverse effect on firm be controlled as well. An employee is likely to be more creative, flexible, innovative and loyal when he is given satisfaction in his working place.

Because unhappy employees are motivated by a fear of job loss and will not give hundred percent of their effort for very long (Harvard Professional Group, 1998) that is being seen in readymade garments industry of Bangladesh.

Literature Review

Gibson et al., (1997), oorganizational culture is defined as the system that penetrates values and norms in each organization. Organization Culture is able to encourage and discourage the effectiveness that depend on the characteristics of values. **Schein, (1992),** oorganization culture is basic pattern of assumption is created, found or developed by a group when they were adapting themselves with the external problems and internal integration of work. **Robbins, (2006),** oorganization culture is a systems of collective meaning that has been followed by the members that differentiate the organization to others. **Schhneider (1983),** describes that organizational culture is a "value systems and assumptions" that guide the way of running its business operations. **Desatnic et al., (1986),** defined the culture as the personality of an organization. Organizational culture related to the effectiveness indicated by some important organizational outcomes. **Zeneldin, (2000),** retention is a complex concept, and there is no single recipe for keeping employees with a company. In literature, retention has been reviewed as "an obligation to continue to do business or exchange with a particular company on an ongoing basis". **Strauss et al., (2001),** a more detailed and recent definition for the concept of retention is "Customers liking, identification, commitment, trust, readiness to recommend, and repurchase intentions while the first four being emotional-cognitive retention construct and the last two being behavioral intentions". **Logan, (2000),** studies have also indicated that retention has been driven by several key factors that ought to be managed congruently such as organizational commitment, communication strategy, pay and benefits, flexible work schedule and career development systems. Employers have a need to keep their stuff for leaving and going to work for other companies. In fact, companies that offer employees development programs are finding success with retaining workers. Company has to make expenses associated with hiring and retraining new employees. **Denton, (2000),** the literature on employee retention clearly explains that satisfied employees who are happy with their jobs are more devoted towards job and look forward improving their organizational customers' satisfaction. Employees who are satisfied have the higher intention of persisting with their organization, which results in a decreased turnover rate (**Mobley et al., 1979**). Further, numerous studies explain the importance of high employees' involvement and how it could enhance their retention **(Arthur, 1994).** In summary, the literature defines retention as a continuing relation between employees and their organization. **McHugh et al., (1993)**, argued that bad and poor culture of the organization will lower the level of job satisfaction and lower productivity from the employees, and finally all the factors contribute to decrease efficiency, performance and retention of the employees in the organization. **Jiang and Klein (2000),** argued that supportive culture of the organization increase the satisfaction level of employees

and decrease the turnover ratios from the organization. **Aoms and Weathington (2008),** argue that the organization with suitable culture positively affect not only the satisfaction of the employees but also the job commitment of the employees with the organization. **Chang and Lee (2007),** emphasize over the group-oriented culture in the organization for raising employees' job satisfaction and retention. From the review of the above literature, the researchers figure that there are some significant factors of organizational culture that influence the employees' retention. The literature review indicates that most of the industries pay little attention to the factors of employees' retention. Based on this, the researchers find out that there is the necessity to analyze the significant factors of organizational culture that influence the employees' retention in readymade garments industries in Bangladesh.

Objectives of the Study

Based on literature review, the objectives of the study explicitly are

i.   To identify and analyze the major factors involved in organizational culture that related with the employees' retention in readymade garments industries in Bangladesh.

ii. To assess and find out the relationships between the factors of organizational culture and the employees' retention in readymade garments industries in Bangladesh.

Hypothesis

H_0: There is no direct relationship between factors of organizational culture and the employees' retention in readymade garments industries in Bangladesh.

H_1: Supportive culture of the organization increases the satisfaction level of employees and decreases the employees' turnover from the organization.

Research Methodology

In performing any applied research a clear and particular methodology needs to follow where methodology is a set of methods used in a particular area of research (M. Nuruzzaman 2011). The present study is to determine and analyze the factors and issues of organizational culture influencing employees' retention and their relationships in readymade garments industries in Bangladesh. This chapter will provide the detailed description of the different stages to collect and analyze data.

