Strengthening Personnel Training
in Public Sector Manufacturing Corporations of Bangladesh

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ABSTRACT

Public Sector Manufacturing Corporations are the building blocks of nation building activities. But in Bangladesh they are suffering from many problems for which they are unable to achieve their goal. Specially, the status of human resource development is poor; they are neither systematic nor effective in the absence of proper training and development activities. The present status of training and development needs to be revamped and revitalized. To overcome such stalemate a paradigm shift is a must.

The research identifies the causes of ineffectiveness of personnel training and provides recommendations to strengthen personnel training in public sector manufacturing corporations of Bangladesh. For these purpose one of the most important initiatives is to formulate training policy and adopt long term strategies in order to meet need based training. Human Resource functions are also to be linked with the corporate strategy which would be immensely benefited thereby contributing to effective human resource development.

Key Words: [Public Sector Manufacturing Corporations. Training structure, Training function, training policy]

INTRODUCTION

Public Sector Corporation means any establishment which is constituted and controlled organization/corporation run by the Government for the welfare of the citizens of the country. These corporations are responsible for the operations and overall supervision of state own existing / new industrial ventures. (Chowdhury 1969) Also these are guided by the regulations of the government Public sector manufacturing corporations have been involved in the production process contributing significant role to the development of the country. (Rashid MH 1988) Economic growth of the country depends to a greater extent on those corporations. (Report of the task forces 1990's) There are six public sector manufacturing corporations in Bangladesh. Namely Bangladesh Chemical Industries Corporation (BCIC), Bangladesh Jute Mills Corporation (BJMC), Bangladesh Forest Industries Development Corporation (BFIDC), Bangladesh Textile Mills Corporation (BTMC), Bangladesh Sugar and Food Industries Corporation

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(BSFIC) and Bangladesh Steel and Engineering Corporation (BSEC). (The facts on the ground collected through Surveys, Observation, Interviews, Office files etc.) Brief descriptions of the corporations are given below:

Bangladesh Jute Mills Corporation (BJMC)

Bangladesh Jute Mills Corporation (BJMC) was established under Article 10 of Bangladesh Industrial
Enterprises (Nationalization) Order 1972 (PO 27 of 1972). The BJMC is managed by a Board of Directors headed by the Chairman. BJMC produces mainly Hessian cloth, different types of Hessian bags, sacking cloth, different types of Sacking bags, Yarn, Geo-jute, Blanket, Jute canvas and Carpet Backing Cloth (CBC) etc from jute. It provides direct employment to about 70,000 workers and 5500 officers & staffs supporting the livelihood of around 6.0 million farm families.

Bangladesh Textile Mills Corporation

Bangladesh Textile Mills Corporation (BTMC) was established under Article 10 of Bangladesh Industrial Enterprises (Nationalization) Order of 26th March, 1972 (President's Order No. 27 of 1972). BTMC started its formal function from 1st July, 1972. The general direction and administration of the affairs and business of BTMC is vested on a Board of Directors headed by the Chairman.

Bangladesh Sugar and food Industries Corporation (BSFIC)

Bangladesh Sugar and food Industries Corporation (BSFIC) was Established on Ist July 1976 by a Presidential order. BSFIC produces sugar, Molasses, Bags etc. The Board of Directors issues guide line and decisions for smooth operation of BSFIC.

Bangladesh Forest Industries Development Corporation (BFIDC)

The Government of Pakistan by its Ordinance No. LXVII dated 3rd October 1959, established East Pakistan Forest Industries Development Corporation. After independence, the name of the corporation was changed to Bangladesh Forest Industries Development Corporation (BFIDC), under Presidential Order No .48 of 1972. BFIDC Produces office and household furniture, railway slipper etc).

Bangladesh Steel and Engineering Corporation (BSEC)

Bangladesh Steel and Engineering Corporation (BSEC) were established on 1st July 1976 by a Presidential order. BSEC Produces Electrical Cables, Transformers. Tube light CFL blab, GI/Ms/ API Pipe, Blade etc.

Bangladesh Chemical Industries Corporation (BCIC)

Bangladesh Chemical Industries Corporation (BCIC) came into being on 1st July, 1976 through merger of three erstwhile corporations viz Bangladesh Fertilizer, Chemical and Pharmaceutical Corporation (BFCPC), Bangladesh Paper and Board Corporation (BPBC) and Bangladesh Tanneries Corporation (BTC). BCIC produces Urea, TSP, DAP, Paper, Cement, Glass sheet, Hardboard, Sulphuric Acid, Sanitary ware, Insulator, Tiles & Fire bricks etc.

There are many factories under the control of these corporations. Factories under these corporations are shown in the table no.1

Table No. 1 : Factories under the control of Public Sector Manufacturing Corporations.

Name of Corporation	Functioning Factories/Mills	Non-functioning Factories/Mills	Total
Bangladesh Chemical Industries Corporation (BCIC)	13	0	13
Bangladesh Jute Mills Corporation (BJMC)	26	0	26
Bangladesh Forest Industries Development Corporation (BFIDC)	07	0	07
Bangladesh Textile Mills Corporation (BTMC)	05	13	18
Bangladesh Sugar and Food Industries Corporation (BSFIC)	16	0	16
Bangladesh Steel and Engineering Corporation (BSEC)	09	09	18

(Rahman 1993) Public sector manufacturing corporations play vital role in nation building activities. (Vodusek 1981) These corporations have to customize their services according to the demands and needs of their stakeholders. (Mathur 1983) To ensure the role of Public sector manufacturing corporation it is very important to train all their employees with changing needs, technology and goal. (Beach 1975) Training develops employee's skills, knowledge and attitude which increase both the qualitative and quantitative aspect of production. So that, both employees and employers are benefited.

Field of this study is personnel training in Public sector manufacturing corporations of Bangladesh. But the personnel training of Public sector manufacturing corporations of Bangladesh is not systematic and effective.

OBJECTIVE

The objective of this study is to strengthen the personnel training in Public sector manufacturing corporations of Bangladesh. To achieve this objective this study Identifies

the prevailing problems and recommends the possible solutions of those issues, so that the training becomes effective.

LITERATURE REVIEW

To define training (Blanchard and Thacker2006) stated that,

> "Training is the Systematic Process of providing an opportunity to learn knowledge, Skills and attitudes for current or future jobs".

In brief characteristics of the above mentioned definition has been identified more specifically. Such as training enhances knowledge, develop skills and changes attitude which contributes to flourish personality of the employee and to improve their career.

Indicating the importance of training considering different positions, circumstances and modified situations of employees of training (Werther and Davis 1985) wrote that**,**

> "After a comprehensive orientation and proper job placement, new employees may not be able to perform satisfactorily. Often they must be trained in the duties. They are expected to do. Even experienced employees in new jobs need training to improve their performance".

 The above mentioned statement describes that primary responsibilities of management is to make acquainted all the employees with their existing working environment irrespective of their previous experiences and skills.

(Straton 1985) Associate Professor Rex Straton of Personnel Administration of Centre for Advanced Technology and Vocational Training of Turin, stated the objective of training for Industry and Commerce that,

> "Training for industry and commerce is concerned with the acquisition or development of those knowledge, skills, techniques, attitudes and experiences which enable an individual to make his most effective contribution to the combined effort of the team of which he is a member. It's objective may be to prepare the individual to carry out his

present job satisfactorily, or to prepare him for greater responsibility".

In the light of discussion mentioned above it may be said that productive organization and combine effort of the employees the production remains sustainable. (Hollenbeck, Gerhart and Wright 2004) stated the benefit of training that,

"Training can benefit the organization when it is linked to organization needs and when it motivates employees".

The training should be designed in such a way that it can encourage the trainees with a significant level. The Training procedure should be avoided from the monotony and execution of training is 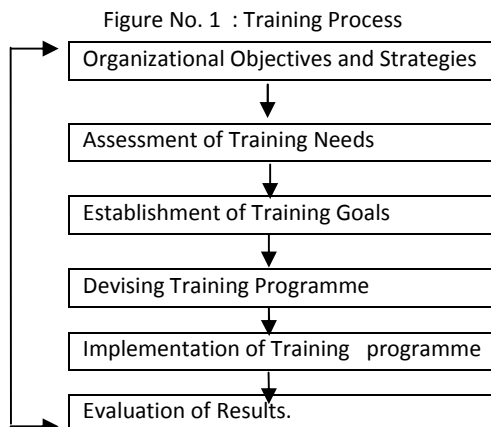greatly dependent on the requirement of the organization. (Aswathappa 2001) From the above discussion it is evident that training is the key force for overall development of the organization. The training process is shown in figure number 1.

(Dessler 2005) There are two types of training. They are pre-entry and post-entry. Training is accomplished through different methods namely lecture method, case study, role play, apprenticeship training, sensitivity training, business game, vestibule training, conference method, position rotation method etc.. (Decenzo and Robbins 2005) Training is imparted through different training aids. (Hollenbeck, Gerhart and Wright 2004) Use of methods and aids depends on training objective, groups size, trainer's convenience and cost etc.

The long term objective of the training should be directed towards the development of the human resource and the nation. That is why the training is called as the key factor of the national development. (Ahmed 1987) The spare of training has been extended through out the frame work of the state. Government bodies, autonomous, semi-autonomous and the non-governmental organizations all of them are supposed to be included in this sphere.

Figure No. 1 : Training Process

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METHODOLOGY

At the beginning of the study an intensive literature review has been done. Focusing on the main objective a survey has been carried out. Total sample number was 250. Stratification of sample size is shown in the table no.1.1 and 1.2 respectively. Duration of training and number of employees who have completed training programs (samples) is shown in table no.1.3. The sphere of Public sector manufacturing corporations of Bangladesh is extensive. The overall success depends on the managerial skills of the corporations. In this connection only Officers are included in the sample of this study. In the research both primary and secondary data were used. This survey includes the issues concerning, what are the personnel training policies, rules and regulations? How the training management structure and system are working? What type of courses and curricula are there? It also includes service rules, annual reports, various government gazettes and notifications of concerned ministries, decision of the board of Governors, Office Order, relevant previous files; and training related information's of the corporations and training institute libraries. To collect sample, officers and trainers at various levels were given a structured questionnaire. There are 26 questions in the questionnaire. 1-10 are related to personal information of the respondents (not shown here). From No.11-26 are training related questions. Among the sample 50 candidates are interviewed. This study also included discussion with persons who are already trained or interested to be trained to understand the factual situation of the training. As a result possible in-depth analysis of the issue has been revealed in this study. It is notable that in some cases respondents did not provide any required documents. Therefore, hopefully this endeavor will become a value added source to formulate decisions relating to training policies.

Table No.1.1 : Categories of Sample

Officers in Public sector manufacturing corporations those who are not trainers	Trainers of Public sector manufacturing corporations (Trainers of Central Training Institutes and Factories)	Trainers of Training Institutes	Trainees	Employees interested to take training	Total
150	25	25	25	25	250

Table No.1.2:Categories of 150 Officers of public sector manufacturing corporations who are not trainers

Factory heads of the public sector manufacturing corporations	Departmental heads of Public sector manufacturing corporations head office	Departmental heads of public sector manufacturing corporations factories	Employees of training related department of public sector manufacturing corporations	Mid level officers of public sector manufacturing corporations	Entry level officers of public sector manufacturing corporations	Total
25	25	15	15	35	35	150

Table No.1.3 : Duration of training and number of employees who have completed training programs (Samples)

Duration of Training	Number of Employees Participated in Training		Total
	Total		
	Local	Foreign	
1 to 3 weeks	104	21	125
1 to 3 months	02	02	04
Above 3 – 6 months	01	04	05
Above 6 – 12 months	00	06	06

Total   140 Trained Employees

Training structure and system:

(The facts on the ground collected through surveys, observation, Interviews, Office files etc) Trainings are carried out in two categories in Public sector manufacturing corporations. Namely-

    a.   Local Training and
    b.   Foreign Training

Training held in head offices, factories, central training institutes of corporations and different public and private institutions in Bangladesh called local training. These trainings are of different duration and held at day and evening time. Most of the training programs arranged by training institutes have course fees and some other has no course fees. Corporations conduct their local training in three tires.

They are,

a.   Top level

b.   Mid level and

c.   Entry level

Foreign training is donation based which often depends on the foreign donors, usually controlled by the donor agencies and concern ministries of the Government of Bangladesh.

Training structure

Public sector manufacturing corporations train their employees by their own training structure (Through Head Office, Factories, and Central Training Institute) as well as by other public and private training institutes at home and abroad. The local training imparted by training structure of six public sector manufacturing corporations in Bangladesh has been organized in three parts. Fist part focuses on head office's training structure. In the second, factories training structure and in the third, the central training institutes training structure.

Head offices training structure

(BCIC organogram) In Chemical Industries Corporation (BCIC) the training activities operated under purview of Recruitment and Training Department. Head of this department is a Deputy General Manager. He is designated as deputy chief of personnel. Structurally this department is under the control of personnel division. This department consists of five officers and four staffs. All these officers and staffs are not working dedicatedly for the training only rather they also look after the recruitment activities.

(BJMC Organogram) There is a training section in BJMC head office which is merged with Administration and under the control of planning division. There are five employees in this branch: one deputy manager, one assistant co-ordination officer, one upper division clerk and typist and one MLSS are working in this section. Training centre of Dhaka, Chittagong and Jessore Zone is under training section. In response to the request of the different factories, in house training program is carried out there (The facts on the ground collected through surveys, observation, Interviews, Office files etc.).

(BFIDC Organogram) In Bangladesh Forest Industries Development Corporation (BFIDC), training section of head office is under the control of personnel division. This Section is headed by one Assistant Manager. Two upper division Clarks, one Typist and one MLSS is working under him. Head of this section is not solely responsible for training activities rather he also looks after the overall administrative issues.

(BTMC organogram). Personnel department is responsible for operating training activities in BTMC head office which is under the control of secretariat division of BTMC. The department is headed by a Deputy General Manager. There are four Officers and Six Staff in this department including departmental head

(BSEC Organogram) In Bangladesh Steel and Engineering Corporation (BSEC), training department is headed by Additional Chief Personnel Officer. Only one staff is working under him. This department is under the control of Personnel division.

BSFIC Organogram) In Bangladesh Sugar and Food Industries Corporation (BSFIC), training and development department is headed by Deputy General Manager under the control of Personnel division. One Deputy Manager, one Assistant Manager, one Office Assistant cum Typist and one MLSS is working in this department.

Factories training structure

In the factories of BCIC training has been carried out under the control of Administration and Training centre. In fertilizer and paper factories they provide their training by their own training centers. Technical personnel working in the production and maintenance line becomes trainer in these training centers. They are usually engineers and chemists.

In the factories of BJMC training has been carried out by their respective training centers. Centers are namely Karim Jute Mills Ltd, Gul Ahmed Jute Mills Ltd. and Jessore June Industries Ltd.

All employees of all factories of Dhaka zone are trained in Karim Jute Mills Ltd. Employees of Jessore zone are trained in Jessore Jute Industries Ltd. Employees of all factories of Chittagong Zone are trained in Gul Ahmed Jute Mills Ltd.

Usually the experienced officers of BJMC serves as trainers at regional training center of BJMC. Sometimes guest speakers are also invited. Trainers are generally of technical back ground. Trainers are being paid honorarium by their organization.

In BFIDC technical training unit has been set up at Chittagong Datmara, Fotiksari for imparting training to the employees. Principal is the head of this unit. There is one Vice Principal, and two assistant managers.

There are no training activities in BTMC as because all the factories are operated by service charge.

In the factories of BSEC there is no separate training management structure. Administration is running training activities in the factories.

Out of 16 running Sugar Mills of BSFIC, 13 mills have their own training complex. The authority provides training at mill area by the training complex of the respective mills.

Training structure of central training institute:

There is no central training institute in BJMC, BFIDC, BSFIC and BSEC.

BTMC has a central training institute named as TIDC. Presently TIDC has 47 employees. Head of TIDC is a principal. In TIDC no trainer has been recruited directly. Experienced officers of various mills of BTMC has been engaged as trainer in TIDC. The present TIDC has been evolved as NITTRAD, which is to train employees of BTMC.

Training institute for chemical industries (TICI) is the central training institute of BCIC. The numbers of trainers/instructors are 48 persons and other employees are 48. Engineers/technical persons in the relevant field are selected as instructors for TICI. There are three grades for the instructors of TICI that is Assistant Engineer/Assistant Chemist, Engineer/Chemist and Deputy Chief Engineer/ Deputy Chief Chemist. The head of administration in TICI is designated as executive director.

