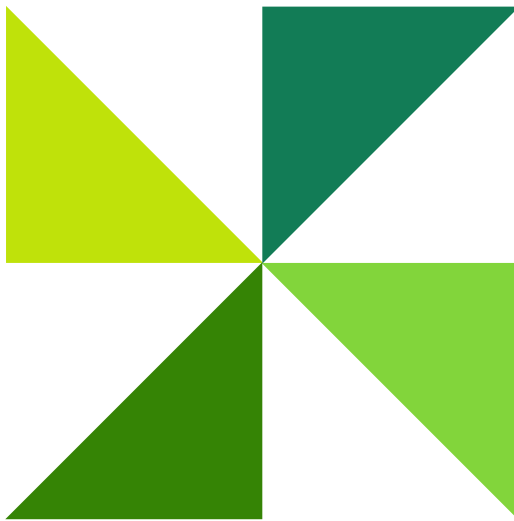




Global Journal of Entrepreneurship, Innovation and Leadership (GJEIL)

Vol. 2, No. 1, July, 2021
Publication Date: August 01, 2021



Chief Editor:
Shahedul Hasan

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Published by

School of Entrepreneurship Development (SED)

Suite # 850, Level # 8 46-48

New Elephant Road, Suvastu Arcade

Dhaka - 1205

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Editorial

School of Entrepreneurship Development (SED) as a not-for-profit organization which has been established with an aim to develop entrepreneurship in Bangladesh. Initiated by SED, **Global Journal of Entrepreneurship, Innovation and Leadership (GJEIL)** aimed at fostering research activities in Bangladesh. GJEIL publishes original research papers, case studies, review articles and technical notes that contributes significantly to the scientific knowledge in Economics, Entrepreneurship, Innovation, Leadership, Management, Marketing, Finance, Technology and many more fields. The journal allows free access to its contents, which is likely to attract more readers and citations to articles published in GJEIL. GJEIL accepts original and innovative submissions in English on the understanding that the work is not published and even not being considered for publication elsewhere. The journal will provide researchers with the gateway to unearth the hidden business and social problems and bring innovative solutions through research. The journal will bridge between theory and best practice of entrepreneurship, business and other related areas by ensuring high-quality research findings and make those universally accessible. The journal should ensure sustainable economic development through identifying, planning, developing, implementing and evaluating impactful studies.

I am very much happy to share that the very first volume and the first issue of GJEIL have been successfully launched. This is the second issue. By this initiative, GJEIL will be able to inform and guide policymakers, entrepreneurs, management, and academicians in making sound decisions. GJEIL is confident that this initiative will contribute wholeheartedly in the way of building a knowledge-based society in Bangladesh so that the nation can lead the world in the near future.

I wish the GJEIL a grand success and congratulate all the parties who are involved in this journey.

Best Regards

A handwritten signature in black ink, appearing to read 'Shahedul Hasan'.

Shahedul Hasan

Editor, GJEIL

Addition Chief, Research and Publication dept.

School of Entrepreneurship Development (SED)

CONTEMPORARY PRACTICES, PROBLEMS AND CHALLENGES OF HUMAN RESOURCE MANAGEMENT- BANGLADESH PERSPECTIVE

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Abstract

In the recent time, Human Resource Management (HRM) practices became so familiar and crucial in every business sector of Bangladesh. The focus of this study is to gain an insight into the present HRM practices, identifying problem areas and key future challenges in the context of Bangladesh. Based on secondary sources of data, the study reviews the practices of four major functions of HRM (Recruitment and Selection, Training and Development, Performance Appraisal, Compensation and Benefit) in both private and public sector organizations in Bangladesh. The study also spotlight the shortcomings prevailing on the practice of the selective HRM functions and the challenges evolving with the changes in business scenario. The study will surely be beneficial for all concerned to understand the overall context of HRM practices in Bangladesh at present time.

Keywords: HRM Practice, Private Sector, Public Sector, Problems, Challenges

Introduction

Employees are one of the most important assets of an organization and human resource management is concerned with the efficient use and proper utilization of these workforce [25]. HRM involves the policies and practices in carrying out the human resources of an organization to achieve the organizational goal [21]. Some researchers identified the major HRM practices as recruitment and selection, training and development, orientation, participation, career planning and reward [19, 26]. Others emphasized on job analysis, team work, performance appraisal, compensation or incentives, human resources planning, labor relations and employment security [42]. Human resource management is also composed of the policies, practices and systems that influence employees' behavior, attitude and performance [30].