Source and Collection of Data

This study uses structured questionnaire with seven-point Likert scale ranging from "strongly agree" to "strongly disagree" as the instrument of data collection. The questionnaire used in this study covers demographic variables and items related to organizational culture and employees' retention.

The study has been surveyed on the basis of 20 questions on organization culture and employees' retention. Data are collected from the employees of 5 readymade garments industries in Dhaka City of Bangladesh which are selected conveniently such as Ahmed

Garments Ltd., Rising Fashion Ltd., Nippon Garments Ltd., Ha-Meem Fashion Ltd. and Crown System Ltd. Secondary data also have been used in this study collected from various organizations, newspapers, periodicals, books, and journals.

Sampling and Sample Size

Sample size is considered to be critical in achieving sufficiently statistical power (McQuitty, 2004). Schreiber et al., (2006) points out that normality of the data and estimation methods jointly require a minimum sample size. The researchers distributed 100 questionnaires among randomly selected readymade garments industries in Dhaka City of Bangladesh and 90 were returned with the response rate of 90%. Table-1 represents the distribution of biographical variables of the respondents.

Table-1
Distribution of Participants According to Biographical Variables

Demographic Variables	N	%		Demographic Variables	N	%
1. Gender				**1. Years of Service**		
Female	60	66.67		Less than 6 months	5	5.56
Male	30	33.33		6 months to 1 year	11	12.22
Total	90	100		1.1 years to 2.5 years	20	22.22
				2.6 years to 3.5 years	26	28.89
2. Age				3.6 years to 4.5 years	13	14.44
18-23 Years	30	33.33		4.6 years to over 5 years	15	16.67
24-29 Years	25	27.78		**Total**	90	100
30-35 Years	20	22.22		**2. Section**		
36-40 Years	10	11.11		Cutting Department	10	11.11
40 to above years	5	5.56		Assembling Department	45	50
Total	90	100		Pressing Department	10	11.11
				Finishing Department	30	33.33
3. Marital Status				Other Department	5	5.56
Married		5		**Total**	90	100
Not Married		3				
Total		9				

N = Total Respondents Surveyed

Data Analysis Method

After the collection of data from the field study they were edited and tabulated. For proper

editing, the field survey were sorted, scrutinized and checked to avoid laps and gaps. The

appliance of the scale is most applicable when perceptions of the respondents of a survey used in a study are required to measure. Researchers use diverse type of range Likert scale usually seven and five point. A seven-point Likert scale has been applied in this study where 1= strongly disagree (SDA), 2=disagree (DA), 3=somewhat disagree (SoDA), 4 = Indifferent (IND), 5=somewhat agree (SoAG), 6= Agree (AG) and 7=strongly agree (SAG). The collected data have been analyzed by descriptive statistics using SPSS and graphs and ANOVA.

Results and Findings

Employee's retention attitude is measured by using major factors of organizational culture those are: a) Monetary Benefits and Compensation; b) Working Environment: i) job flexibility, ii) supervisor-subordinate relationships, iii) training, iv) children care facility and v) workload; c) Skill Recognition and d) Opportunity for Career Growth by the help of simple descriptive statistical tools and measures.

Table-2
Respondents' Perception

Factors	Points							Total
	SDA (1)	DA (2)	SoDA (3)	IND. (4)	SoAG (5)	AG (6)	SAG (7)	
Monetary Benefits and Compensation	1	1	2	15	24	29	18	90
Job Flexibility	1	1	4	23	33	16	12	90
Supervisor-Subordinate Relationships	0	1	2	15	21	34	17	90
Proper Training Facility	2	1	3	14	38	18	15	90
Child Care Facility	0	0	3	3	10	24	50	90
Satisfaction Work Load	1	7	12	32	15	10	13	90
Skill Recognition	1	1	2	17	21	29	19	90
Career Growth	1	2	3	4	23	35	22	90

Source: Field Survey

Table-3
Descriptive Statistics on the Organizational Culture Questionnaire (N= 90)