Training system:

In most of the corporations following system has been followed for conducting training. All of the relevant and curriculum vitae of the employee are kept in training related department in head office. Training institutes offer their programs to the head office of the corporations. After getting the course proposal from the training institutes training related department send the proposal in the form of a circular to the respective factories. Then the factories send their nominations to the head offices. Now head office select allegeable candidates from the nominees considering their training budget. Selected employees are informed and they take part in training programs accordingly. After successful completion of the training, the training institutes request training course fees to be paid by the participating corporations. Then corporations pay their fees.

Context of foreign training is different than the local training because the nature of courses, financial support and venue of the training has not decided by the corporations rather it depend upon the various foreign and donor agencies. Primarily foreign training is offered to external resources division of Government of Bangladesh. Usually these training are offered to the respective ministries by the donor or foreign agencies. Proposals are sent to the corporations from the ministries. According to the training

period foreign trainings are also divided in three tires. Such as short term training (8 weeks to 6 months), midterm training (any courses more than 6 months except MS, P.hd, Post.doc). MS, P.hd, Post.doc are considered as long term training. Age limit of training are 52 years, 45 years for short and midterm training respectively. There is no age limit for long term training. There are committees for nominating candidates for foreign training, those committee select candidates accordingly and send candidatures to their concerned ministries. Subsequently the selection has been finalized by the foreign agencies/donor agencies. This finalized nomination is sent back to ministries. Ministries send these nominations to the corporations. Then the training related departments issue Government Order and take bond from candidate if necessary. Even the candidate arranges the training program by personal initiative still candidate would have to give a bond.

RESULTS AND ANALYSIS

Response of study questionnaire (Annexure: 1) are shown in the table number 1.4. Question number 17 and 18 are given in the table number 1.5 and 1.6 respectively. It is noted that response to the question number 21 is given in the table number 1.7.

Table No.1.4 : Table showing the answers of Survey questionnaire and researchers findings
(Annexure-1)
Answers:

Question No.	Yes	No	No Response	Researcher's findings
11	160(64%)	85(34%)	05(2%)	There is no training policy.
12	180(72%)	67(26.8%)	03(1.2%)	There is no human resource planning.
13	98(39.2%)	100(40%)	52(20.8%)	Man power is improper.
14	52(20.8%)	190(76%)	08(3.2%)	There is no director personnel.
15	200(80%)	40(16%)	10(4%)	Policy is not satisfactory.
16	180(72%)	52(20.8%)	08(3.2%)	Research and development department is present but they do not play role in training activities.
17				Response to these questions are given in table 1.5 and 1.6 respectively.
18				
19	220(88%)	30(12%)	00	There is no age limit.

Question No.	Yes	No	No Response	Researcher's findings
20	190(76%)	55(22%)	05(2%)	It has been observed most of the private training institutes hire foreign and local faculties, they conduct training in posh venues and their training fees are higher which seems to be very impressive but they do not have any permanent arrangement. Their activities are also not service oriented rather profit oriented.
21	Response to this question is given in table 1.7			
22	150(60%)	98(39.2%)	02(0.4%)	Evaluation report is not submitted on time.
23	170(68%)	70(28%)	10(4%)	There is no marks allocation for local training.
24	33(13.2%)	07(2.8%)	210(84%)	Training impact research is hardly existent.
25	75(30%)	170(68%)	05(2%)	There is no punishment provision.
26	130(52%)	55(2%)	65(26%)	To some extent it is not possible to apply skill and knowledge acquiring from local and foreign training. Subordinate usually become more competent in their knowledge and skill by getting training. But in many instances controlling authority fell low esteemed, do not want to cooperate with and make their scope of work narrow. Culture of not accepting the new approach and change and avoiding risks are also factor in this regard.

Total respondent 250

Table No.1.5 : Causes for not getting nomination in foreign training

CL. No	Causes	Identifier	Researchers finding
a	Training policy of the corporation is not existent.	25(10%)	Research finding indicates all the mentioned factors in question number 17 are more or less responsible for not getting foreign training nomination.
b	Inappropriate nomination in respect to training subject.	50(20%)	
c	Remarkable decrease in total number of foreign training	20(8%)	
d	Undue delay sending proposals from the ministry to the corporation.	45(18%)	
e	Delayed training proposals from the ministries to the corporation.	40(16%)	
f	Nepotism and Favoritism.	37(14.8%)	
g	All of the above	33(3.2%)	

Table No.1.6 : Causes for not getting nomination in local training

CL. No	Causes	Identifier	Researchers finding
a	Sector corporations are losing concern.	160(64%)	Research finding indicates all the mentioned factors in question number 18 are more or less responsible for not getting local training nomination.
b	Lack of interest to nominate employees in local training by the respective authorities.	09(3.6%)	
c	Training is not Systematic as there is no training policy.	10(4%)	
d	Training design is not formulated as per need	09(3.6%)	
e	Insufficient training budget.	30(12%)	
f	Curriculum Vitae of employees are often not found updated.	00	
g	Untimely disposal of training proposals from the head office of the corporation to their factories.	10(4%)	
h	Failure to send nomination from the head office and the factories to the training institute.	08(3.2%)	
I	Nepotism and Favoritism.	06(2.4%)	
j	All of the above.	08(3.2%)	

Table No.1.7 : Priority for providing local training.

Entry Level	Mid Level	Top Level	Researcher's Finding
175(70%)	63(25.2%)	12(4.8)	The study however, showed that though entry level employees should have the priority, the priority should also be attached to the training of mid and top level as well.

FINDINGS

It is revealed form the feedback of the survey questionnaire, interview with the respondents and examination of the corporate papers like rules, regulations, office orders, files etc. relating to training and development that personnel training in public sector manufacturing corporations are not systematic and effective. The issue responsible for such ineffectiveness is as follows:

Public sector manufacturing corporations are providing their training without any training policy of their own. Even there is no human resource planning. Moreover, there is no independent training structure in the corporation for operating training activities. In practice, in most of the corporation's the training departments remain as part of personnel division or administration in the head office. For example, the BCIC training department conducts both recruitment and training activities under the control of the personnel division. The same situation in case of the Bangladesh Steel and Engineering Corporation. In the Bangladesh Textile Mills Corporation, training has been merged with administration and investigation under the control of the personnel division. It is noted that there is a trend to engage less competent personnel usually not relevant, inexperienced and whose educational qualifications are deficient, are placed in the training structure. It is found that number of personnel in the training is very few to run training functions effectively. In the factories the training structure has not been operating independently. In most of the cases training activities under the purview of technical division. Relevant experienced persons are not selected as head of factories of corporations. There is no policy for selecting trainers for the factories. As a result, any employee of any department is directed to take part in the training activities along with their own responsibilities which hinders their duties. Moreover, in most of cases they do not have any relevant experiences. And the honorarium paid to the trainer is not satisfactory. Because of absence of independent training structure in head office and factories, importance of training activities have not yet been realized for effective training.

Besides BCIC and BTMC there is no central training institute in other public sector manufacturing corporations. The central training institutes are not capable to provide necessary trainings except technical training. Hence their training needs remain incomplete.

There is no post of director personnel in the organogram of sector corporations for which training activities become less important comparing to other departmental activities.

Without assessing training needs, corporations send nominations to different training institutes and training institutes also do not have their training need assessment. Therefore, training has been accomplished without proper assessment. Training institutes run courses throughout the year, have no structured curriculum. Often a good many courses are conducted by the trainers who do not have relevant educational background and experience. Training institutes do not update their websites regularly. The main problems are there is no sound policy in the training institute, in proper management system and lack of quality and quantity of resources etc.

Training institutions usually do not send training proposals on time. Often nominating authority neglects the training offers and left on desk for a long time. Moreover, they do not timely communicate with their respective department, divisions and factories etc. Even though nominations reach on time, but for a particular training program, participant's level is not maintained properly. This makes training program less effective because the higher-level training course for lower level candidates cannot be receptive.

Training evaluation report usually not placed to the concerned authority on time. Recommendations and suggestions of evaluation report are not implemented in subsequent training programs. As a result subsequent development and planning is hampered. Financial allocation for training is also inadequate comparing with the total budget. There is Research and Development (R&D) in almost all corporations. To a greater extent Research and Development (R&D) though has physical existence but hardly had it achieved its functional activities. Since R&D is not functional, system and methods of training remained traditional. Training mostly on theoretical than practice oriented. In many cases training does not have any valuable impact in the career development. There is no marks allocation for local training in the promotion, salary increment and important placement for the employees which discourages employees to participate in training programs.

Problems also exist in foreign training. Foreign training is controlled by donor countries as well respective ministries of Bangladesh. Number of foreign training has been remarkably decreased for the trainees due to several factors. One of the important factors is foreign donation based fund which often depends on the foreign donors, usually controlled by the donor agencies and the concerned ministries of the government of Bangladesh. With few exception most of the foreign training expenses is not affordable for corporations. As a result foreign training cannot be provided as need basis. A good many offer from the various foreign agencies and organization are usually disposed to ministries. Managerial training usually has been enjoyed by the bureaucrats irrespective of their need though many of those training are designed and useful for the corporations.

It is not very uncommon that relevant and eligible candidates are not nominated rather nomination is given without any relevance and policy due to negligence, nepotism and corruption. Often ministries delay to notify, nominate of the candidature. Because of these, important foreign trainings are in waste and ultimately the opportunities are lost. It has been observed that how many times a candidate can avail study leave for higher studies that has not been mentioned in the foreign training ordinance. Moreover, no action has been taken against the trainee who did not complete training program. Even the trainee is not given any show cause notice.

RECOMMENDATIONS AND CONCLUSION

To make training effective the above mentioned problems are to be solved. To do so, first of all training policy should be formulated as soon as possible in the corporation. There should be a committee similarly to foreign training committee which will carry out the necessary activities regarding local training until a policy for local training has not been finalized. Training policy should include foundation training for the new employees to orient themselves with the organization. Mid level employees should be provided training so that they can overcome their gap of knowledge and skills. Higher level employees should also be trained to acquire high value adding skills and knowledge. Policy should also include giving priority to those employees who have not taken training previously and relevant employees should be nominated in the respective training. Age limit of the employees should be taken into account. Training policy should include detail rules and procedure regarding the entire human resource development of the corporations.

For effective training, Public sector manufacturing corporations training structure should be strengthened. For that, independent training department needs to be established in head offices and factories. Like other directors it is essential to create a director personnel position. Eligible and properly qualified personnel should be placed in training structure for conducting training activities. Besides, number of training personnel should be increased. A policy should be formulated for selecting trainers. Remuneration of the trainers should be satisfactory. There should be a trainer pool also to meet demand. Besides technical training, the central training institute would have to arrange and conduct training in the field of Finance, Accounts, Marketing and Administrative training etc.

To make the training effective both the participating corporations and training institutes would have to carry out training need assessment. Also participatory corporations can suggest or put recognition of their training demand to the training institutes based on their own training needs.

To make training effective training institutions should have to overcome their problems by formulating sound training policy in the institution and develop proper management system. Moreover there should be policy to attract and sustain qualified, meritorious trainer in the training institute. Course curriculum should be developed and updated. The training program should be more applied than theory so that trainees become enthusiastic for acquiring knowledge. To withhold the attention of the trainee the time period of the training sessions should be optimized. Therefore, it is expected that, the

head of the training institutes should be persons who are committed, honest and dynamic from relevant field to run the training institute effectively.

There should be training evaluation for ensuring the accountability of the quality of training. For subsequent development and planning it is necessary to submit training evaluation report on time to the trainer, course co-coordinator and concerned authority. There should have an impact study aiming to evaluate and audit the performance and effectiveness of the trainees in their respective field. This audit ultimately will give feedback of various training programs that will aid for further improvement, development and redesigning of various upcoming training programs.

Controlling authority should ensure all supports to help the trained employees so that they can implement their acquired knowledge and skills.

Both the corporations and training institutions should have impact study to understand the level of affectivity of training. The training policy should include post-training seminar as a mandatory requirement. Training is a continuous process but limitations and inadequate financial allocation hinders updating knowledge and skills of the employees. So, budget should be increased in training head.

Authority does not realize the importance of local training and often neglects to nominate employees in local training. To overcome these problems, higher officials should have to participate in various seminars and symposiums. A master list of the trained personnel should be prepared for upcoming planning of the corporations. Corporations should take initiative to lessen over control of the concern ministries. At the end of the training the trainees should be given opportunity to disseminate their acquired knowledge and skills by means of seminar, symposium and workshop etc.

In case of foreign training processing, bureaucratic chain should be reasonably shortened. Corporations should have direct access and communication with respective ministries & external resources division. Concerned donors & foreign agencies can be requested to communicate directly to the corporations. To inform about those training programs ministries/donors should only be an approval authority.

A reward system should be introduced which will include best trainer and best trainee. There should be punishment provision for the trainees if they do not complete training program.

If above-mentioned problems are solved and accordingly if necessary measures are taken, then Public sector manufacturing corporations would achieve their goal. This ultimately would contribute nation building activities. So, the concerned authority should impose immense importance for developing effective training for human resource development of the corporations.

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Climate Change: Implications and Remedies for Bangladesh

Mohd. Shahadt Hossain Mahmud, PhD[1]

1. Introduction

Climate changes very slowly as essential outcome of natural climatic evolution. But due to harmful effect of global warming the trend of climate change has got added impetus over the recent decades and resulted in rapid alteration of the timing, pattern and levels of rainfall and temperature across the globe. Experts predict that one-fourth of Earth's species will be demolished for deaths by 2050 if the warming trend continues at its current rate. Though this problem is originated due to negative consequences of unplanned technological development and egotistic activities of some developed and developing countries, the worst victims of it are the poor people residing at Scandavian countries, Sub-Saharas Africa and South Asia. However, international forums like UNFCCC, IPCC, FAO, COP-21 consider Climate Change as a serious concern for the whole globe and urge to take immediate collaborative actions to meet the challenges.

2. Possible risks of climate changes

Climate Change is resulted in increasing frequency and severity of natural disasters with adverse impact on natural ecosystem and quality of human survival. The possible major risks of global warming linked to climate changes are:

    (a) Excessive ice melting that aggravates:

- rising of sea level and inundation of coastal areas;
- frequency of cyclone, floods and river bank erosion;
- salinity intrusion in agricultural lands;
- shortage of pure drinking water;
- increased water logging scenarios
- undesired change in bio-diversity and loss of wildlife.

    (b) Unpredicted rainfalls that is liable for:

- deforestation;
- droughts and decrease productivity in agriculture;
- change in cropping pattern;
- unemployment of agricultural laborers and scarcity of food (near famine).

    (c) Risks related with health that are derived from:

- increased incidence of water-borne and air-borne diseases;

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- bacteria, parasites and disease vectors of warmer and wetter conditions.

(d) Loss/lack of entitlements that comprises:

- loss of standing crops;
- loss/damage of livestock/dairy/poultry/fisheries;
- loss of trees/fruits;
- loss/damage of vegetable garden.

(e) Disruption of social net-work that includes:

- unemployed and poverty;
- insecurity, crime, violence;
- migration of people;
- the immediate disruption of social net-work make poor, destitute, vulnerable, disable, elderly people, women and children more distressed and helpless.

3. Context of the Climate Change in Bangladesh

Bangladesh is a low-lying deltaic island criss-crossed by over 270 rivers and tributaries. Its significant features susceptible to global warming and climate change are:

- exceptional geographical location and monsoon climate;
- topography and land characteristics;
- huge network of rivers and channels;
- enormous discharge of water heavily laden with sediments;
- large number of islands in between the channels;
- shallow funnelling to the coastal area and strong tidal and wind action.

4. Climate Change Implications in Bangladesh

Bangladesh is an agro-based country and its growth in agriculture sector is at a stake due to global warming and climate change linked natural disasters like droughts, floods, river erosion, water logging, cyclones, tidal surges, salinity intrusion etc. These are occurring there quite frequently and causing enormous damages to standing crops and yielding pattern, infrastructures, lives and livelihoods. During last 20 years this country experienced five devastating floods in 1987, 1988, 1998, 2004 and 2007 and four catastrophic cyclone in 1991, 1997, 2007 and 2009. The Centre for Research on the Epidemiology of Disasters estimates that close to 229 million people have been directly affected by natural disasters during 1979 to 2008, with economic damage equivalent to US$5.6 billion. It is revealed from a study that Bangladesh annually losses about 8,700 hectres of land displacing around 180-200 thousands of people due to coastal inundation and erosion. During 1973–1987 about 2.18 million tons of rice was damaged

in Bangladesh due to drought and another 2.38 million tons due to flood while soil salinity, water logging and acidification affected 3.05 million hectares, 0.7 million hectares and 0.6 million hectare of country's crop land respectively. Another study reveals that if no adaptation is pursued, an annual average loss could increase to 3% of GDP due to increased frequency of flood over next 100 years.