In Bangladesh, HRM applications are considered to be the blessing part of all companies [5]. Almost every organization in Bangladesh introduced Human Resource department at present time. In the past, Human Resource role was concentrated in hiring & firing in Bangladeshi organizations but recently it has initiated to perform more than that. So, the situation has been changed [14] Specific sections of human resource such as, employee motivation, employee development, employee retention etc. are also being focused now [37]. Many private as well as public organizations have developed well designed HRM practices and the present scenario is surely better than the past [43]. But in the context of a developing economy, Bangladeshi organizations still facing many problems in effective HR management. These may include lack of standardized procedure, HR expert or specialists, management support as well as the influence of the overall economic, political, legal, societal and cultural environment of the country [62]. Moreover, due to rapid changes in the business world such as, globalization, increased competition, change in customer preferences, new technologies, diversity, expectations of employees or pressure from labor unions etc., the HR managers in the organizations are now facing different kinds of problems and variety of issues [28]. As the factors contributing to HR managers' functions are constantly changing, it is also possessing future challenges for human resource management [46]. Thus, the HR managers as well as the HR department must be much more sophisticated and prepared to meet the future challenges [17].

The purpose of this study is to present a comprehensive review of the present HRM practices in Bangladeshi organizations as well as to address the major problems and key future challenges of selective functions of human resource management.

Methodology

This article is a narrative review of the existing literature on HRM practices in Bangladesh. Among so many functions of HRM, the present study focused on the practice of four major functions (Recruitment and Selection, Training and Development, Performance Appraisal, Compensation and Benefit) of HRM. The article discussed the key issues across these four selective HR functions in both public and private sector organizations in Bangladesh. The information used in this study has been collected from

various secondary sources. The sources include published articles, peer-reviewed publications, case reports in peer-reviewed journals, published working papers etc. A search of electronic database has also been done to gather relevant information from reliable and professional websites or blogs. A careful review of the sources leads to the findings of this study.

Contemporary Practices of Human Resource Management in Bangladesh

Recruitment and Selection: Recruitments the practice carried on by organization for identifying and attracting potential employees so as to build a pool of job seekers [15, 16] and selection is the process of picking the right candidates from those pool of individuals [45].

In case of public sector organizations, The Ministry of Public Administration (MoPA) and Bangladesh Public Service Commission (PSC) are involved in the recruitment and selection process. The MoPA determines the staffing needs and requests the PSC to conduct competitive examination for selecting eligible candidates based on merit [31]. Recruitment started with open advertisement on national dailies and own websites. Applications are sorted according to prescribe rules and regulation. The PSC, then conduct competitive examination and identify eligible candidates to face viva-voce. The proper authority forms the selection committee who takes viva-voce and add all marks of written exam, viva voce and academic education qualification to develop the merit list [34]. They also propose panel for candidates who are not selected for the first time. The confirmation of the recruited employee is done through the satisfactory medical and police verification report [31]. The recruitment and selection process strictly follow the rules and regulation of Labor law-2006 and government rules such as quotas for tribal, freedom fighter, women etc. [32]. As a large number of employees in government sector retired each year, to fill up the vacancy, the personnel department forecast the expected demand and supply of manpower for public sector organizations [40].

The private sector of Bangladesh is legally regulated by the state but are not bound by any legal requirements to advertise jobs or to maintain any formal recruitment and selection process [1, 34]. Formal recruitment in this sector include newspaper classified advertisements, network bulletins, posters, campus interview and human resource banks, while informal methods include personal connections and employee referrals [20]. Most of the private organizations follows some standard procedure for this purpose [55, 13]. The corporate HR department decide what positions to fill and how to fill the immediate as well as future requirements [52]. The HR department also decides the expansion process of their employment requirement, hiring, screening and firing procedure [44]. Almost all of the private organizations follow the steps as, completion of application form, employment test (CV scrutinize, written exam, case analysis etc.), comprehensive interview (simulation test, presentation, viva-voce etc.) for employee selection. Many private organizations also take help from recruitment agency for suitable candidates and approved institutions for conducting exams [61].