Independent Variables	*Mean*	*Median*	*Mode*	*Std. Devia.*	*Variance*	*Skew.*	*Kurt.*
Monetary Benefits and Compensation	5.43	6	6	1.218	1.484	-.814	1.102
Job Flexibility	5.03	5	5	1.203	1.448	-.303	.553
Promotion Management	5.44	6	6	1.341	1.800	-.807	.271
Supervisor- Subordinate Relationships	5.47	6	6	1.114	1.241	-.641	.099
Training Facility	5.21	5	5	1.240	1.539	-.810	1.837
Child Care Facility	6.26	7	7	1.014	1.029	-1.552	2.125
Working Load	4.50	4	4	1.493	2.230	.145	-.577
Sill Recognition	5.42	6	6	1.280	1.640	-.939	1.477
Career Growth	5.64	6	6	1.238	1.535	-1.355	2.405

Table-4
Employees' Retention Factors Management

Code Variables	t	df	Sig (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Monetary Benefits	42.30	89	.000	5.43	5.17	5.68
Job Flexibility	39.678	89	.000	5.03	4.78	5.28
Employees Promotion	38.49	89	.000	5.44	5.16	5.72
Supervisor-Subordinate Relationship	46.64	89	.000	5.47	5.24	5.71
Training Facility	39.84	89	.000	5.21	4.95	5.47
Child Care Facility	58.60	89	.000	6.26	6.05	6.47
Working Load	28.58	89	.000	4.50	4.18	4.81
Skill Recognition	40.16	89	.000	5.42	5.15	5.69
Career Growth	43.21	89	.000	5.64	5.38	5.90
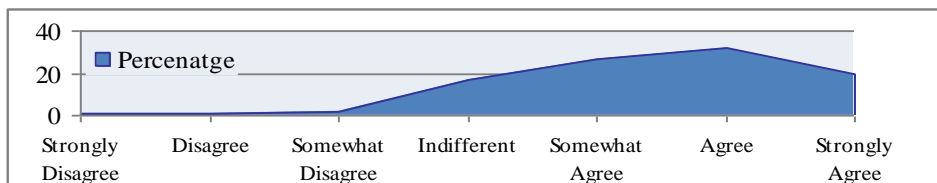
The tables 2 and 3 are representing the mean scores of the questions surveyed of 5.43 on seven-point Likert Scale that the average employees strongly agreed that the monetary benefits and compensations are important factors as organizational culture for retaining them in the organization. The median score assigned by the respondents that is representing agreed aspiration of the employees regarding their retention in terms of monetary benefits and compensations as organizational culture in readymade garments industries in Bangladesh. The mode score found in the table 2 is six which also indicate that majority respondents are agreed about the monetary benefits and compensations as organizational culture for their retention in the organization. The table 2 is showing the deviation of the surveyed opinions about monetary benefits and compensations as organizational culture in figures of standard deviation 1.218, variance 1.484, skewness -.814, and kurtosis 1.102 respectively.

Graph- 1 Monetary benefits and compensation in Percentage

Collected data and graph 1 represents that about 26.67%, 32.22% and 20% of the employees in total 78.89% are respectively somewhat agreed, agreed and strongly agreed that monetary benefits and compensations (salary, bonus, transportation and medical allowances) are very significant influencing factors for their retention in the organization. Only 4.44 percentages of employees are seen disagree about the factors.

a.   Working Environment

Graph-2 Job Flexibility
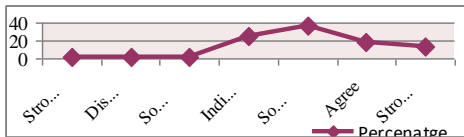
Graph- 3 Supervisor-Subordinate Relationships
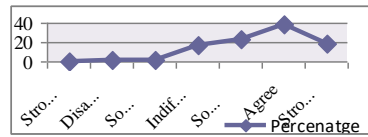
Graph- 4. Proper Training Facilities
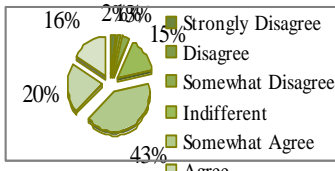
Graph- 5 Child Care Facilities
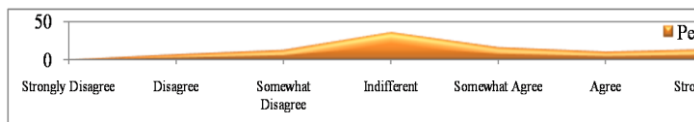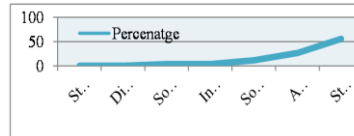
Graph- 6 Satisfactory Work Load