According to the 4th IPCC report by 2050 rice production in Bangladesh could decline by 8% and wheat by 32% against the base year of 1990. There will be huge shortage of safe drinking water especially in the coastal belt and in drought-prone areas in the north-west of the country. Increasingly saline drinking water may also result in health hazards, especially for pregnant women and increase the incidence of water-borne and air-borne diseases. Study carried out for health sector envisages that a 7% increase of diarrhea and 1% increase of dengu patients at 2050 due to change in climate if no adaptation measures have pursued. The adaptation costs for health care, both private and public, have been estimated to be around US$18 million per year. Another awful fact is that due to climate change riverbank erosion and salinity intrusion will be aggravated and about six to eight million displaced people would have to be migrated to cities which would increase the slum population.

5. Remedial Approach/ Framework adopted by GoB

Climate Change is an unexpected and destructing reality for Bangladesh since the country has no way to deny it but to accept the consequences. And realizing this truth, Government of Bangladesh has created a simplistic model to face the climate change related losses. The model has two key elements viz disaster risk reduction (DRR) and climate change adaptation (CCA), which share a common space for reducing the vulnerability of communities and achieving sustainable development. Bangladesh has also created a number of guiding frameworks and working models which have already received significant international recognition.

6. Suggestions to Strengthen the Remedial Approach

Although Bangladesh has achieved a number of milestones towards DRR and CCA mainstreaming, we can propose following measures to strengthen it further:

    (a) *Preparation of holistic response through conducting adaptation research and establishing CC database, website and library;*

    (b) *Develop awareness materials, organize more campaigns and arrange more trainings and orientations involving GO- NGO-Community;*

    (c) *Conduct participatory planning at community level;*

(d)   Develop Climatic Research Division and establish CCA - DRR linkage;

(e)   Arrange national CC conference & attend regional/international conferences;

(f)   Ensure SARRC declaration and HFA;

(g)   Plan CC strategies and policy directives for ECNEC, PC and ERD;

(h)   Mainstream ADP, LGI, NGO Bureau.

However, some of the measures mentioned above may be taken for piloting at the first stage and those may be finalized after evaluating the results.

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Establishment of Community Fire Brigade in Bangladesh:
A Feasibility Study

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ABSTRACT

The study was undertaken by PSES-"Promotion of Social and Environmental Standards", a project of GIZ to identify challenges and possibilities for establishment of a community fire brigade as an auxiliary force to existing fire service and civil defense. The definition used in this study is the same as the definition is worldwide. A Community Fire Brigade (CFD) is defined here as a fire department composed of professionals and volunteers who perform fire suppression and other related emergency services for a local jurisdiction.

A self-administered questionnaire was developed for the purpose of the study and piloted. Study areas were Sreepur and Sadar upozila of Gazipur district. Locations of garment factories having long distance from fire stations were taken into consideration while selecting the area of study. A total of 70 informants representing BGMEA, BKMEA, BFSCD, community leaders, factory management, buyers/brands, and NGOs were approached. Also Focus Group Discussion (FGD) was used as a means of collecting information.

The desire and call for a community fire brigade was clearly evident in the focus groups and the survey results. Majority of the factory representatives mentioned that due to shortage of fire service people, they are not in a position to get the services from them as per their convenience. They believe wholeheartedly that there is an opportunity to fill a niche with exclusive fire services for the garment factories and the community as well. Majority of the informants mentioned that factory owners will come forward to support in establishing the community fire brigade.

INTRODUCTION

The garment industry is a major engine for economic growth and poverty reduction in Bangladesh. It accounts for over three-quarters of export earnings, contributes around ten percent of GDP, and employs over 4 million workers, mostly women, in more than 5000 factories, mainly in and around Dhaka and Chittagong.

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Currently, Bangladesh is the second largest ready-made garments (RMG) manufacturer after China and by the next five years, Bangladesh will become the largest ready-made garments (RMG) manufacturer. According to a 2011 report by international consulting firm McKinsey & Company, 80 percent of American and European clothing companies planned to move their outsourcing from China, where wages had risen, and were considering Bangladesh as the "next hot spot" making it the "next China" offering 'the lowest price possible' known as the China Price, the hallmark of China's incredibly cheap, ubiquitous manufacturers, much "dreaded by competitors."

Even though the market is growing, but the garment industry is facing a severe image crisis, due to a number of recent fire incidents. These incidents have already put the government, industrialists and the global brands that use the factories under severe pressure to ensure building and fire safety in garment industry in Bangladesh. In order to sustain the industry that has such multiple contributions to the economy and helps produce low cost and high end garments suiting the affordability of a wide range of consumers in the west, there are immediate concerns of workplace safety that must be mitigated.

It is worth mentioning that the "Fire Service and Civil Defense" is the only state-run department in the country that handles fire and other disasters, natural or otherwise, with insufficient manpower strength. Even, the department does not have enough fire stations to successfully tackle big fire incidents. In addition to the limited capacity of fire service department, the location of the existing factories is also a barrier to provide emergency services timely. A problem when a fire breaks out in the factories, in most cases, the fire brigade vehicle has to make a Herculean effort to reach the spot. The road the fire brigade personnel take is so narrow the vehicle can barely fit in. For instance, it took firefighters all night to put out a fire in a factory last year that killed more than 100 people, reportedly because the access road to the factory was difficult to traverse. The recent fire incident at Aswad Composite Mills Limited in Chandra, Gazipur may be another example where firefighters took more than an hour to reach the site, north of Dhaka, from the nearest fire station more than 30 kilometers away.

As a result, the number of deaths and casualties in fire incidents are alarmingly increasing and the industry has to accept the tragedy of death of many people along with monetary damage. Considering the reality of time, it can be a good initiative to set up community fire brigades at risky locations, especially for factories established in high-rise buildings and for the factories having narrow access roads with a long distance from fire station. But it is not an easy task for the government to establish mini fire brigade exclusively for this industry by its own. A very well coordinated effort is needed here with the combined engagement of all the stakeholders related in this

industry. All the stakeholders are needed to get under the same umbrella to ensure safe workplace.

Thus, the study was undertaken in an effort to identify challenges and possibilities for establishment of a community fire brigade as an auxiliary force to existing fire service and civil defense**.**

LITERATURE REVIEW

DEFINITION OF COMMUNITY FIRE BRIGADE (CFB)

A Community Fire Brigade (CFD) is a fire department composed of volunteers and professionals who perform fire suppression and other related emergency services for a local jurisdiction.

The term "volunteer" contrasts with career firefighters who are fully compensated for their services. Some volunteer firefighters may be part of a Community Fire Brigade that utilizes both full-time and volunteer firefighters. In this way, a station can be regularly staffed for rapid response with apparatus, and the volunteers provide supplementary staffing and staffed apparatus before, during, and after an incident, or while the full-time career staff are out of service doing training.

The term "volunteer" may also be used in reference to a group of part-time or on-call firefighters who may have other occupations when not engaged in occasional firefighting. Although they may have "volunteered" to become members, and to respond to the call for help, they are compensated as employees during the time they are responding to or attending an emergency scene, and possibly for training. An on-call firefighter may also volunteer time for other non-emergency duties as well (training, fundraising, equipment maintenance, etc.).

FIREFIGHTING WORLDWIDE

GERMANY

- German fire brigades are organized on a town/village basis, with each town having at least one brigade.
- In Germany there are about 25,000 local brigades - 24,000 volunteer fire brigades, 800 private fire brigades with public accreditation, which mostly protect large industrial complexes or airports, many private fire brigades with no public accreditation, and 100 public fire brigades compulsory by law for large towns and cities.

- However, public brigades are often supported by and cooperate with volunteer brigades. Some volunteer brigades also have a small core of full-time firefighters paid by local community funds.
- Volunteer fire brigades are usually structured in three brigade categories depending on size and level of equipment.
- Some German fire brigades not only have firefighters, but also ambulance crews. They are estimated to have a total of 1,300,000 active members.

AUSTRALIA

In several states, there are three fire-fighting organizations:
- One is salaried and (primarily) handles urban areas;
- One is (primarily) volunteer and (primarily) handles rural areas and
- The other is government-managed and handles public land (mainly forests and plantations).

Throughout Australia there are many volunteer firefighting departments which are set up by the individual states or territories.

CANADA

- Large cities and most towns have full-time firefighters while smaller towns and other municipalities employ part-time volunteer firefighters.
- Volunteer fire departments are mostly found in rural and remote areas of Canada, with 127,000 such firefighters across the country. Volunteer departments are necessary for areas that cannot afford to staff a full-time department.
- Most urban and larger fire services began as volunteer service and evolved into full-time members.
- All municipal fire departments are publicly operated. Private companies do operate for fire protection on private property (mostly aerospace companies and refineries).
- Local airport authorities operate airport fire departments with assistance from local departments if needed.

INDIA

- In India municipalities are bound by law to have a fire brigade and participate in a regional fire service. Each city has its own fire brigade.
- All the industrial corporations also have their own firefighting service.
- Real estate developer, DLF in Gurgaon last year, launched the country's first private fire brigade.
- Each airport and seaport has its own firefighting units.

UNITED KINGDOM

- Fire and rescue services (FRS) in England are organised on a metropolitan or county basis, mainly owing to the reorganization of the counties in 1974.
- In rural areas, there are often fire stations manned by part-time retained firefighters. Retained firefighters are fully trained personnel who provide cover on top of their regular jobs and live in the vicinity of a fire station.
- In addition there are a number of independent fire services, such as the Peterborough volunteers, the Downe House School brigade and those run by large industrial concerns.

UNITED STATES

- U.S. firefighters work under the auspices of fire departments (also commonly called fire protection districts, fire divisions, fire companies, fire bureaus, and fire-rescue).
- These departments are generally organized as local or county government subsidiaries, special-purpose district entities or not-for-profit corporations.
- According to the National Fire Protection Association, 69 percent of firefighters in the United States are volunteers.
- The National Volunteer Fire Council represents the fire and emergency services on a national level, providing advocacy, information, resources, and programs to support volunteer first responders.

FIREFIGHTING IN BANGLADESH

CAPACITY OF BANGLADESH FIRE SERVICE AND CIVIL DEFENCE (BFSCD)

Fire Service and Civil Defence is the only state-run department working for all kind of rescue missions in Bangladesh including fire safety, safety during air raids and any kind of disaster. In 1982, "Fire Service", the fire defence agency and "Civil Defence", the unarmed warning and rescue force and the general rescue force, was amalgamated into Bangladesh Fire Service & Civil Defence.

Almost 6500 people are working under this department and now the number is increasing for the necessity of saving people's lives and their assets. There are 259 fire service stations, classified into A, B, C category and River fire stations though out the whole country.

Total Fire Stations: BFSCD

Serial No.	Name of Division	'A' - classify stations	'B' - classify stations	'C' - classify stations	River Fire Station	Fire Station No.
1	Dhaka	19	32	16	5	72
2	Chittagong	18	24	10	2	54
3	Rajshahi	7	36	18	-	61
4	Khulna	5	21	8	1	35
5	Barisal	2	16	5	1	24
6	Sylhet	1	11	1	-	13
7	Total	52	140	58	9	259

Among the fire stations in Bangladesh, Dhaka city now has 16 fire stations equipped with about 20 vehicles including water carrying tenders, and pickup vans for carrying pumps. The agency has only two hydraulic ladders which can hose water up to the14th floor of a building at best and the country does not have helicoptersequipped to put off flames in high rises. On the other hand, there are only 10 fire stations in Chittagong city. The fire fighters of this city are unable to douse flames beyond sixth floor of a high rise building. There is no turntable ladder.

LIMITATIONS OF BFSCD

BFSCD authority does not have enough fire stations to successfully tackle big fire incidents. There is no fire service and civil defence station in about half of the upazilas across the country. Although a project for construction of 156 Fire Stations, has been taken up, with a view to establish at least one Fire Station at each Upazila., but still it is in process. There will also need to procure modern fire fighting and rescue equipments to enhance the efficiency and capability of the department.

Besides, BFSCD has no equipped central controlling system to control of its vehicles properly in case of any emergency. After the commencement of any accident, the vehicles from various stations generally travel to provide the necessary support. But without any central control system, in most of cases the vehicles use the same route, which in many times causes unexpected traffic congestion and clogging of road for emergency support. In addition, the authority does not have any database or sufficient resources to develop risk mapping of city areas which cause serious difficulties for location analysis. Moreover, at present the authority has no access to the modern information system (i.e. GIS) and the authority has almost no research initiative.

The major dissatisfaction with the fire fighters is that they often reach the place of fire late. For this reasons they sometimes get attacked by the victims of fire. Firemen can fight for about 30 to 40 minutes with their carried water in a single tanker, which might

be too meagre than the demand. In such cases they had to search for reserve water from nearby buildings or other sources which is seldom found to be sufficient. Though the FSCD has been entrusted with the responsibility of checking the status of fire safety provisions of buildings, the reality is that there is difficult for them with limitted human resources to ensure its occupants safety from fire hazards in the building.

Furthermore, the political destabilization of the country is very sensitive which often causes intentional fire and intentional damage of property. With limited manpower and fire fighting equipments the BFSCD usually have to involve with such challenge whose ultimate impact cause the failure to provide the necessary support to general people in case of emergency fire.

COMMUNITY FIRE BRIGADE: NEED OF HOURS

Although most of the countries have community fire brigade, but there is no such brigade in Bangladesh. The community receives fire protection only from the fire stations run by government. But the total manpower of Bangladesh Fire Service & Civil Defence is insufficient in respect of necessity. Also number of fire stations is not adequate. Therefore, development of volunteer fire department in Bangladesh is a need of time.

It is encouraging to mention that the government has realized the reality and has now recognized the importance of community volunteers. With the aim of reducing urban risks, the Comprehensive Disaster Management Programme (CDMP II) has already developed a comprehensive Urban Volunteerism programme. The programme is being implemented by the Ministry of Food and Disaster Management (MoFDM) and is supported by UNDP Bangladesh, UK Aid, Australian Government Aus Aid, Norwegian Embassy, SIDA and European Commission (EC) Humanitarian Aid. CDMP is designed to strengthen the Bangladesh disaster management system and to achieve a paradigm shift from reactive response to a proactive risk reduction culture where tapping social capital is seen as fundamental in responding to large scale urban disasters.

An urban volunteer network has been established and trained on search & rescue and first aid. Considering the need and nationwide attention for meeting a shortfall of rescue operations, the urban community volunteers are playing a vital role to provide city and nationwide support during emergency needs. This force, which will number 62,000 nationwide, not only represents a significant response capacity, but signifies a personal commitment to one's own community. CDMP II is supporting the Fire Service and Civil Defense (FSDC) to train 30,000 urban community volunteers in nine urban centres. An elaborate training module has been prepared with extensive cooperation of CDMP. So far, 19,820 urban volunteers have been trained, of which 3,100 are women.

OBJECTIVES OF THE STUDY

In order to take a decision on the establishment of community fire brigade, GIZ commissioned the study to assess the feasibility and the possible design of such an initiative in Bangladesh. The specific objectives of the study are to:

- Provide the views and opinions of the stakeholders on establishing community fire brigade;
- Identify the challenges and ways to overcome the challenges in establishing community fire brigade in the existing factory environment; and
- Provide a detail roadmap on how to establish a community fire brigade in the existing factory environment.

METHODOLOGY

In the primary stage of this study, secondary data has been collected from the relevant publications, journals, newspapers and Bangladesh Fire Service and Civil Defense Authority's (BFSCDA) official records. This stage of study helped to conceptualize the fire hazards in garment industry and firefighting worldwide. Furthermore, a time series analysis of the collected data helped to understand the significance of the issue for garment industry.

Two sets of structured questionnaire were developed by the researcher and these were piloted on a small sample. One was prepared for BFSCD professionals and another for other respondents. The selection of the informants was made using a stratified random sampling by grouping each kind of RMG stakeholder into each stratum and sometimes using subjective judgment for obvious stakeholders like BFSCD, BGMEA and BKMEA. A total of 70 informants were approached.

Moreover, Focus Group Discussion (FGD) was used as a tool to gain HR managers' perspectives on various aspects related to Community Fire Brigade. The first FGD was conducted with members of HR forum, Joydevpur. The second FGD was conducted to get the support of community people, with fewer participants mainly from local community leaders. The last FGD was conducted with BFSCD professionals to discuss more technical issues of community fire brigade.