Training and Development: Training involves the use of formal processes to impart knowledge and help people acquire the skills necessary for them to improve their performance [7, 27]. On the other hand, development, prepares employees to face future challenges, increases their ability and makes them eligible for other positions in the organization [30, 48].

In case of public sector organizations, the government, through the Ministry of Establishment, selects the trainees, determines training programs and even decides the contents of the training courses [11, 44]. Though there are many training insinuations attached to different ministries, the two major training institutions are Bangladesh Public Administration Training Centre (BPATC) and Bangladesh Civil Service Administration Academy (BCSAA). While BPATC is responsible for training of all the cadre officers, BCSAA is for the administration cadre service [33]. In public sector manufacturing organizations, employees have very few opportunities to undergo any training program and most training is conducted on an informal and on-the-job basis [43]. The public banks of the country arrange regular training and development program conducted and implemented by HRD's training section and headed by manager according to the consent of managing director [52, 59].

Training and development of human resources in private sector organizations has dramatically shifted from its neglected position to well-structured state in recent days [3]. The current status of training and development in private sector of Bangladesh are even in a better position than public sector. Profit seeking private organizations are very much concerned about improving employee productivity [44], thus, they are offering extensive training and development facilities by identifying the needs of the employees [10]. Most of the training programs focuses on career development, IT knowledge development, capacity and leadership ability building etc. [52]. The common off-the job training in this sector involves apprenticeship training, seminar, workshops, lecture sessions, group discussions, simulation exercise, vestibule training etc. [59]. On the job training of this sector is also very effective [52]. Private organizations are offering extensive formal orientation programs for all the entry level employees who are unfamiliar about different aspects of the organization. They also encouraging employees for further training and education and also keeping a budget for such programs [44].

Performance Appraisal: Performance appraisal is the assessment of an individual's performance against well-defined standards [8]. It highlights employee potential, their strengths and weaknesses as well as helps in determining the needs of training and development programs [17, 53]. Most importantly, an effective appraisal scheme can improve the future performance of staff and act as a basis for review of financial rewards and planned career progression [15].

Public sector organizations in Bangladesh uses Annual Confidential Report (ACR) for evaluating the performances of employees [53]. ACR is the only process through which a civil servant's ability and productivity is judged by their superiors. ACR also determines the merit standing of a candidate which is used throughout his or her career for posting, transfer, promotion, deputation and training [49]. The ACR contain the medical examination report, resume of the employee, personal characters and work

execution [52]. Currently, some public sectors institutions trying to improve the capacity of their employees through amalgamating some newly result and outcome-oriented processes such as Management by Objectives (MBO), Key Performance Indicators (KPI), Annual Performance Agreement (APA) etc. [8].

Performance appraisal in private sector is more organized than public organizations in Bangladesh. Most of the private organization conducts appraisal annually and a small portion of them conducts appraisal either bi-annually or quarterly [23]. The performance planning is formed on the basis of employee's competencies, behavior, output and developmental plan which acts as a basis of performance appraisal [53]. In terms of methods used, Management by Objectives (MBO) is practiced by most of the private companies. The supervisor sets realistic, relevant and achievable performance objective to achieve in a designated time period [23]. The employee regularly reports to the supervisor about their progress in achieving the targets [21]. Performance of employees are evaluated after the specified time by comparing actual with the predefined standard. The supervisor also shares appraisal feedback with the employees [9]. Many private organizations use different types of survey-based method through rating or ranking scale to measure employee performances. These may include graphic rating scale, behaviorally anchored rating scale, performance hierarchies, 360-degree performance appraisal system etc. [9, 23].

Compensation and Benefit: Compensation includes both financial and nonfinancial rewards employees receive in exchange for their contribution to the organization [7, 27]. It is composed of the base wage or salary and incentives or bonuses and benefits [18, 45].

The public sector organizations pay salaries and other benefits in accordance to the government pay scale [51, 24]. The Government of the People's Republic of Bangladesh has published its 8th national pay scale which is made up of 20 salary grades. The basic salary of different category officer or staffs range from Tk. 8250 to Tk. 78000 in the pay scale of Bangladesh. Festival bonuses 20% of basic salary for the Bangla New Year & Eid has been introduced in this scale. Every married employee also get minimum 50% to 65% of basic salary as home rent allowance [12]. Other benefits includes medical allowance, travel allowance, car benefits, tiffin allowance, education assistance allowance, fatigue and recreational allowance, costume facilities, bleaching allowance, workload allowance, hill and inaccessible allowances, housing construction loans, retirement allowance and pension facilities etc. [29]. Employees in the public sector are more likely to be offered insurance both while they work and after retirement. The cost of enrolling in these plans is also lower for public sector employees than those working in the private sector [50]. Union membership is also common in the public sector [4]. These unions also pressurize for their right, wages and benefits which influences the pay decisions [57].