Better working environment is one of the most important factors and preconditions for healthy organization culture and employees retention in the organization are presented by the tables 2 to 3 and graphs from 2 to 6 indicated as; job flexibility, supervisor-subordinate relationships, proper training, children care facility and working load. From them, the most influencing factors for employees retention as organizational culture is children care supports as field study and the analyzed table 1 is indicating that about 77.78% respondents are female, and 72.22% are married. Table 2, 3 and graph 5 shows means score of the questions of questionnaire is 6.26 on seven-point Likert Scale that most of the respondents have been directed from highly agreed and the highest percentage of 55.56% respondents are strongly agreed about the support of children care culture in the organization for the purpose giving more attention to their respective works.

Here the mode score also seven that indicate maximum respondents are highly agreed for arranging children care facility. Then the employees want to focus on supervisor-subordinate relationships as organization culture where the table 2 and graph 3 presenting mean and median scores of the field survey are 5.47 and 6 respectively on seven-point Likert Scale. Mode score and percentage the table 2 and graph 3 are presenting 6 and 37.78% respectively for agreed. In case of job flexibility and proper training facilities as factors of organization culture for employees retention getting from the table 2 and graphs 2 showing mode scores five and percentages 36.67%, 42.22% respectively indicating somewhat agreed where the mean scores on seven-point Likert Scale are 5.03 and 5.21 giving the idea of argument to somewhat agreed. Graph 6 is indicating the minimum scores of mean, median and mode on seven-point Likert Scale as 4.50, 4 and four respectively. This table shows that the respondents are indifferent and directed to somewhat agreed regarding the force of

workload. About highest of 35.56% of the respondents are in neutral zone of workload. The most significant values of standard deviation (1.014) and variance (1.029) of the forces of work environment as organization culture for retaining the employees is child care facility where the maximum deviation and variance has seen in workload factor of 1.493 and 2.230 respectively.

Graph-7 Skill Recognition by the Management   *Graph-8 Opportunity of Career Growth*
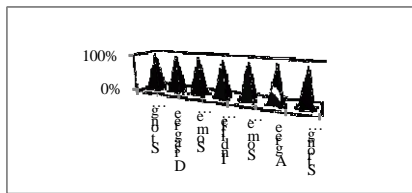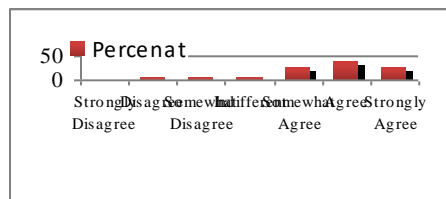
The stacked pyramid and bar charts 7 and 8, the above table 2 and 3 are presenting the result of the field survey about the effect of skill recognition by the management and opportunity for career growth in their retention in organization as the factors of organizational culture of the employees of readymade garments industries in Bangladesh. The result shows that maximum 32 percentages of the employees are agreed for skill recognition, and 38.89% also are agreed for opportunity for career growth. So, the assurance of maintaining these factors inspires the employees retaining in the organization. The both mode and median values of the study are 6 that is most of the respondents have been agreed regarding about skill recognition by the management and opportunity for career growth.

The mean values are 5.42 and 5.64 on seven-point Likert Scale. As well the standard deviation and variance values for skill recognition are 1.280, 1.280 and for opportunity for career growth are 1.640, 1.535.