KEY RESULTS AND DISCUSSIONS

INFORMANTS' VIEWS ABOUT COMMUNITY FIRE BRIGADE

- While asking about establishing a mini fire brigade or community fire brigade, all the respondents are in favor of this idea.
- Overwhelming majority of the informants mentioned that factory owners will come forward to support in establishing the community fire brigade.
- Nearly entire informants are of the opinion that community fire brigade initiative will be welcomed by all stakeholders.
- Majority of the informants believe that it could be a good option to set up community fire brigade primarily at Rajendrapur or Zarun, Konabari under Gazipur district. A good number of garment factories are located there.
- Entire informants of the study area mentioned that if any fire incidents happen, it will take nearly one hour to reach a fire service vehicle which is really a threat to them.
- Majority of the factory representatives mentioned that due to shortage of fire service people, they are not in a position to get the services from them as per their convenience.
- Entire informant opined that access roads are available for fire service operations in the study area.
- Majority of the informants believe that community people will give their morale support to establish a community fire brigade but factories should be the key stakeholders for this service.
- A good number of informants representing HR Forum raised an issue: whether the brigade personnel can supplement the role of fire service people, especially in the area of monitoring, training, fire drill, etc.
- While asking about the role of different agencies e.g. BGMEA/BKMEA/Buyer/Factory Management, majority mentioned that all should sit together and outline a policy to operate the community fire brigade and ensure its sustainability.
- One of social compliance experts opined that a contact agreement shall be signed between the service provider and service receivers (local community) before establishing a community fire brigade in a particular location.
- BGMEA/BKMEA can play a vital role to make sure the active cooperation of their members to participate in the process of setting up community fire brigade since

the safety issue is one of the main issues of their business – this is the opinion of majority informants.

▪ BGMEA/BKMEA can also play a role in generating/mobilizing regular fund for operational and maintenance cost to run the community fire brigade smoothly.

▪ Informants from BFSCD mentioned that the Fire and Rescue Service has a statutory duty to ensure that all reasonable measures are taken to ensure there is an adequate supply of water and to ensure its availability for use in case of a fire. Therefore ensuring fire hydrants are in good working order is very important.

▪ Majority of the informants are of the opinion that the main challenge is the initiative to establish a community fire brigade.

▪ Almost all the respondents believe that the establishment of Community Fire Brigade is possible within a short period of time; on contrary establishment of fire station by the government is time consuming.

KEY FINDINGS OF FOCUS GROUP DISCUSSION (FGD)

Key Issues	HR Forum Members	Fire Service and Civil Defense	Community People
Viability	Likewise community police, community fire brigade is also feasible.	The concept of Community fire brigade is widely accepted throughout the world.	Community Fire brigade is very much necessary for the community.
Stakeholders	BGMEA/BKMEA, buyers/brands and shops/industrial/ commercial establishment	Local administration, BGMEA/BKMEA and shops/industrial/ commercial establishment and BFSCD itself	Local government authority, educational institute, industry
Challenges	• Land for fire station • Cost of Fire Vehicle and equipment • Supply of professional firefighters • Operations cost • Sustainability • Collection of regular subscription or service charges	• Land for fire station • Procurement of fire engine truck and equipment • Access road • Availability of fire hydrants • Development of volunteer firefighters	• Operations and maintenance cost • Commitment of community people • Collection of regular subscription or service charges
Way foreword	• Just a positive letter from BGMEA/BKMEA can ignite the switch to start.	• Easy to establish in shorter time. • Answer/VDP members can be	• Factory owners should come forward. • Unused land

		involved.	Government
	• It will really impress buyers/brands. • Lot of challenges are there but not unachievable. • Operational policy should be prepared. • Administrative structure should design properly.	• BFSCD will be ready to provide support in all aspect. • "C" category fire brigade can be replicated.	owned unused land can be used.
Location	Zarun, Kona Bari under Sadar upozila and Banglabazar, Rajendrapur under Sreepur upozila of Gazipur district can be a suitable location for the community fire brigade to start its journey.		

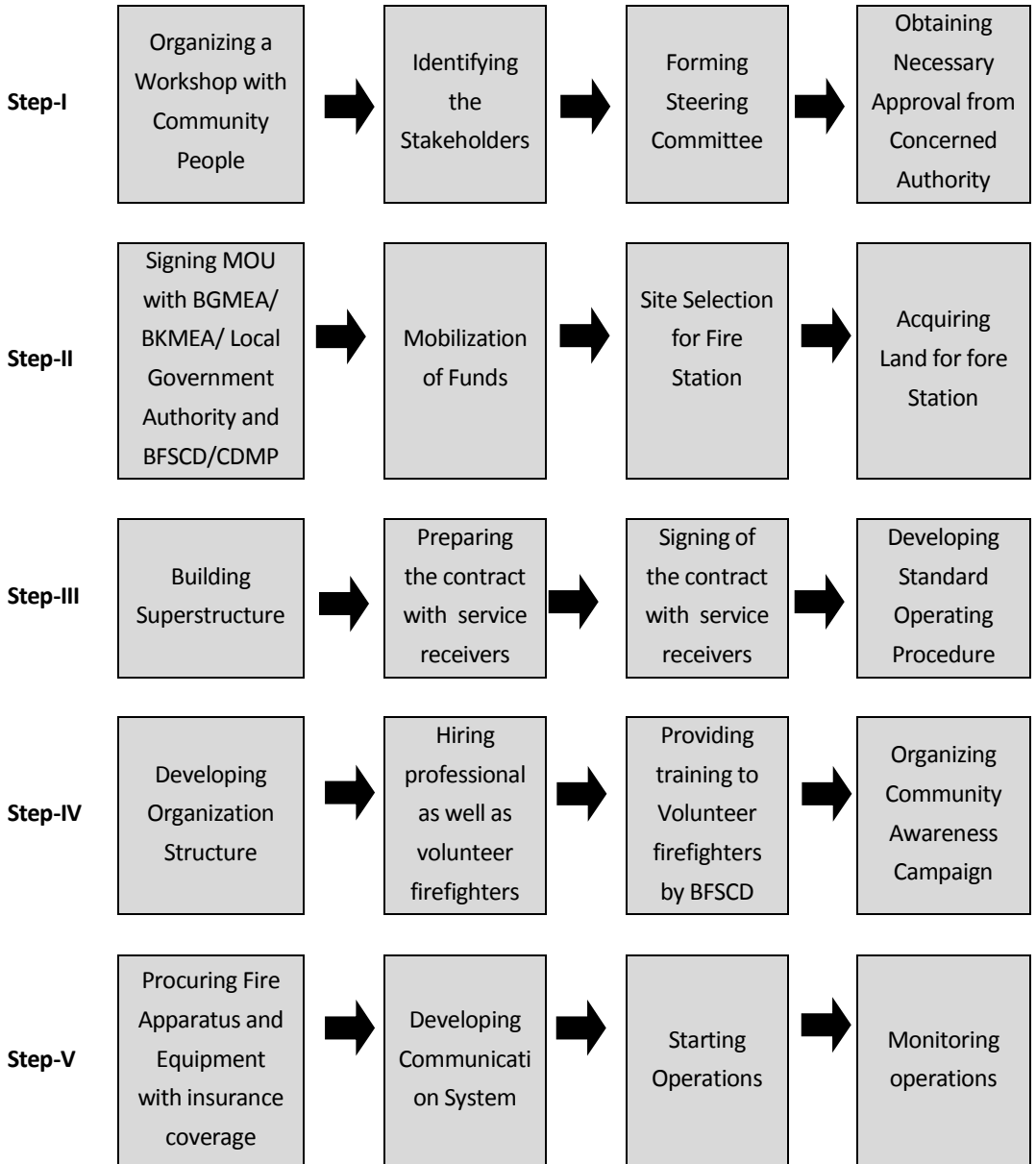**KEY CHALLENGES IN ESTABLISHING COMMUNITY FIRE BRIGADE**

Major challenges, identified and prioritized by the informants, in order to establish a community fire brigade are as follows:

1. Land for fire station in a suitable location.

2. Engineering design of the foundation and primary superstructure framing for the new community fire station.

3. Procurement cost of Fire Vehicle and equipment.

4. Supply of professional as well as volunteer firefighters.

5. Setting up an administrative structure to operate the brigade.

6. Collection of operation and maintenance cost including compensation of regular firefighters.

7. Construction of access road (if necessary).

8. Maintenance of fire vehicles and equipment.

9. Government support/administrative approval (if required).

10. Development of volunteer firefighters on regular basis.

11. Security of the fire station.

12. Availability of fire hydrants that are used to either supplement the water supply for firefighting or to supply/refill the water tank in a fire appliance.

MEETING THE CHALLENGES IN ESTABLISHING COMMUNITY FIRE BRIGADE

- Local government authority can take lease of unused Khas land (government plot) for the use of community fire station.

- Where can the community buy these vehicles? Just get in touch with Bangladesh Machine Tools Factory Ltd., one of the largest company enterprise of its kind in Bangladesh, under the management of Bangladesh Army.

- As said by one of fire service professionals, the company imports the parts of fire engine and assembles the vehicles domestically. This is perhaps the most cost-effective procurement process to get fire engine and other fire fighting tools.

- According to Fire Service and Civil Defence professionals, the fire truck used in existing "C" type fire station can be taken into consideration for community fire brigade.

- Community people especially the key stakeholders i.e. owners of the factory can share the cost of operations and maintenance.

- BFSCD may be the supervising authority to operate the community fire brigade in the beginning.

- Volunteer firefighters can easily be developed by Bangladesh Fire Service and Civil Defence (BFSCD).

- Retired professional firefighters can be hired for community fire brigade.

- Community fire brigade may supplement the activities of fire service and civil defense in the field of monitoring, awareness and training, fire drill, etc.

- National and international development agencies can finance the establishment of community fire brigade.

- Public-private partnerships may be adopted as a mechanism for funding the establishment of community fire brigade.

- To be safe side, the local authority can construct artificial reservoir on the roof of public buildings and mosques and in some cases street fire hydrants could be installed in limited scale in the locations where natural water sources is very limited.

ROADMAP FOR ESTABLISHING A COMMUNITY FIRE BRIGADE:

Step				
Step-I	Organizing a Workshop with Community People →	Identifying the Stakeholders →	Forming Steering Committee →	Obtaining Necessary Approval from Concerned Authority
Step-II	Signing MOU with BGMEA/ BKMEA/ Local Government Authority and BFSCD/CDMP →	Mobilization of Funds →	Site Selection for Fire Station →	Acquiring Land for fore Station
Step-III	Building Superstructure →	Preparing the contract with service receivers →	Signing of the contract with service receivers →	Developing Standard Operating Procedure
Step-IV	Developing Organization Structure →	Hiring professional as well as volunteer firefighters →	Providing training to Volunteer firefighters by BFSCD →	Organizing Community Awareness Campaign
Step-V	Procuring Fire Apparatus and Equipment with insurance coverage →	Developing Communication System →	Starting Operations →	Monitoring operations

RECOMMENDATIONS

- Initiatives shall come from the owners association, BGMEA/BKMEA, to own the idea of establishing community fire brigade. They can also play a vital role in generating/mobilizing regular fund for operational and maintenance cost to run the community fire brigade smoothly.
- A joint consultation meeting of owners association, BFSCD, and local government authority is urgently needed to outline a policy of establishing the community fire brigade and ensuring its sustainability.
- If properly approached, international buyers or even development agencies may come forward to contribute to the overall development of community fire brigade.
- One way to keep a steady revenue stream coming in is to charge a "subscription" to the owners of commercial or industrial establishment in the locality.
- Fire stations should not be located on heavily traveled roads, or one-way streets. The street should be of good width, perhaps a secondary arterial which could provide a clear fire lane across the protection area. There should be a minimum of traffic congestion in the area.
- A contact agreement shall be signed among the owners of garment factories before starting a community fire brigade in a particular location.
- Instead of buying land, as it is huge investment, it could be a good option to take lease of unused government Khas land for building proposed station.
- Regarding the primary model of community fire brigade, "B" or "C" type fire station of BFSCD can be taken into consideration to start with.
- Retired professional firefighters can be hired for community fire brigade along with volunteer firefighters.
- As Ministry of Disaster Management & Relief (MoDMR) has already started developing community volunteers under CDMP-II project with BFSCD, they should also be involved with this project. It will ensure continuous supply of volunteer firefighters in the community.
- Community fire brigade may supplement the activities of fire service and civil defense in the field of factory monitoring, awareness and training, fire drill, etc.
- Public-private partnerships may be adopted as a mechanism for funding the establishment of community fire brigade.
- To be safe side, the local authority can construct artificial reservoir on the roof of public buildings and mosques and in some cases street fire hydrants could be installed in limited scale in the locations where natural water sources is very limited.

- Before going for establishment, an implementation model has to be designed in consultation with BFSCD for the effective and efficient operation of the proposed community fire brigade.

CONCLUSION

The desire and call for a community fire brigade was evident in the focus groups and the survey results. Clearly there is an opportunity to fill a niche with exclusive fire services for the garment factories and the community as well.

Survey results indicate an interest not only in fire fighting or rescue but also in fire prevention for garment factories, with community leaders looking for a fire brigade that provides their people with access to the quick services and has dedicated firefighters that surpass other fire service options. Factory owners will pay the higher service charge for what is believed to be a higher value service.

For many key stakeholders link with different government agencies as well as international agencies, either formal or informal, will be a big boost for support and encouragement. Signing a memorandum of understanding (MoU) with BGMEA/BKMEA will be a compulsion for owners who have factories in the catchment area of planned stations.

Finally, the proposed fire brigade will need to prove itself to realize the service potential measured in this study. Some stakeholders will sit on the sidelines until the new brigade is a known and trusted entity. The speed with which the brigade can realize the service potential measured here will depend on the trust it builds among stakeholders to deliver on its promises in the beginning.

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The relationship between Communication Satisfaction and Job Satisfaction:
A Survey among Junior Executives Working in the Private Sector of Bangladesh

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ABSTRACT

The study was an attempt to explore the relationship between communication satisfaction and job satisfaction. Data was collected using the "Communication Satisfaction Questionnaire" developed by Downs and Hazen's (1977) and the "Job Satisfaction Survey" developed by Paul E. Spector (1985). A total of 284 junior executives working in the private sector of Bangladesh took part in the survey during August-September 2015. Measures of central tendency, dispersion and association have been used as part of descriptive statistics while multiple linear regression analysis has been used to identify significant predictors of job satisfaction. The study reveals that the respondents were fairly satisfied with overall communication in the organizations while the level of job satisfaction was found to be slightly above the average. The study also reveals that almost all the dimensions of communication satisfaction have a positive effect on job satisfaction. Among them, the "Relationship to Superiors" has been marked as the most important factor while "Communication Climate" has been identified as the least important one.

Keywords: Private Sector, Effective Communication, Communication Satisfaction, Job Satisfaction.

INTRODUCTION

Communication is the ever-present activity by which people relate to one another and combine their efforts. It is necessary to perpetuate the health of the organization. Just as people may develop arteriosclerosis, a hardening of the arteries that restricts the flow of blood and the nutrients it carries, so many an organizations develop similar problems with its information arteries. The result is the same-unnecessarily reduced efficiency due to key information being blocked or restricted at various points throughout the organization. And just like the medical ailment, preventing the problem may be easier than trying to find a cure (Davis and Newstrom, 1985).

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Effective communication is a basic prerequisite for the attainment of organizational objectives (Merryman, 1996). When communication is effective, people understand their jobs better and feel more involved in them (Smriti). Communication satisfaction is therefore related to job satisfaction (Ehlers, 2003; Goris *et al.*, 2000; Kongchan, 1985; Goldhaber *et al.*, 1978; Marrett *et al.*, 1975). Contrary, if organizational communication is inadequate, it results low organizational commitment, more absenteeism, greater employee turnover, and less productivity (Hargie *et al.*, 2002).

Researchers have provided several definitions of communication satisfaction since Level (1959) first introduced the term. Based on research conducted exclusively in the U.S., the first definitions of communication satisfaction emphasized the construct's uni dimensionality. Thayer (1969) defined the term as "the personal satisfaction a person experiences when communicating successfully". Redding (1978) in an analysis of several studies, reported that communication satisfaction was used to refer to the overall degree of satisfaction an employee perceives in the total communication environment. Downs and Hazen's (1977) and Downs' (1990) research indicates that communication satisfaction is a multidimensional construct. These researchers define the term as an individual's satisfaction with various aspects of communication in the organization (Federico, 2002).

The concept of job satisfaction has also been defined in many ways. However, the most-used definition of job satisfaction in organizational research is that of Locke (1976), who described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Building on this conceptualization, Hulin and Judge (2003) noted that job satisfaction includes multidimensional psychological responses to one's job, and that such responses have cognitive (evaluative), affective (or emotional), and behavioral components. A person with high job satisfaction appears to hold generally positive attitudes, and one who is dissatisfied to hold negative attitudes towards their job (Robbins 1993).