The organizations in private sector are offering attractive compensation packages according to their financial capability to uphold the potential employees and increase productivity [18]. The compensation

package includes base pay, seniority pay, merit based pay, incentive pay, skilled or knowledge based pay, bonus etc. Several benefits are also being provided by the sector as a percentage of base pay like house rent, medical facilities, transportation allowances etc. [57]. According to the nature, different private organizations are offering different kinds of benefits as, health or life insurance, medical care facilities, accommodation facilities, child care or education facilities, paid time off, maternal leave facilities etc. [2]. Today, many organizations are extensively relying on incentive pay to control the payroll costs as well as to improve employee productivity. These payments are made on the basis of employees' attainment of specific targets [22]. Many private organizations specially banking sector also use profit and gain sharing plans to recognize employee contributions. Bonus or increment is often based on employee performances depending upon the rating of the employees' performance appraisal report [24]. Private sector jobs typically offer retirement plans as provident fund or gratuity where organization makes equal contribution as employee savings but not all private sector employers offer contributions to the plan [41]. The executive compensation is significantly higher than the benefits given to the middle level managers and operational staffs in this sector [56].

Key Problems and challenges of the selective HRM functions in Bangladesh:

- Recruitment and Selection procedure in both public and private sector organizations of Bangladesh are yet to follow integrated and modern planning [31]. Succession planning hardly exists, no sophisticated system of estimating manpower demand and also lack of frequent skill inventory [35, 39]. Public sector recruitment and selection has been influenced by political intervention and PSC has become an instrument of political patronage [52]. Most private organizations tend to recruit from own contacts, hence, fair recruitment and selection process hindered. Practices related to promotion, transfer and benefits are also manipulated due to nepotism [43]. Moreover, change in external market condition, customer demand and economic pressure also affects manpower demand [14, 28]. Thousands of candidates are competing for a single position which creating challenges for the organizations to pick suitable candidates for any post [63].
- Training and Development programs in most organizations are not well structured and there is no written or authentic policy of local as well as foreign training [22]. In many organizations, employees have very few opportunities to undergo any training program and most training is conducted on an informal and on-the-job basis [52]. The selection of employees for higher training is also defective and actually does not bring any benefit to young and fresh employees [37]. There is also no system of monitoring post-training assessment of the employees [59]. Moreover, change management possessing huge challenges for managers to focus on cross cultural, technology oriented, leadership development and diversity management training programs for their employees [33].

- Performance appraisal is not well designed in many organizations especially in case of public sector organizations. In most cases, appraise remain dark about the whole appraisal process. There is no consultation of supervisor with appraise about his\her problem, prospect, drawback and recovery of performance [34]. Supervisor often become reluctant to establish appropriate performance standards [43]. Sometimes biasness of supervisor in performance rating causes management to give promotion or incentives to fewer deserving people than efficient and skillful ones [38]. Thus, deserving people are deprived, become frustrated or demoralized and not motivated to give best efforts in future [36, 49].
- Compensation and Benefit package offered by Bangladeshi organizations are also not adequate in many cases [62]. In the formation of national pay scale, the lower-level employees being excluded from the decision-making body, therefore, they always have complained about the biasness of pay scale towards upper-level and demands for a reduction in the pay differentials between the highest and lowest grades [50]. Pay for each grade are also developed in accordance with the hierarchical ladder of national pay scale with government specified qualifications rather than on job evaluation or job specification. These classifications are so distinctive for the employees in different categories [23]. The centralized pay structure in public sector also makes it difficult to link pay with performance which in turn brings inefficiencies. As a result, organizations are losing competitiveness in the long run [24, 58]. On the other hand, most private organization design their own compensation package without following any established pay structure. Because of the absence of any legal obligations, the benefits package of most private companies does not consider long term employee perspective [6]. These making employee feel insecure about their benefit package as well as standard of living [60]. In many cases, employees are not getting appropriate recognition for their effort [57]. Thus, developing a pay structure that is equitable, competitive and well designed to attract and to retain qualified employee is a great challenge for any organization [46].