Table: 5
ANALYSIS OF VARIANCE (ANOVA[b])

Model	Sum of Square	df	Mean Square	F	Sig.
Regression	78.071	7	11.153	15.812	.001[a]
Residual	33.21	82	0.405		
Total		89			

a. Predictor Constant: Monetary Benefits, Job Flexibility, Employees Promotion, Supervisor-Subordinate Relationship, Training Facility, Child Care Facility, Working Load, Skill Recognition, Career Growth

b. Dependent Variable: Employees Retention

The analysis of variance of the data collected from field shows the result in above table 5 that at 0.01 level of significance the null hypothesis is rejected on the basis of the independent variables such as Monetary Benefits, Job Flexibility, Employees Promotion, Supervisor-Subordinate Relationship, Training Facility, Child Care Facility, Working Load, Skill Recognition, Career

Growth and the dependent is Employees Retention. The F-value of this study is higher than the table value and it can mention that there is the direct relationship between factors of organizational culture and the employees' retention in readymade garments industries in Bangladesh and supportive culture of the organization increases the satisfaction level of employees and decreases the employees' turnover from the organization.

Discussion and Interpretation

The purpose of this study was to determine and analyze the factors of organizational culture that influence the employees' retention in readymade garments and make their relationships. As indicated in the table 2 to 3 and graphs from 1 to 8, the factors of organization culture is significantly inspire the employees to carry their works in the organization. In table 1, showed that the minimum working duration is less than six months and more than five years and more is the maximum. The table is also showing that about 26 respondents that are 28.89% also belongs to the duration of 2.6 years to 3.5 years, 20 respondents among 90 lies in the range of 1.1 years to 2.5 years and the percentage is 22.22. Only 15 employees' working time is 4.6 years to over 5 years. As a result from the table, it can realize the duration of workers turnover in readymade garments industries in Bangladesh. For removing the turnover of the employees, it is required to introduce and implement the favorable way for the employees' retention. In this study, the favorable way is determined by organizational culture. The table 2 to 3 and graphs 1 to 8 giving the results of percentages and descriptive statistics of the factors of organization culture (monetary benefits and compensation; working Environment; job flexibility; supervisor-subordinate relationships; training; children care facility; workload; skill

recognition; opportunity for career growth). The factors monetary benefits and compensation and children care facility are seen as the most influencing whereas workload is seen as the least influencing factor. In a nutshell, if proper monetary benefits, skill recognition and children care facilities will be ensured then the readymade garment industries of Bangladesh will experience higher employees retention. This study showed that supportive culture of the organization increase the satisfaction level of employees and decreases the turnover ratios from the organization and increases the employees' retention.

Conclusion

This research makes an empirical study of organizational culture and explores the relationship between culture and employees' retention under the particular industry of Bangladesh. Since in this present study, a few factors are considered for making the relationships of culture and employee retention. For this shortcoming the results of this study are not ready to be generalized or come into in a general conclusion. But according to the previous part of discussion and interpretation is seen about diagnosis of the factors of organizational culture and its effect on the employees' retention in an organization. Readymade garments exporters are now breathing easy as foreign buyers are beginning to return, with Bangladesh getting down to business after a spell of political upheaval. The government, the International Labour Organisation (ILO) and the buyers have been working together to improve working conditions in garment factories following the Rana Plaza tragedy on April 24, 2013. The discontent of employees over wages has also subsided to a significant extent with the implementation of the new wage board award. It is assumed that if the current stability is allowed to hold, Bangladesh position in the global ready-made market will get a major boost. For achieving, maintaining and strengthening the boost, there is no alternative to pay attention to the workers and their benefits as well work conditions because again it should mention here that skill people can contribute any organization as a person of creative, innovative, effective and efficient. If the industry authority will be aware regarding the employees' turnover then skilled workforce can be brought up for the organization.

This research has some limitations and future work can be done. Although we had a few days visit to this investigated readymade garments industries and had some informal talks with some employees, this research was conducted mostly in a quantitative way. It will be better to continue some qualitative research and make comparison between qualitative and quantitative results. Another limitation comes from sample size of survey data. It can provide more evidence to investigate industries across geographies. Finally, concerning more about individual personalities such as gender, age and education can bring fruitful results to organizational culture in employees' retention in readymade garments industries in Bangladesh.

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