Studying job satisfaction and its relationship with communication satisfaction facilitate better understanding of how various dimensions of communication associates with job satisfaction. Employee satisfaction with the amount of information available to them may enhance their positive attitudes toward an organization. Additionally, employees are more likely to be satisfied with their jobs if they are satisfied with the amount of information they received on the job (Kalemci, 2013).

Rationale of the Study

Private sector has been playing a significant role in the economic development of Bangladesh. The sector's contribution to growth became more prominent in the 1990s, with steady growth in the production and export of ready-made garments (RMG), textiles, knitwear, and frozen foods such as shrimp. The sector is driving innovation and growth in many other sectors which have traditionally been dominated by government institutions: Education, Power Generation, Airlines, Healthcare, Television, Infrastructure, etc. According to Bangladesh Bureau of Statistics (BBS), the total investment of GDP in FY2014-15 was 28.97 percent out of which 22.07 percent came from the private sector. However, even though the sector is growing rapidly, it is still facing a number of significant challenges in order to ensure high organizational commitment and hence higher productivity. Lack of effective communication, which leads to lower job satisfaction, is one of the challenges many managers face in this regards.

After doing rigorous literature review, it is found that there are many studies in different countries which investigated the relationship between communication satisfaction and job satisfaction. As the private sector has been the main engine of economic growth and employment generation in Bangladesh, the researcher inclined to conduct the research in order to assess the level of and the relationship between communication satisfaction as well as job satisfaction in this sector.

OBJECTIVES OF THE STUDY

The objectives of the study are:

1. To measure the level of communication satisfaction among junior executives working in the private sector of Bangladesh;
2. To assess the level of job satisfaction among junior executives working in the private sector of Bangladesh; and
3. To explore the relationship between job satisfaction and communication satisfaction;
4. To find out the impact of the various dimensions of communication satisfaction on job satisfaction.

METHODOLOGY

This study, cross-sectional in nature, has been carried out to assess the communication satisfaction levels of the junior-level executives' working for different private companies

in Dhaka, Narayanganj and Gazipur cities of Bangladesh. The survey was conducted during August - September 2015 using two sets of structured questionnaires. The questionnaires were personally administered to a conveniently selected 396 respondents who took part in the Diploma in Human Resource Management course offered by Bangladesh Institute of Management, Dhaka. Among them, a total of 284 complete responses (72 percent) were received, of which, 216 were male and the others were female. Respondents' mean age is 29.26 years and mean length of service is 3.24 years. Measures of central tendency, dispersion and association (i.e., mean, standard deviation and correlation) have been used as part of descriptive statistics to analyze the data. Both the Pearson's correlation and multiple linear regression have also been used for responding the various research questions and hypothesis. Statistical software- the Statistical Package for Social Sciences (SPSS)- has been used to analyze the data.

Hypothesis of the Study

In light of the objectives of the study, the following null hypothesis has been proposed:

H_a: Higher level of communication satisfaction leads to higher level of job satisfaction.

Measurement Instrument

The instruments used for this study are the "Communication Satisfaction Questionnaire (CSQ)" developed by Downs and Hazen's (1977) and the "Job Satisfaction Survey (JSS)" developed by Paul E. Spector (1985).

Communication Satisfaction Questionnaire (CSQ)

The CSQ has forty items divided into eight dimensions: Communication Climate, Supervisory Communication, Organizational Integration, Media Quality, Co-worker Communication, Organizational Perspective, Personal Feedback, and Relationship with Subordinates. Each dimension contained five items and the total score was computed using 40 items. The instrument uses a 7-point Likert scale ranging between "very dissatisfied" and "very satisfied". The questionnaire has been found internally consistent and reliable across all organizations (Greenbaum *et al.*, 1988). It has proved to be a useful tool for organizational diagnosis in a wide range of organizations (Clampitt and Downs, 1987). The various dimensions of CSQ are explained below:

- Communication climate comprehends the extent to which communication in the organization motivates employees to meet organizational goals. Also this dimension makes employees identify with the organization. It involves judgments of whether people's attitudes towards communication are healthy in the organization.

- Supervisory communication encompasses both the upward and downward facets of communicating with supervisors. Three of the principle items contain the degree to which a superior is open to ideas, the degree to which the executive listens and pays attention, and the degree to which direction is offered in solving job-related problems.
- Organizational integration focuses on the extent to which employees receive information about their immediate work environment and comprehends information received by employees and their opportunities to participate in the system.
- Media quality is related with the measurement of the helpfulness, clearness and amount of information connected with channels such as publications, memos, and meetings.
- Co-worker communication measures the degree to which horizontal and informal communication is accurate and free flowing.
- Organizational perspective involves the measurement of the satisfaction with information about the organization as a whole such as its goals and performance, and financial standing.
- Personal feedback comprehends the extent to which individuals think that their efforts are recognized, and their supervisors realized their problems, and the measures by which they are being estimated are objective.
- Relationship with subordinates concerns with the openness of individuals to downward communication and their receptiveness and potentiality to send good information upward.

Job Satisfaction Survey (JSS)

The JSS consists of nine facets of job satisfaction: Pay, Promotions, Supervision, Fringe Benefits, Contingent Rewards (performance rewards), Operating Conditions, Coworkers, Nature of Work, and Communication. The instrument uses a 6-point Likert scale ranging from "strongly disagree" to "strongly agree". Scores on each of nine facet subscales, based on 4 items each, can range from 4 to 24; while scores for overall job satisfaction, based on the sum of all 36 items, can range from 36 to 216. A higher score indicated higher job satisfaction.

The various facets of JSS are explained below:

- Pay: Satisfaction with pay and pay raises.
- Promotion: Satisfaction with promotion opportunities.
- Supervision: Satisfaction with person's immediate supervision.
- Fringe benefits: Satisfaction with monetary and non-monetary fringe benefits.

- Contingent rewards: Satisfaction with appreciation, recognition and rewards for good work.
- Operating procedures: Satisfaction with operating policies and procedures.
- Co-workers: Satisfaction with co-workers.
- Nature of work: Satisfaction with type of work done.
- Communication: Satisfaction with communication within the organization.

DATA ANALYSIS AND FINDINGS

Measures of Central Tendency and Dispersion

Research objectives as to measure the level of communication satisfaction as well as job satisfaction among junior executives working in the private sector of Bangladesh were addressed by examining the mean, median and standard deviation of overall and of different dimensions of communication satisfaction and job satisfaction. The results are presented below in Table 1 and 2.

Table 1: Level of Respondent's Communication Satisfaction (n= 284)

Variables	Perceived Communication Satisfaction		
	Mean* (out of 7)	Median	Std. Deviation
Organizational Perspective	4.79	4.80	0.42
Communication Climate	4.72	4.80	0.36
Media Quality	4.80	4.80	0.37
Organizational Integration	4.90	4.80	0.42
Horizontal Communication	4.76	4.80	0.42
Relationship to Superiors	4.75	4.80	0.39
Personal Feedback	4.50	4.60	0.23
Relationship with Subordinates	4.51	4.60	0.23
Overall Communication Satisfaction	4.71	4.72	0.24

* The mean is calculated as follows:
- Firstly, respondent-wise mean score of communication satisfaction for each dimension was calculated by dividing the total score of each respondent by the number of items in each dimension (items=5). Then the mean scores of each respondent were summed and divided by the number of respondents (n=284) to obtain mean score of communication satisfaction for each dimension.
- In order to obtain the mean score of overall communication satisfaction, the mean scores of communication satisfaction for each dimension were summed and divided by the number of dimensions (dimensions=8).

From the above table, it can be said that the level of "overall communication satisfaction" was significantly less since the score (mean=4.71) fits in below the label of "somewhat satisfied" (value 5 on a 7-point scale). The result also shows that the highest score with 'organizational integration' (mean=4.90) was found to be very close to the label of "somewhat satisfied" followed by "media quality" (mean=4.80), "organizational perspective" (mean=4.79), "horizontal communication" (mean=4.76), "relationship to superiors" (mean=4.75) and "communication climate" (mean=4.71). On the contrary, the lowest score was found with 'personal feedback' (mean=4.50) lies exactly between the label of "indifferent" and "somewhat satisfied" followed by "relationship with subordinates" (mean=4.51).

Table 2: Level of Respondent's Job Satisfaction

Variables	Perceived Job Satisfaction		
	Mean* (out of 6)	Median	Std. Deviation
Pay	2.65	2.50	0.38
Promotion	4.04	4.00	0.14
Supervision	4.59	4.50	0.28
Fringe Benefits	2.72	2.75	0.39
Contingent Rewards	3.55	3.50	0.26
Operating Conditions	3.51	3.50	0.24
Coworkers	4.66	4.70	0.27
Nature of work	4.75	4.75	0.40
Communication	3.49	3.50	0.24
Overall Job Satisfaction	3.77	3.77	0.18

* The mean is calculated as follows:

- Firstly, respondent-wise mean score of job satisfaction for each facet was calculated by dividing the total score of each respondent by the number of items in each facet (items=4). Then the mean scores of each respondent were summed and divided by the number of respondents (n=284) to obtain mean score of job satisfaction for each facet.

- In order to obtain the mean score of overall job satisfaction, the mean scores of job satisfaction for each facet were summed and divided by the number of facets (facets=9).

The above table shows that the level of overall job satisfaction of the respondents were found to be slightly above the average (mean=3.77). Nature of work (mean=4.75), coworkers (mean=4.66), and supervision (mean=4.59) were the most highly satisfied

factors of job satisfaction while pay (mean=2.65), fringe benefits (mean=2.72), and operating conditions (mean=3.51) were the least satisfied factors.

Measures of Association

The relationship between communication satisfaction and job satisfaction was addressed by examining the correlations between eight dimensions of Communication Satisfaction and nine dimensions of Job Satisfaction Survey. The correlation coefficients are given below in Table 3.

Table 3: Correlation between Communication Satisfaction and Job Satisfaction

Job Satisfaction Dimensions	Communication Satisfaction Dimensions								
	Comm. Climate	Relationship to Superior	Org. Integration	Media Quality	Horiz. Comm.	Org. Persp.	Feed-back	Relation with subordinate	Overall Comm. Satisfac.
Pay	.372**	.789**	.428**	.421**	.466**	.390**	.293**	.290**	.665**
Promotion	.091	-.021	.067	.053	.015	.041	.022	.075	.062
Supervision	.266**	.847**	.389**	.314**	.381**	.194**	.246**	.226**	.553**
Fringe Benefits	.902**	.188**	.430**	.139*	.384**	.154**	.772**	.817**	.642**
Contingent Rewards	.351**	.337**	.753**	.458**	.358**	.136*	.265**	.313**	.567**
Operating Conditions	.801**	.109	.327**	.072	.293**	.102	.854**	.903**	.559**
Coworkers	.407**	.584**	.785**	.463**	.431**	.302**	.347**	.371**	.705**
Nature of work	.162**	.507**	.346**	.732**	.408**	.311**	.073	.076	.527**
Communi-cation	.758*	.223**	.332**	.147*	.355**	.108	.906**	.854**	.606**
Overall Job Satisfaction	.767**	.711**	.723**	.562**	.602**	.350**	.691**	.714**	.937**

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

According to results of Pearson's correlation analysis, nearly all of the communication satisfaction dimensions, except "promotion", significantly correlated with overall job satisfaction and it's dimensions.

As seen on Table 3, overall communication satisfaction significantly and positively correlated with job satisfaction factors of coworkers (r=.705), pay (r=.665), fringe benefits (r=.642), communication (r=.606), contingent rewards" (r=.567), operating conditions (r=.559), supervision (r=.553), and nature of work (r=.527). Similarly, overall job satisfaction significantly and positively correlated with communication satisfaction factors of communication climate (r=.767), organizational integration (r=.723), relationship with subordinates (r=.714), relationship to superiors (r=.711), personal

feed-back (r=.691), horizontal communication (r=.602), media quality (r=.562) and organizational perspective (r=.350).

Also, overall communication satisfaction significantly and positively correlated with overall job satisfaction which showed a relatively high correlation (r=.937, p<.001).

Multiple Regression

In order to determine the impact of communication satisfaction on job satisfaction, the following regression model has been developed:

Job satisfaction = β_0 + β_1 Communication Climate + β_2 Relationship to Superiors + β_3 Organizational Integration + β_4Media Quality + β_5 Horizontal and Informal Communication + β_6 Organizational Perspective + β_7 Personal Feedback + β_8 Relationship with subordinates + ε

The results of multiple linear regression analysis are given below:

Table 4.1: Model Summery

R	R Square	Adjusted R Square	Std. Error of the Estimate
.968[a]	.936	.935	.04541

a. Predictors: (Constant), Communication Climate, Relationship to Superiors, Organizational Integration, Media Quality, Horizontal and Informal Communication, Organizational Perspective, Personal Feedback, Relationship with subordinates.

As can be seen from Table 4.1, the value of R Square (R^2) is 0.968. Therefore, it can be concluded that 96.8% of job satisfaction is affected by various dimensions of communication satisfaction, while the rest 3.2 % is influenced by other factors that have not been examined.

Table 4.2: ANOVA[a]

	Sum of Squares	df	Mean Square	F	Sig.
Regression	8.363	8	1.045	506.832	.000[b]
Residual	.567	275	.002		
Total	8.930	283			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Communication Climate, Relationship to Superiors, Organizational Integration, Media Quality, Horizontal and Informal Communication, Organizational Perspective, Personal Feedback, Relationship with subordinates.

Table 4.2 presents the ANOVA results and provides the overall acceptability of the regression model. As can be seen from the above table, the P-value for the F-test is 0.000 which is less than any reasonable α (e.g. α = 0.05 or α = 0.01), so there is sufficient evidence that the overall model is fit. This means at least one of the independent variables is significant.

Table 4.3: Coefficients[a]

Variables	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.295	.075		3.931	.000
Communication Climate	.082	.019	.167	4.378	.000
Relationship to Superiors	.168	.009	.369	18.587	.000
Organizational Integration	.083	.009	.193	9.174	.000
Media Quality	.097	.009	.201	10.976	.000
Horizontal and Informal Communication	.011	.008	.026	1.313	.190
Organizational Perspective	.015	.007	.036	2.117	.035
Personal Feedback	.100	.039	.131	2.544	.012
Relationship with subordinates	.189	.046	.245	4.117	.000

a. Dependent Variable: Job satisfaction

The above table shows the coefficients of the regression line (B values under unstandardiized coefficients column). As can be seen from the table that all the factors of communication satisfaction, except "Horizontal and Informal Communication", have a significant negative effect on job satisfaction (p <.05). Accordingly the regression equation can be written as follows:

Job satisfaction = 0.295 + 0.082xCommunication Climate + 0.168xRelationship to Superiors + 0.083 xOrganizational Integration + 0.097xMedia Quality +

0.015xOrganizational Perspective + 0.100xPersonal Feedback + 0.189xRelationship with subordinates

From the above regression equation, we can therefore draw the following inferences:

- A one- unit increase in satisfaction with Communication Climate will lead to a 0.082 unit increase in job satisfaction.
- A one- unit increase in satisfaction with Relationship to Superiors will lead to a 0.168 unit increase in job satisfaction.
- A one- unit increase in satisfaction with Organizational Integration will lead to a 0.083 unit increase in job satisfaction.
- A one- unit increase in satisfaction with Media Quality will lead to a 0.097 unit increase in job satisfaction.
- A one- unit increase in satisfaction with Organizational Perspective will lead to a 0.015 unit increase in job satisfaction.
- A one- unit increase in satisfaction with Personal Feedback will lead to a 0.100 unit increase in job satisfaction.
- A one- unit increase in satisfaction with Relationship with subordinates will lead to a 0.189 unit increase in job satisfaction.

Finally, the factors are ranked based upon the Beta values under standardized coefficients column of Table 4.3. These rankings are shown in Table 4.4.

Table 4.4: Ranking of Factors of Communication Satisfaction based on Beta values

Factors of Communication Satisfaction	Standardized Coefficients (Beta)	Rank
Relationship to Superiors	0.369	1
Relationship with subordinates	0.245	2
Media Quality	0.201	3
Organizational Integration	0.193	4
Personal Feedback	0.131	5
Organizational Perspective	0.036	6
Communication Climate	0.167	7

As it can be seen from the table that the "Relationship to Superiors" (ß=-0.369) has been marked as the most important factor while "Communication Climate" (ß=-0.167) has been identified as the least important one.

Therefore, we can conclude that the hypothesis that "higher level of communication satisfaction leads to higher level of job satisfaction" has been strongly supported by the study.

MANAGERIAL IMPLICATIONS AND CONCLUSION

The findings of the study strengthen the fact that there is a very strong and positive correlation between communication satisfaction and job satisfaction. The survey also reveals that the effect on job satisfaction is significantly caused by several dimensions of communication satisfaction. However, unfortunately, the level of satisfaction towards the job and the communication factors among the junior executives working in the private sector of Bangladesh are found not to be up to the mark. Therefore, especial attention shall be given to increase communication satisfaction of employees in order to enhance job satisfaction.