Conclusion

Employee is the most valuable resource for any organization whether it is private or public [2]. Thus, the management of every organization should be very much cautious to formulate and implement the HR policy that could satisfy and inspire their employees to meet the organizational goal [47, 54]. As a review paper, this study tried to present the current scenario of HRM practices in Bangladesh and the discussion suggests that, the development in HRM is obvious. Though, many organizations in Bangladesh have established satisfactory HRM practices, more attention and emphasis should be given on the field. The HRM practices in public sector organizations are still highly centralized with government directives [61]. On the other hand, private sector organizations are moving towards more strategic HRM practices which is a positive sign for the future economic development [28]. However, Bangladesh is standing at the threshold of socio-economic growth with increasing competition between

local as well as foreign organizations and that is why the performance pressure is increasing [43]. The market has become more competitive and the business environment more volatile [46]. At this situation, some changes or evolution of new HRM practices in both private and public sector organizations is the need of time. Both the sector should be much more concerned about resolving the current problems in their HRM practices and reforming the HRM department [2]. To sustain the industry growth, it is pertinent to develop proper, scientific and updated HRM policy [5]. The role of the HR professionals in Bangladesh must parallel the needs of the changing situation. They must learn how to design and execute innovative mechanisms to prepare their employees as well as the organization to accept and cope with the emerging challenges [14].

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DEVELOPMENT SURPRISE OF BANGLADESH: IN QUEST OF SUSTAINABILITY

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Abstract

The trajectory of economic development of Bangladesh, a unique story since the 1990s when democracy, as well as principles of welfare political economy was introduced, and the present unthinkable economic advancement of it have introduced the country as a role model of development before the world community. Using the spirit of the liberation war of 1971 and the working force of the youth are accelerating tremendously not only the economic growth of Bangladesh but the economic development as well. At the same time, some terrifying things are being introduced as threats to the sustainable economic advancement of Bangladesh. It is high time the political economists thought about this concerning issue. This study sheds light on the background of Bangladesh's economy, some notable aspects of its economic progress, prospects, and drawbacks of sustainability of the country's economic development with some suggestions to resolve the challenges.

Keywords: Political economy of Bangladesh, Sustainable development, Challenges of Bangladesh economy, COVID-19, Economic recession, Money laundering, National security

Introduction

Economic development is now regarded as a security concern of any nation-state since former parameters of the traditional concept of security has been changed while military threat alone was treated as the threat to the national security, and nowadays national security encompasses military, political, diplomatic, economic, environmental and technological all in a whole (Hasanuzzaman and Alam, (Eds.). 2010). According to a great number of theorists, due to the recent dramatic growth of international trade and flow of capital, economic tools have been being shifted on dominating position since the end of the cold war, when the world order begun to change (Blanchard *et.al* 1999). Eventually, sustainable economic development has become one of the most powerful elements in the political system for any nation (Can and Alatas, 2017). Bangladesh too is not out of the way from this trend. Despite having a great number of drawbacks for instance; political instability and poor governance, unskilled bureaucracy, corruption, severe disaster risk, and so forth, unthinkable economic advancement has marked Bangladesh a ‘miracle’, ‘surprise’ and ‘role model’ in terms of economic and social development (Chakravorty, 2018). However, when the issue of development comes fore, sustainable development becomes inescapable for the sake of our future generation (Fokkema *et.al* 2005). According to Washington (2015), mere development is meaningless without sustainability as it focuses on quality development than quantitative. That is why, development experts and world leaders are very much concerned about this matter, and Sustainable Development Goals (SDGs) program by United Nations Organization (UNO) can be mentioned as an example in this connection. Considering these, it is a matter of concern that although Bangladesh has become a wonder in economic development, some challenges have created a worry line on its forehead because there are a great number of challenges of the development of its sustainability. Since sustainability is quite important for development, and since there are many challenges in the field of sustainable development in Bangladesh, this article looks for those challenges with some suggestions to resolve the complications along with the discussion of the surprising economic advancement.