In managerial implication, this study has provided useful information to the management of the private sector. With this information, the managements will be able to know how to increase the communication satisfaction and thereby job satisfaction. To achieve this, urgent and concrete strategies must be developed focusing on the identified factors related to communication satisfaction. As per the findings of the study, developing more comprehensive communication system with effective provision for bottom-up, top- down and horizontal communication*,* achieving successful organizational integration, cultivating healthy communication climate, and providing training on soft skills shall get priority over other factors of communication. Further, offering competitive salaries and benefit packages, reducing work load, and introducing new payment mechanisms such as pay for performance shall be the main concern of job satisfaction.

As a final point, the present study makes useful additions to the current knowledge base by examining the effects of communication satisfaction on job satisfaction of junior executives working in the private sector of Bangladesh. However there are some limitations to this study. The variables in this investigation were measured at one given moment. This implies that the present results represent in a specific situation in time. As it often the case with such questionnaire research, the nature of the collected data is restrictive. Additionally, all constructs were measured on the basis of the respondents self-reporting. Future research should consider experimental or longitudinal methodology to capture the changing nature of the relationships between communication satisfaction and job satisfaction. One other limitation of this study is that it covered only three cities in Bangladesh with 284 junior executives. Thus, future studies should use a less restricted sample to extend the applicability of the finding of this study.

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The Copyright Law in Bangladesh
(Analysis and Recommendations for following International Arrangements)

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ABSTRACT

Creativity is a very rare human quality that has an immense impact on the owners' financial and social development as well as on the nation's furtherance. The developed countries have already taken measures to protect such asset. Bangladesh is developing the rules and policies and moving toward the implementation of those. The measures of Bangladesh should be in alignment with the International standards and measures.

INTRODUCTION

Creativity in literary works is one of the best creations of the human being. A mind blowing poem/story, an extraordinary painting, a peaceful song or music etc. are some valuable assets. These all are intellectual properties and need to be protected. So, it is natural that people shall seek protection for these. Copyright laws are weapons that can provide such securities. It is proven that people had been seeking for some measures to protect their own creations from the very early days. In history, we found that there were some periods when people were afraid of participating in any public exhibitions of innovations. (WIPO 2004) Refusal of the invitation of the Government of the Empire of Austria - Hungary from other countries to participate in an International exhibition of innovations held in 1873 at Vienna, is an incident in favour of such situation. The foreign visitors were reluctant due to lacks in legal protection for their inventions. Why people were o afraid to expose their innovation? Answer is very simple; their creativity might be stolen or copied.

An International Congress was held in Paris in 1878 for protecting the human creativities, as a consequence of such unpleasant situation in Vienna, known as Paris Convention. It was the first step in protecting creativities, and any kind of intellectual properties, by individuals and/or organizations. Later on, more emphasize given on protecting invention, especially the literary works, through several related treaties; namely the Berne Convention for the Protection of Literary and Artistic Works, the WIPO Copyright Treaty (WCT), the Rome Convention and the WIPO Performance Phonograms Treaty (WPPT).

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Meanwhile, a noteworthy settlement, regarding intellectual property rights, took place, termed as the Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS). The TRIPS came in an Annex to the World Trade Organization (WTO) agreement, adopted on 15 April 1994 in Marrakech (WIPO 2004). With the WTO agreement, the TRIPS entered into force on 1 January 1995 (WIPO 2004).

The TRIPS is considered as a ground-breaking achievement in the era of intellectual property protection, because of its some distinguished features. TRIPS has introduced the minimum standards of protection and enforcement procedures to permit effective action any act of infringement of intellectual property rights (WIPO 2004). Thus different laws are developed to protect the literary works, along with other intellectual properties. In this research paper, copyright laws that protect the literary works, especially in Bangladesh, shall be addressed.

RESEARCH OBJECTIVE

The entire research is focusing on copyright laws and related rules in Bangladesh. The primary objective of the research is to discuss the present copyright law in Bangladesh for comparing with international standards. The secondary objective is to find out the scope of improvements to align with the international copyright laws and arrangements. Furthermore, based on the study and satisfying the objectives, a brief conclusion shall be made.

PRESENT STATUS OF THE COPYRIGHT LAW IN BANGLADESH

Bangladesh is a developing country. It has a great history of literary works, musical works, artistic works and motion pictures. Several examples are well renowned. In literary works, Kazi Nazrul Islam is famous for poems and short stories; in the arena of music, Runa Laila, Sabina Yesmin, Ahmed Imtiaz Bulbul etc. have proven their talents and creativity; in artistic works painter "Patua" Jainul Abedin is world famous for his historical drawings; and in the area of motion pictures Zahir Raihan, Khan Ataur Rahman, Chashi Nazrul Islam and Humayun Ahmed produced quality movies that are well recognized. They are our cultural glories. At present, we have so many promising poets and novelists, singers and musicians, artists and movie makers who are working with distinguishable and quality deliverables that express their creativity and innovations. To protect their creativity and encourage their potentials, there is no way but implementing a good copyright policy. Now the paper is pointing at the present copyright laws in Bangladesh.

Copyright Laws in Bangladesh

Since a member of the WIPO, Bangladesh is always very concern in protecting the intellectual properties. Over the years, different laws and rules have been adopted in this issue. This research paper is focussing the copyright laws in Bangladesh. The foundations of Bangladeshi copyright laws are the Copyright Ordinance 1962 and the Copyright Rules 1967. According to the Copyright Ordinance 1962, a Copyright Board was constituted for the regulation of copyright related activities. After the Liberation War in 1971, the Copyright Ordinance 1962 was first amended in 1978 and then in 1983, the Copyright Rules 1967 was amended with the objectives to adopt Copyright Ordinance and Copyright Rules in Bangladeshi terms and culture.

Since the World's copyright concepts and practices are being advanced, Bangladesh has also developed its copyright laws. Before 2000, copyright related issues were addressed and settled through the old laws (Copyright Ordinance and Copyright Rules). But in 2000, Bangladesh, for the first time, has introduced and implemented a complete copyright law which is known as the Copyright Act 2000 and later on it came into force with the Copyright Rules 2006 in 2006 more effectively. To meet the international standard, in 2010, Bangladesh published an English version of its Copyright Rules of 2006. Now the research is pointing at the major issues in current Bangladeshi copyright laws.

1. **The Copyright Act 2000**

    According to the law, the copyright and related activities shall be observed, supervised and maintained by the Copyright Office and Registrar of Copyright, under guidance and regulations of the Ministry of Law, Justice and Parliamentary Affairs of the Government of the People Republic of Bangladesh (Copyright Act 2000). The whole act is divided into 17 chapters (Copyright Act 2000). The major themes of the chapters are discussed briefly.

    Chapter - 01:   Introduction and Definitions

    In the introductory chapter, different issues and authorities have been defined very specifically. Major issues like work, creator and artistic work are taken to describe in this paper. 'Work', according to the act, is any work includes literature, drama, music or artistic work, movie/cinema, sound recording and broadcasting. 'Creator' refers to the creator of any literature or dramatic work, creator of any music or lyrics, creator of any artistic work, except photograph, photographer of a photograph, and producer of any movie/cinema. 'Artistic Work' includes any artistic work, sculpture, drawing (graph, map, chart, design) and photograph, and architectural design. The law also provides a clear boundary for the 'performer', as any actor, singer, musician, dancer, lecturer etc.

Chapter - 02:   Copyright Office, Registrar of Copyright and Copyright Board

The act specifies that there must be a Copyright Office which shall be under direct control of the Registrar of Copyright, who shall work under direct supervision and according to the instructions of the Government. The law allows forming a Copyright Board, constituting a Chairman, and minimum 2 or maximum 6 members. This Board shall be capable in determining the working procedures through meetings.

Chapter - 03:   Copyright

In this chapter copyright has been identified and defined more specifically in the area of literature, drama or musical works except through computer programming, computer program, artistic work, movie/cinema and sound recording. In case of architectural work, copyright shall be limited to artistic features and designs, shall not extend to building systems and procedures.

Chapter - 04:   Copyright Ownership and the Rights of the Owners

The copyright ownership is extensively described in this chapter. Furthermore, the rights of copyright owners have been defined from all possible perspectives, dimensions and situations.

Chapter - 05:   Duration of Copyright

According to the law, the duration of copyrighted work except photograph shall be in force up to 60 years, after the death of the creator. The year is referred to the calendar year.

Chapter - 06:   Broadcasting Authorities and the Rights of the Performers

The broadcasting organizations/authorities shall have special rights on their broadcasts which is termed as 're-broadcasting rights' and shall be in effect after 25 years from the first broadcast. This chapter also describes the different rights of the performers. It allows preserving the right of a performance up to 50 years from the date of first performance.

Chapter - 07:   The Editorial Rights of the Published Works

Publisher of an edition of any work shall have the right to sell any photocopy of such for commercial purpose up to 25 years from the date of first publication.

Chapter - 08:   Copyright Association

The law allows forming associations that must be registered under this act for the purpose of issuing license and allowing businesses with copyrighted works.

Chapter - 09:   License

This chapter encompasses all related issues regarding copyright licenses. The law allows transferring license where applicable. For future work, copyright license shall be enforceable only after the existence of work.

Chapter - 10:   Copyright Registration

Any literary work must be registered to the Copyright Registrar Office in specified form and for specified fees under conditions accordingly this law. Assigning copyright ownership and changes or modification in copyright work or even in ownership are permitted under conditions accordingly the law.

Chapter - 11:   Delivery of Books and Newspapers to the National Library

Accordingly the Printing Presses and Publications (Declaration and Registration) Act, 1973 (23rd Act of 1973), section 24, the publisher of a book, published in Bangladesh, shall deposit a copy in the National Library within 60 days from the date of publication at his own cost. Accordingly section 26, the publisher of any magazine or newspaper, shall also deposit a copy of such publication at his own cost as soon as it is being published.

Chapter - 12:   International Copyright

Any international copyrighted work, which is not even created in Bangladesh, shall have the copyright over whole Bangladesh. Simultaneously, any creative literary work, generated first in Bangladesh shall enjoy the copyright facility over other countries.

Chapter - 13:   Infringement of Copyright

This chapter discusses about the activities which shall be considered as infringements of copyright. Some exceptions of infringements are specified here. For example, in case of using copyrighted literature, music drama or artistic works for personal research studies or uses and even using magazine, newspapers or broadcast to describe the current situation shall not be considered as copyright infringement.

Chapter - 14:   Prevention of Criminal Acts

Any infringement of copyright shall be considered as a criminal offense and it shall be punished. The infringer even has to pay all damages as incurred due to infringement.

Chapter - 15:   Offenses and Punishments

If any person infringes copyright, except movie/cinema, shall be imposed prison for maximum 4 years or minimum 6 months along with fine of maximum BDT 200,000 or minimum BDT 50,000. But provided that if it is proven that the infringement was occurred not for any commercial purpose, the Court may impose 6 month prison and fine less than BDT 50,000. In case of copyrighted movie/cinema, the infringer shall be subject to prison for maximum 5 years or minimum 1 year along with fine of maximum BDT 500,000 or minimum 100,000. The law also says that if the same infringement occurs for the second time and

even is repeated, for every time the infringer shall be subject to prison for maximum 3 years or minimum 6 months along with fine of maximum BDT 300,000 or minimum BDT 100,000.

Chapter - 16:   Appeal

Any person can appeal against the decisions given by the Court within 30 days. The law allows appeal against any decision of the Registrar and even against the Copyright Board. All these appeals must be in accordance with the provisions of the law.

Chapter - 17:   Miscellaneous

In the last chapter of this act, miscellaneous issues, such as several powers of the Registrar and Copyright Board, public servant, provisions for implementing rules accordingly this law, terms of employment of the Chairman and members of the Board etc. have been addressed in details.

2.   **The Copyright Rules 2006**

The Copyright Rules 2006 was implemented on 11 September 2006 in accordance with the section 103 of the Copyright Act 2000. Copyright Rules describe the Copyright Act 2000 where required.

The entire rule is divided into 9 chapters. First chapter includes the preliminary issues and definitions. Second chapter and third chapter describe copyright registration and license for the translated works. Record preparation and the copyright association are taken place in the fourth and fifth chapters. Issues regarding the cancellation of copyright are discussed in the chapter six and seven includes infringement. The last two chapters describe the Copyright Board and miscellaneous issues.

In the second part of the Copyright Rules 2006, there are 2 Tafshils. First Tafshil includes different forms, e.g. copyright registration book, application for copyright registration, registration of change(s) in subject matters of copyright registrar, application for license of translation work, notice for cancelling copyright etc. The second Tafshil includes fees for different copyright applications.

COMPARING WITH THE INTERNATIONAL STANDARDS

The recent Copyright Laws in Bangladesh are derived from the Copyright Ordinance 1962 and the Copyright Rules 1967. New laws have been in force for last 15 years only. But if we assess it, we find that the current laws encompass all the issues of copyright. They cover all the area of literary works, musical works, artistic works, maps and

technical drawings, photographic works, cinematographic works and computer programs.

The laws include details of infringements and the punishments. The punishments are well defined and specified. They also point at the prevention of infringements.

The current copyright laws of Bangladesh also focus on the establishment of a body that shall supervise and control all copyrighted issues. Even the appeal procedures are also included.

The Copyright Rules 2006 works as a supplement to the Copyright Act 2000. The Copyright Rules 2006 has specified different formats for application and figured out the rates/fees for the copyright and copyright applications.

Though the Copyright Rules 2006 is available in English, but till the Copyright Act 2000 has not been translated into English.

Considering all the factors, it can be said that the copyright laws in Bangladesh is up to the international standards. They meet almost all the provisions of international conventions and treaties. Some new and recent international treaties should be included for the final touch.

SCOPE FOR IMPROVEMENT

No law in the world is perfect and there is always scope for improvement. The copyright laws in Bangladesh were last revised on 2000 and 2006. Now it is 2015. There are so many changes and new demands have taken place. The area of copyright has also been developed and new treaties have taken places. In this paper, three issues are suggested for inclusion in the Bangladeshi Copyright Laws as improvements.

Ensuring Rights of the Performers in Light of BTAP

The chapter six of the Copyright Act 2000 describes the rights of the performers. But with changes in technology and time those rights are not sufficient for protecting performances. These performances include the performances of the actors, singers, musician, lecturer etc. all these performances are technology dependent, especially on audio and visual technologies, and can be copied very easily. Due to rapid technological developments, developments in audiovisual technologies and changing social and cultural environments, people seek for more protections of their audiovisual works/performances.

With such urge, a treaty, "The Beijing Treaty on Audiovisual Performances (**BTAP**)" was adopted on June 26, 2012 by the Diplomatic Conference on the Protection of Audiovisual Performances of the WIPO for the purpose of regulating copyright for

audiovisual performances and expands the performers' rights. The BTAP primarily aims at ensuring a secure zone for the film actors, singers and other performers in terms of economic benefits and extra income from works through sharing revenues with producers, generated by international audiovisual productions, and grants moral rights in preventing distortion of their works (BTAP 2012). Furthermore, BTAP is enriched with some special features (BTAP 2012), like providing very specific international legal framework to the performers in audiovisual industry to strengthen their insecure positions. It will even also protect them in the digital environment for the first time and against the unauthorized use of their performances in audiovisual media like television, film and video. The BTAP is undoubtedly proven beneficial for the performers in copyright issues. In summary, this treaty ensures their economical, international and moral rights. Since the performances are copied very frequently, this treaty can protect such copying and contribute a lot to the performers.

The provisions of this treaty are very suitable for the Bangladeshi performers. There are so many poor singers, actors and other performers who are struggling. If their performances are copyrighted according to the BTAP they shall be financially benefited and their moral and other related rights shall be uphold in an appropriate manner. In the era of technological advancement, if we include these provisions in our copyright laws, not only the performers shall be benefited, but also our copyright laws shall be enriched. Since Bangladesh is a member state of the WIPO, it is a moral obligation to improve the chapter six of current Copyright Act 2000 to meet the international standard.

Facilitating Visually Impaired People in Copyrighted Works

Another major scope for improvement in current copyright laws in Bangladesh is to incorporate the issues regarding the visually impaired people. According to the World Health Organization, there are more than 134 million blind and visually impaired people in the world and 90% of them are in developing countries. The World Blind Union figures out less than 5% of millions of books published per year in the world are made accessible to those people. In 2006, a WIPO statement said that less than 60 countries had provisions in their copyright laws to make special arrangements for those through Braille, large prints or digitized audio versions. To facilitate the visually impaired people with proper formats of texts, WIPO adopted a treaty, after an intensive debate for more than a week in Marrakesh, Morocco, called "Marrakesh Treaty to Facilitate Access to Published Works for Persons Who are Blind, Visually Impaired, or otherwise Print Disabled (**MVT**)" on June 27, 2013 (MVT 2013).

With humanitarian and social development dimensions, the MVT aims in setting mandatory limitations and exceptions for the benefits of blind, visually impaired and otherwise print disabled (VIPs). Since copyright laws are "territorial", MVT requires Contracting Parties to include such provisions in copyright laws that allow reproduction and making available in accessible formats to VIPs and exchange those works across boundaries by organizations to serve the beneficiaries (MVT 2013).

In Bangladesh there are many visually impaired people and Bangladesh is a country of low income people. So, if the MVT is incorporated with current copyright laws, a new window of knowledge will be opened to these people. For us, it is very tough, almost impossible to buy the copyrighted books for our blinds, but if we join with this treaty, it will bring huge benefit for us. Therefore, the provisions of the MVT should be incorporated in our existing copyright laws. It will enrich our laws and also introduce a new dimension while considering our poor and visually impaired people.

Language Problem

The Copyright Act 2000 is in Bengali and therefore, not compatible to other languages. English is the main language of laws. So, the Bangladeshi copyright laws should be translated into English. This will enable others to understand our laws properly.

CONCLUSION

As a developing country, Bangladesh has huge potentials in creativity. Moreover, in the whole world, Bangladeshi people are well known for their creativity. This creativity can bring a new future for the country only if it is protected in an appropriate manner. Earnings through the copyrighted works can contribute a lot in economic development also.

Struggling people with creative literary works can be assured of their innovation which may return them money as well as honour. Therefore, from all perspective, copyright laws of international standard have the potentials for the total development.

Considering this, the necessity of strong and up to date copyright laws is a must. And it can be proudly said that Bangladesh has good and well-designed copyright laws. The entire literature and the comparison have proven that the Bangladeshi copyright laws are almost adherent to the international standards.

With few modifications in the area of performers' rights, facilitate visually impaired people and language of the laws, Bangladeshi copyright laws shall be the one of the best copyright laws in the world.

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Factors Effecting Supply Chain Management on Agro Products:

A Study on Superstores in Bangladesh

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ABSTRACT

The superstore chains in Bangladesh are mainly concentrated in densely populated urban areas. Hassle-free shopping environment, fixed price, one stop service, brand image, quality commodities and convenient location are the key factors provoking the customers to visit the superstores. Most preferred superstore products are dry foods, toiletries and cosmetics followed by dairy, confectionary and groceries items. The shoppers are found positive about superstore product quality, and service dimensions; but they agree that the superstore products are a bit expensive. The shoppers feel the need for more quality perishable goods. The supply chain management is a major obstacle due to dependency on local market, distant transportation, middlemen, etc. For management, inefficiency, pilferage, theft, shopliftings are regular phenomena in superstores. But particularly on agro products supply-demand uncertainty, vulnerable supply chain system, inadequate infrastructures are the main roadblocks of the supply chain management on superstores in Bangladesh.

Keywords: *fresh products, fixed price, brand image, vulnerable supply chain, supply demand uncertainty.*

INTRODUCTION

A "superstore revolution" has been underway in Bangladesh since the early 1990s. The superstores have earned a lot of popularity among the urban dwellers in recent years. Superstores have now gone well beyond the initial upper and middle class clients to reach the mass market. The effects of this trend touched not only traditional retailers, but also the wholesale, processing, and farm sectors. The superstore revolution is a "two-edged sword." On the one hand, it can lower food prices for consumers and create opportunities for farmers and processors to gain access to quality-differentiated food markets and increase income. On the other hand, it can create challenges for small retailers, farmers, and processors who are not equipped to meet the new competition and requirements from superstores.

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Organized retailers in the country are focusing more on strengthening their backward linkage supply chain, a challenge faced by retail chain shops for product availability. As the superstore concept is not very traditional the superstore biggies have failed to grow accordingly   due to proper and sufficient supply chain management. The most organized and disciplined retailers are trying to maintain their own supply chain management to bring fresh and quality products to the store in urban area from root level farmer directly. A supply chain management consists of all parties involved directly or indirectly. I have focused here about major challenges of supply chain management on agro products which are facing the superstores in Bangladesh

Superstore business can have great potential in a country like Bangladesh. At present in Bangladesh some 30 companies having about 70 outlets made foray into the business. In the early days of the business, around 500 customers would visit a superstore outlet a day, but some 5,000 customers come to a store everyday now. Agora, Sopno, Meena Bazar, PQS and Nandan with limited number of outlets are the major superstore players. Hassle-free shopping environment, hygienic commodities, fresh vegetables, meat and fish at the superstores are attracting the customers in superstores. Opportunity to use credit cards is another feature of these stores. Fresh vegetables directly collected from the farmers are one of the factors for increasing popularity of the superstores, though some of the customers often complain that the perishable goods of the superstores are not always fresh in the superstores. (Mamun, 2015)

STATEMENT OF PROBLEM

The new age consumer demands and wants to consume fresh products. The food industry faces huge challenges in offering fresh products to its customers. Typically the fresh food supply chain starts with the farm supplier, framers, and vegetable backers and then reaches wholesalers. From wholesalers, the fresh food moves to independent retailers or catering suppliers or the supermarket and then reaches to the customers. It is very difficult to offer fresh products to customers due to unpredictable environmental conditions. In order to offer fresh products, the food industry needs to establish higher delivery frequencies, smaller orders, less lead time, and a shorter order cycle to meet consumer demand. In fresh product supply chain, product identification is very challenging in terms of expiry date, product origin etc. Since most of the fresh products are seasonal products, the cold chain storage facilities play a very important role in keeping the products fresh, hygienic and safe. They are also crucial for meeting the demand-supply gap for fresh products.

The problems faced by retail outlets, in traditional supply chain, the retail formats faced mainly the problems such as inadequate physical facility for the shop, failing in assessment of demand, timely supply of vegetables, price fluctuation, lack of transportation facility, more physical losses of produce, procurement problems and private competitors in the market. Respective problems were due to fewer amounts for investment, no proper planning for assessment of demand, high price fluctuation which depends on arrival and season for that vegetable, inadequate transportation facility which is costlier too, improper handling and no proper storage facility leads to physical loss of produce, no proper planning for procurement, and high competition from the outside markets. Hence it expected an adequate physical shop facilities and guidance to cope with the problems by providing training in retailing activities in the urban areas. In perishable product supply chain time is very crucial, because delivery delay to customer lead to product economic value is decreased even zero. Because its characteristic was perished, so to maintain perishable product's quality is needed technological effort to keep the rate of products deteriorating. The technological efforts are especially in products storing and transportation. Besides packaging that must be designed in order to keep products quality, in other hand transportation time is also must be as fast as possible in order that products delivery to customer are still within tolerable limit usage, it means products still have economic value. In this case the choices of transportation mode become the thing that cannot be avoided anymore in order that products are on time delivery. The better and faster transportation modes that are used the bigger costs that have to be spent.

Based on the description above it can be seen that there is the strong relationship among quality, time, and cost in handling of perishable products. There is a trade off among the three of variables. To maximize the quality of perishable products, delivery time must be as fast as possible with packaging techniques that can maintain products freshness. Its consequences are the spending of cost become high. This leads to the decreasing of profit earned by each supply chain party.

LITERATURE REVIEW

A supply chain consists of all parties involved, directly or indirectly, in fulfilling a customer request. The supply chain includes not only the manufacturer and suppliers, but also transporters, warehouses, retailers, and even customers themselves. Within each organization, such as a manufacturer, the supply chain includes all functions

involved in receiving and filling a customer request. These functions include, but are not limited to, new product development, marketing, operations, distribution, finance, and customer service. (Chopra & Meindl, 2007)

Agribusiness, Supply chain management (SCM) implies managing the relationships between the businesses responsible for the efficient production and supply of products from the farm level to the consumers to meet consumers' requirements reliably in terms of quantity, quality and price. In practice, this often includes the management of both horizontal and vertical alliances and the relationships and processes between firms. Agro-supply chains are economic systems which distribute benefits and apportion risks among participants. Thus, supply chains enforce internal mechanisms and develop chain wide incentives for assuring the timely performance of production and delivery commitments. They are linked and interconnected by virtue of shared information and reciprocal scheduling, product quality assurances and transaction volume commitments. Process linkages add value to agricultural products and require individual participants to coordinate their activities as a continuous improvement process. Costs incurred in one link in the chain are determined in significant measure by actions taken or not taken at other links in the chain. Extensive pre-planning and co-ordination are required up and down the entire chain to affect key control processes such as forecasting, purchase scheduling, production and processing programming, sales promotion, and new market and product launches etc.

There is a dearth of sufficient studies and literatures in the context of superstores and their expansion in Bangladesh. As a result, only few available published literatures have been reviewed for laying out the problem statement and developing the purposes of this study. Considering the future increasing demands of customers, organized retail business is increasing day by day with large volume of product categories and creating new opportunities for the business enterprises facing challenges. According to McTaggart (2004), competition and a fragmented state of the grocery stores are being faced with new challenges with the aggressive growth plans of super center. As a result, few considerable factors like range, price, expertise, convenience and experience have been recommended for retail business by McKinsey. Among these factors, price is comparatively much important factor in any business strategy in the dynamic business environment. Moreover, today's retailing has been revolutionized through online that have influence on investors and entrepreneurs to revamp accordingly to be effective with realizing the customer behavior. However, retailers should keep in their minds

regarding price factor and the factors related to dramatize revolution (Gupta, 2007; Nagle and Holden, 2002).

Azad and Bhuiyan (1992) have identified the characteristics and problems of grocery retailing in Bangladesh. Their study has found that grocery trade is connected with various problems such as irregular supply; quality variations from time to time and shop to shop, price fluctuation, bargaining, adulteration, shortage of adequate capital, high cost of transportation etc. From analyzing the findings of their study, it can be assumed that there is a chance to switch customers from traditional grocery stores to modern superstores to buy their grocery essentials and other necessary items at a large space without any hassle.

Asaduzzaman and Ithora (2008) shows that consumers were highly regarding their health had medium awareness regarding the environment hazards caused by agro-chemicals. But the supply of organic items in the local market was insufficient; and most mentioned that organic rice, fruits, fish, shrimp, egg and chicken satisfied less than half of their family demand.

There are not enough researches regarding superstore supply chain agro products in Bangladesh. For that reason there are not solid supply chain implementations on that part. This research will find the major challenges and factors these are directly or indirectly effects superstore agro supply chain.

OBJECTIVIES

The research proposal has the following objectives:

- To find out present supply chain management challenges of agricultural products of superstore retailing in Bangladesh.
- To find out flaws, if any, in the supply chain management system of agricultural products of superstore retailing in Bangladesh.
- To understand the customer's impressions about the agro product of superstores in relation to the traditional market.
- To suggest policy measures to develop efficient supply chain management of superstore retailing of agricultural products in Bangladesh.

METHODOLOGY

The research will be Descriptive in nature. Other relevant issues:

- **Population:** Customers and managerial people of superstores.

- **Survey Areas:** Dhaka city.
- **Survey Technique:** Census superstores operating in Dhaka city.
- **Source of Data:** Both primary and secondary sources will be used for the research purpose.
- **Data Collection Techniques:** Questionnaire with open ended and closed questions.
- **Data analysis techniques:** Likert scale will be used to classify and analyze data.

DATA ANALYSIS

Using individual (not summated) Likert-type items (questions) as measurement tools is common in agricultural research. Likert (1932) proposed a summated scale for the assessment of survey respondent's attitudes. Individual items in Likert's sample scale had five response alternatives: Strongly agree, Agree, Neutral, Disagree, Strongly disagree. Likert noted that descriptors could be anything -- it is not necessary to have negative and positive responses.

Q-6: Is the quality of fruits and vegetables of the superstore is good? Regarding this issue almost 20% respondents are strongly agree, 50% are agree and 15% are neutral and the weighted mean M= 3.7 that shows the customers of superstores are somewhat satisfy about the quality of fruits and vegetables.

Q-7: Do you use holiday for shopping at superstore? About the most preferable day in a week almost 45% respondents are strongly agree with holiday shopping and others are prefers to their convenient time. The weighted mean M= 3.4 that indicates demand is high particularly on holiday.

Q-8: Is the price range of agro products higher than the commodity market's? Price is a vital factor for purchasing anything compare to others. Regarding the pricing issues almost 75% respondents are strongly agree that the price of vegetables and fruits is higher than road side shop's. The weighted mean M= 4.6.

Q-9: Do you have any complaint of the contaminated fruits and vegetables? Food adulteration issue is one of the most concerning matter at this moment. Almost 45% respondents do not have any complain regarding this matter but others are not sure about this issue. The weighted mean M= 2.8 indicate that customers are neutral about this issue.

Q-10: Is the product assortment efficient for the consumers? The availability of products is a important factor for customer satisfaction. Regarding this matter almost 30% are

strongly agree and 45% are agree about the product assortment. The weighted mean M= 3.85 highlighted that the product assortment is good to the customers.

Q-11: Are the vegetables of superstore better than unorganized retailers? Regarding the freshness and availability issues compare to the unorganized retailers almost 45% respondents are disagree about this matter and the weighted mean M= 2.7 focused that people some time prefer to buy fruits and vegetables in fronts of their home or near about the home in terms of availability and freshness issue.

Q-12: Are there suppliers capable to provide fresh products? About that matter almost 45% respondents are strongly agree and 35% are agree regarding this issue and the weighted mean M= 4.35 shows that suppliers are able to provide fresh products but the storing and cold storage issues can hamper the freshness of goods.

Q-13: Should the superstore concentrate more on agro products? It means some of the branches are not more focused on the agro products. About that matter almost 40% are neutral and 25% are strongly agree and the weighted mean M= 3.40 highlighted that customer wants more focus on agro products.

Q-14: Should the superstore give more focus on frozen foods? Customers are somewhat reluctant to buy frozen foods like fishes, poultry and mutton etc. Customers are not sure about when products are freeze. Almost 75% respondents are strongly agree and the weighted mean M= 4.55 means customers want more fresh products.

Q-15: Should superstores give offer seasonal discount to increase sales volume? About this issue almost 90% respondents are strongly agree and the weighted mean M= 4.80 indicate that customers want more discount regarding agro products.

Q-16: Is the quality of vegetable and fruit sometime bad? When vegetables are stayed more than one or two days, these lost the freshness. For that issue almost 55% respondents are strongly and almost 30% agree about this issue. The weighted mean M=4.40.

Q-17: Should superstore open some new branches to increase the responsiveness? In terms of responsiveness customers want more brunches and almost 75% are strongly agree with that and the weighed means M= 4.70.

Q-18: Should superstore sell rural home made products for the customers? Product assortment with rural home made products, almost 20% are strongly and 45% are agree with this issue and the weighted mean M=3.65.

Q-19: Should superstore specify the area where the fruits and vegetables are yield? Customers are biased when they know where the products are yield. About this matter almost 50% respondents are neutral and 20% agree with this issue and the weighted mean M= 3.15.

Q-20: Should superstores start home delivery system? Customers want to save time and hassle free shopping. For that matter customer prefers online shopping and home delivery systems. Almost 52% are agree and 25% strongly agree and the weighted mean M= 4.20.

Q-21 Should superstores increase the variety of different kinds of fishes? Bangladesh are now 5th position in terms of fish production. So customers want more local fishes. Regarding this issue almost 50% are neutral and 25% are agree about this matter and the weighted mean M=3.25.

RESEARCH FINDINGS

Overstock Problem: The main challenge is overstock problem in terms of supply and demand uncertainty. Overstock problem may happen huge wastage such kinds of perishable items. But weekend the scenario is changed. Basically on Friday customers come to buy their weekly shopping. So this day demand is high in meat and vegetables items. Sometime customers prefer to buy their vegetables item from the road side shops. The unorganized retailers create challenges about the superstore vegetables and fruits demand.

Lack of Collaborations: Lack of collaboration with suppliers of agro products still creates problem to ensure fresh agro products. Most of the suppliers on vegetables and food sector are not very educated so the real objects are not fulfilled. If suppliers know the way to create the supply chain system they will take some stapes to reduce the number of damage products. When suppliers understand the objects of keeping relationship with agility, they will ensure quality on every part of their work.

Demand Uncertainty: Vegetables and other agro products market are now very competitive. People choice there place where they can purchase their daily necessary products especially perishable items are very nearest location of their house. Most of the superstores are located in the busiest area of Dhaka city. But people prefer to buy their goods in the nearest area of their home. So demand is vary particularly on agro items. However, they are to deal with distributors and suppliers, some of whom are

unprofessional. In order to secure a reliable supply of goods, superstores are developing the sourcing channel of fruits and vegetables directly with groups of farmers.

High Price: The price of agro products is higher than that of road side shops. So people compare that to purchase products in the superstores. There is no chance of bargaining or negotiation over the products price due to fixed price practice in superstores. Superstore marketers can provide commodities at lower prices because they buy in bulk. However, sometimes they offer seasonal and occasional offers and discounts to their customers. Improvements in food quality and freshness are also important factors. Superstores are trying to achieve these by using quality controls, better hygiene and correct storage conditions like cooling and refrigerating. The study also reveals that entrepreneurs face challenges for time required to get all the necessary permissions before opening a new store in a new location, sometimes even a year or more.

Classifications of Consumers: Consumers of Bangladesh turn to their interest to shop in the modern and well-decorated superstores due to having many facilities and congenial atmosphere. Because of quality of products and comfort of shopping in the superstores, popularity of such stores is scattering in higher middle class and middle class people of Bangladesh. Educational competency of employees to refrigeration system for keeping fresh and ensuring quality of the perishable goods is also one of the most attractive factors to the customers to choose superstores in their buying decisions. Most of the superstores want to consume population based on Bangladesh. In addition, some superstores are now focusing on the middle class people along with higher class and higher middle class people.

Unorganized Distribution System: The distribution system is not organized properly. As a result, sometimes the commodities cannot be delivered to the stores on time. Lack of backward integration and less interest with long term partnership with backward stakeholders are the main obstacles to established synchronize supply chain management system regarding superstores supply chain on agro products.

Lack of Visibilities: Adulteration of food with toxic chemicals harmful to health has reached an epidemic proportion in Bangladesh. It is very difficult to find a sector of food industry which is free of adulteration. From raw vegetable and fruits to milk and milk products to fish, meat and processed food–every food item is contaminated. Contamination of foods with toxic chemicals pose a serious threat to public health, especially in a country like Bangladesh where due to poor health literacy, level of awareness is very low. It is sometime difficult to the superstores quality management

authority to watch out all time to collect fruits and Vegetables free from adulteration and chemical.

CONCLUSION AND RECOMMENDATION

According to the superstore managers supply chain management is a major obstacle for superstores management. In the process they have to rely on local market, transport facility, middlemen, distance, etc., which are highly erratic, inconsistent and unreliable. Starting a new outlet is also an obstacle for them due to unavailability of adequate space, especially in the high demand areas. Internal control and management is also a major problem for superstore operation. For management inefficiency pilferage, theft, are regular phenomena in superstores.

Collaboration among the various stakeholders along the food value chain is extremely important. The interdependencies between stakeholders in the chain and the wider network should be considered as potential locations of collaboration. Collaborative platforms help supply chain partners to have an end-to-end view of the chain. Collaboration between producers and processors (with the use of appropriate technology) can help reduce post-harvest food losses. Superstores authority should take decisions about the backward integrations which can improve the development of trust, commitment and transparency among suppliers especially vegetables and food suppliers with long term relationship. For that reasons it will be easy to train them with a proper way for yielding risk free fresh vegetables and fruits. Balance with supply and demand is one of the vital parts of supply chain management. Perfect demand forecasting with flexible relationship with suppliers give the more pleasing area. Vegetables suppliers and supply chain manager can jointly plan and control the flow of goods to balance supply and demand. Customer relationship is also important and retaining customers by proper customer services with reasonable price can improve the brand loyalty to the customers. A super shop must arrange their product as a way that customers can easily purchase all kinds of products at a short time, because most customers remain busy. So maintain their products with systematically for reducing the time consumption. Here customers give the agree statement for time consumption for purchasing products

The study noted that there is ample scope for more superstore outlets in the country. They should segment their market for different groups on the basis of price, product,

variety and brand. To respondents fixed price, one stop service, brand image and convenience of location are the key factors provoking the customers to visit the superstores mostly. They can think of adding new lines of products and augment their scope of service by providing online shopping facilities and home deliveries.

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Appendix: A

Value	5	4	3	2	1		Total Weighted	Weighted Average
Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	*Total Respondents*	**Score**	**Score**
Q6	4	11	1	3	1	20	74	3.70
Q7	7	3	3	5	2	20	68	3.40
Q8	14	5	0	1	0	20	92	4.60
Q9	2	5	2	9	2	20	56	2.80
Q10	6	9	2	2	1	20	77	3.85
Q11	2	3	4	9	2	20	54	2.70
Q12	9	7	3	1	0	20	87	4.35
Q13	5	3	8	3	1	20	68	3.40
Q14	13	5	2	0	0	20	91	4.55
Q15	17	2	1	0	0	20	96	4.80
Q16	11	7	1	1	0	20	88	4.40
Q17	14	6	0	0	0	20	94	4.70
Q18	4	9	5	1	1	20	74	3.70
Q19	2	4	10	3	1	20	63	3.15
Q20	6	11	4	0	0	20	86	4.30
Q21	2	5	10	2	1	20	65	3.25
						Total	**1233**	**61.65**

Line Managers:
The Front Line Soldiers of Human Resource Management

Kanij Fatama Zaman[1]

ABSTRACT

The most modern and sophisticated strategies of human resource management can become obsolete if the people working at the end of implementation are not convinced enough to perform them. From hiring the right people to firing them in a right way, the most responsible and useful persons could be the line mangers of any organization. Though HR managers get the leverage in implementing HR strategies as Line managers are supposed to assist them but the lack of trust and competition over power make it difficult for both parties to work together. Nevertheless, it is the HR managers who should step forward since their success solely depends on the people management skills of line managers. At the same time, line managers should consider HR managers as their partner to achieve their department goal as well as organizational goals. This paper examines the HR activities of line managers and tries to open some windows for HR managers to think how they should engage and motivate line managers to carry out HR activities appropriately.

The popular concept of getting competitive advantage through HR can be questioned if HR itself cannot be competitive while providing services within organization especially working at operational level. The paradigm shift from Personnel Management to Human Resource Management has given a break to HR professionals to practice a transformational leadership at both strategic and operational level. Successful organizations are emphasizing more than ever on HR issues since many HR roles are providing major strategic inputs to their success. It is obvious to say that any strategy including HR, can be successfully implemented by line managers and their competitiveness ultimately make the organization competitive. But the relationship between line managers and HR managers has been an appealing issue to research since it sounds complicated in reality. This paper will focus on the responsibilities of line managers from HR perspective and the role of HR professionals' effort to make line managers work smoothly with some theoretical concepts as well as practical examples.

For many years, there has been a vast assumption about the suitability of developing human resource management issues to line management. In fact, line managers carry

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HR plans to life and most important aspect explaining the deviation in both job satisfaction and job discretion. To what extent HR managers can motivate line managers and engage them at implementation of HR strategies is a vital factor of HR achievement. 'Looking at the relationships of the HR function with managers, we found that the division of people management responsibilities between HR and the line was largely unchanged since 2003, despite HR's wish to have more work transferred to line managers.' (Reilly *et al.*, 2007, p.3). Though HR is in leading position on implementing redundancies and compensation but activities like training and development, employee relations and recruitment are more collective. On the other hand, reluctance of line managers to carry out responsibilities or HR professionals' interference on operational level may create problems in the division of responsibilities. Whittaker and Marchington (2003) note that there are numerous examples of line managers modifying HR practices and of their difficulty or unwillingness to perform a whole range of HR policies (cited in Boxall *et al.*, 2007, p.545). In contrast, Watson (1986) sums up the criticism regarding the contribution by HR professionals to organizational outcomes in his classic book (Management, Organization and Employment Strategy) as 'if personnel experts are not reactive organizational nobodies who perform their collective work, go-between and fire-fighting professions with little concern for business decisions and leadership, then they are clever, ambitious power seekers who want to run organizations as a kind of self-indulgent personnel playground' (cited in Whittaker and Marchington, 2003, p.3). Before going to further discussion, it is important to identify basic HR functions and strategy those are vastly dependant on line managers' significant input and willingness to make them effective.

Planning for human resources has had a fairly chequered history. McBeath (1992) stated that the term 'Human Resource Planning' emerged at about the same time as 'human resource management' started to replace 'personnel management' and for some (cited in Beardwell et al., 2007, p.158). But still there is evidence that top level managers occasionally ignore HR perspective when setting up the strategic goal of their organization. The key feature of strategic HRM is the integration of HRM policies and practices with organizational strategy, ensuring that HRM is fully integrated into strategic planning at a senior level. Otherwise it would be difficult to implement the HR strategies especially Human Resource Planning at operational level. Line managers must be informed about the human resource planning so that they can contribute while forecasting the organization's staffing needs. At the same time they must work together with HR professionals to keep the labour cost low. It is ultimately line managers' responsibility to retain employees with the proper implementations of HR strategy.

Buckingham (2000) notes 'employees leave managers not companies' (cited in Beardwell et al., 2007, p. 176). He also argues 'employees are more likely to remain with an organization when they believe that their manager shows interest and concern for them; if they know what is expected of them; if they are given a role that fits their capabilities; if they receive regular positive feedback and recognition' (cited in Beardwell et al., 2007, p. 176).

Without the participation of line managers in designing job it would be an incomplete task for HR managers to conduct job analysis. HR practitioners might have specialist knowledge about a job still the line managers have got the opportunity to improve competencies through their knowledge and skill about a specific department. So while preparing job descriptions and person specifications, HR managers must ask advice from line managers.

After designing the job successfully, the next step for HR managers is to develop a recruitment and selection procedure along with line managers. But in reality, line managers are likely to be involved in selection rather than recruitment activity. According to a survey (IRS, 2004) conducted among first line managers, recruitment was one of the HR practices for which they have little responsibility (cited in Beardwell et al., 2007, p. 215). The HR managers must take help from the line managers in both recruitment and selection process in order to reduce the cost and hire the right people for the organization. Most importantly, it is the line manager who is going to work with the employees.

The line managers must ensure that all employees are being treated equally at each level of their work life. Beardwell (2007) notes 'all employees are protected by a series of basic contractual and statutory employment rights which the employment practices of an employer must abide by' (p. 416). The line managers should know all the rules carefully with help of HR professionals and advice the HR department as well to protect the rights of employee properly.

While organizations are valuing employees appropriately, the employees are expected to perform according to organizational goals and objectives. Performance appraisal is an efficient tool to identify the gaps between actual performance and desired performance. According to Stephen Bach (2005), 'Performance appraisal was traditionally associated with a relatively straightforward process in which a line managers met annually to review the performance of their subordinates and filled in the

requisite from with little happening until the process was repeated the following year' (p. 289). But with the criticism of performance appraisal and integration of business and HR strategy, performance appraisal has become only a part of a systematic approach which has been called Performance Management. Interestingly, the line managers are becoming more powerful in this new system. According to IRS (2003b), line managers, rather than HR specialists, have the dominant role in the design and management of the performance management process and a premium is placed on ensuring effective communication and feedback is given to employees (cited in Bach *et al.*, 2005, p. 219). When employees perform their job properly, organizations try to keep them motivated through both financial and non-financial reward. HR professionals formulate the reward strategy along with line managers. Porter (2008) states that it is essential that line managers recognize the basis on which the people in their department are being rewarded. Line managers are expected to answer any preliminary query of employees regarding remuneration issues as well.

One of the basic jobs of HR professionals is to ensure the continuous improvement of workforce to become competitive. 'A workforce with the requisite skills is the logical end result, enabling the personnel team to focus on appraisal, remuneration, and motivation until the next round of 'manpower planning'.' (cited in Boxall *et al.*, 2007, p. 324). The skill and competencies of employees need to be up-to-date through proper training and development. The line managers should create an atmosphere so that employees can develop new skills and they need to recommend employees to HR to get trained. The department's overall productivity depends on line manager's aptitude and willingness to give the employees chance to improve continuously.

The relationship between employees and line managers is an important factor for organizational success. HR has a major role to enable line managers to work out with employees through establishing proper procedures. From day to day issues to major issue like pay rise; there should be a clear understanding of line managers to handle any matter professionally (Porter *et al*, 2008, p.16). Line managers' effort to build a sound relationship with employees can help them to implement any new strategy and collect the feedback easily. At the same time, the line managers need to know the disciplinary handling procedures and should observe the performance and behaviour of employees whether they are matching organizational goals. HR professionals should also help them to develop the skills which can enable them to resolve the issues of grievance at early stage.

In addition, Line management is the most important element of change process. If any organization wants to develop their staff, line managers have to play the crucial role. Front line managers should have a clear idea about the change process and motivate their sub-ordinates towards the organization goal.

All the HR activities of line managers must be supported and guided by HR professionals to get an optimum level of output. At this point of my discussion, I want to focus on HR managers' role to facilitate the line managers' activities and discuss some models to make the relationship a sound one. Though there is enormous debate about the nature of the relationship between line managers and HR professionals still it is the HR professionals' responsibility to prove their leadership and competitiveness to convince the line managers to follow their guidance. HR practitioners can adapt several strategies to engage line managers in their expedition. The most famous and accepted strategy would be David Ulrich's business partnering, where Ulrich emphasizes that HR should work together with line managers as well as senior managers at every steps in strategy formulation and implementation (Armstrong and Baron, 2004). The performance of HR managers should not be judged simply on the quality of advice it provides but also on the excellence of the services they provide. So it is obvious that HR professionals' strategy must work in reality and they have to set example in providing service. They need to be expert at administrative task while balancing between cost and quality. Both the parties should work together with every level of organization to increase their commitment simultaneously representing bottom level to senior level. Ulrich (1998) stated 'HR should become an agent of continuous transformation, shaping processes and a culture that together improve as organization's capacity for change.' He also mentioned that a degree of knowledge about strategy, markets and the economy is required to play the role of strategic partner. To be successful administrative expert, HR professional needs to have the knowledge of reengineering and ins and outs what the line manager actually does. Ulrich also identified the condition of change that HR professionals must earn the respect from skilled and confident line managers who will be inevitable part of change process. Though Ulrich's model is vastly accepted it has also got some criticisms. Caldwell (2003) claims, Ulrich's model may be a form of pragmatic post-rationalization of intensified role ambiguity and conflict in the face of new uncertainties, rather than a realistic prescription for the future that UK practitioners should embrace. Caldwell (2003) also argues, 'Ulrich's view of the HR role is unitary, i.e. there is an assumption that the employee aims and objectives and those of management coincide and that HR as a 'business partner' can deliver this collaboration without needing to manage conflict between employees and management.' (cited in

Porter *et al*, 2008, p. 14). At the later stage Ulrich modified the roles of HR practitioners. The labels *employee champion*, *administrative expert* and *change agent* have gone and the words *employee advocate*, *human capital developer*, *functional expert* and *HR leader* have arrived. The roles of HR practitioners are changing at leading organizations with which they work. To be successful, HR mangers have to create influential potentials within their own departments in order to create capabilities right through the rest of the organization.

Another important model of people and performance by Boxall and Purcell (2003) can be adapted by HR professionals where the line managers play the central role to achieve discretionary behaviour form employees. The leadership ability along with skills and controlling power of line managers are focussed on this model to perform HR practices. According to this model, line managers are engaged in every HR functions to attain desired performance outcomes and discretionary behaviour of employees through commitment, motivation and job satisfaction.

HR managers can take specific steps to engage line managers in HR strategy implementation. First of all, HR departments need to make sure that their strategies are aligned both vertically and horizontally which will provide them a greater acceptance throughout the organization. Beside that they should always refer 'people management' instead of 'HR' so that line managers think that they are doing their jobs. Line managers should be engaged while decision making and their point of view needs to be valued all the time. HR department should organize both short term and long term trainings and interactive events to develop the people management skills of line managers. HR managers must be supportive and helpful rather than practising autocratic manners to optimize the potentials of both parties. At the same time, there should be some organizational pressure to line managers to perform HR activity apart from HR professionals. The performance appraisal of line managers should also include their performance to implement the HR strategy. On successful implementation of that line managers must get the proper rewards and incentives and acknowledgment from the organization which will motivate them to continue their support. Above all, both the parties need to understand that they are working to achieve the business goal.

Finally, this discussion has focused on the activities of line managers in implementation of HR strategy and how the HR professionals should assist them to perform their job from the HR perspective. Though it is the organization's concern, how they want to implement their HR strategy but present scenario states that line managers can be the

front line soldiers to achieve competitive advantage where HR professionals should play an active role behind the scene. The relationships among employees, line managers and HR professionals would be the determinant factor for the success of HR strategy as well as organizational strategy. In that case, the competencies and leadership ability of HR professionals will create a facilitating atmosphere for the line managers where they can develop the people management skill and continue their support to implement HR strategy considering it as a fundamental part of business strategy.

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