The methodology of the Study

This study is descriptive. In nature, it is a qualitative study that uses the historical methodology to collect information. To conduct the study, I have reviewed various related works of literature and observed secondary data. After collecting secondary data from the history of the political economy of Bangladesh and some reliable sources, I have explained it. To collect data and necessary information, I depended on the data of the World Bank (WB), International Monetary Fund (IMF), various sources of Bangladesh government, prominent international and national newspapers, journals, books, etc.

Bangladesh Economy Since Independence

Bangladesh, now introduced as a ‘development surprise’ among the countries of the world has a story of about five decades of political ups and downs since its independence. Though Bangladesh is now the 35th largest economy in the world (www.imf.org), its onset of the journey on the 16th of December 1971

was not so comfortable. The tale of this success has some phases which have been being stated below in brief.

1. The Reconstruction Era of Bangabandhu

When Bangladesh became free from the occupational force of Pakistan, its economy was completely war-ravaged and it was truly beggars description. Being free from Pakistani jail and returning homeland after the liberation of Bangladesh, Bangabandhu Sheikh Mujibur Rahman started to rebuild the wretched economy of the newly independent country. According to some major publications and newspaper reports on Bangabandhu, the major challenges in the economic front were the need for mobilizing adequate internal and external resources, rebuilding infrastructures, rehabilitating thousands of people who lost everything in the war; and reviving the financial, industrial and business organizations (www.albd.org). It was not so easy for Bangladesh to stand erect with its economic emancipation as the Pakistani occupational force destroyed almost all economic pilers and looted everything from Bangladesh during the colonial period. The first budget of the Bangabandhu government was taka of 500 crores only in 1972 which allocated the highest amount for the agriculture sector followed by education and social welfare. The budget was treated as a 'budget for reconstruction'. In 1973 the first five-year plan was announced with taka 4455 crores by the government with the commitment of the elimination of unemployment, poverty, social injustice, and ensure of rule of law (Rahim, 1975). Apart from these, the government started to reconstruct roads, bridges, power stations, telephone exchanges, seaports and so on. The Bangabandhu government drew its attention especially to the industrial sector considering short and long-term loans, providing working capital and financial support because it was the main driving force of the country. Immediately the government established some essential institutions such as the Atomic Energy Commission, Bangladesh Council of Scientific and Industrial Research (BCSIR), Bangladesh Shilpa Rin Sangstha (BSRS), Bangladesh Agriculture Research Council (BARI) and like these which have been playing the most important role for the economic development of Bangladesh since their establishment. Another initiative that did a splendid job in rebuilding the economy is setting up diplomatic relations with other countries. Bangladesh got a huge amount of foreign aid, grant and loan for development works. Considering all the mentioned issues, The UN relief operation team in a report in 1972 mentioned that "Bangladesh has been established as a disciplined country within a year of the War of Liberation thanks to various initiatives of the democratically run government." (www.albd.org). Therefore, it can be said that the Bangabandhu government started to take the initiative of the development work which works as the development-base of present Bangladesh.

2. The Restoration Process Under Political Turmoil of Military Era of President Zia and Ershad

On 15 August 1975 is one of the heinous days in the political history of the world when the founder of Bangladesh was brutally killed with his family members and relatives by some derailed military high offs leading by his perverse political colleagues. Bangladesh faced very critical circumstances at that time both from the political as well as economic point of view. Entire Bangladesh was going forward with formidable uncertainty, civil-military conflict, coup and countercoup. After a long dramatic incident, from 15 August to the first part of November 1975, Ziaur Rahman, the great valiant hero, head of Z-force during the liberation war, and former military chief proclaimed himself as the Chief Martial Law Administrator on 7 November 1975. On 21 April 1977 Ziaur Rahman became the president of Bangladesh (Islam, 1984). According to Banglapedia, the national encyclopedia of Bangladesh, President Ziaur Rahman made a significant contribution to the Bangladesh economy. Engaging a team of experts, Ziaur Rahman government designed ways and means for achieving economic development by encouraging private sector development through foreign direct investment (FDI), agricultural development, industrialization, developing export sector and so on. Ziaur Rahman took action plan for economic development named 19-point program. Policy taken by Ziaur Rahman government reached Bangladesh a new height in food production which helped him to earn considerable success (banglapedia.org). His internal and external economic policies were laudable but further military coup stopped him on the 30th of May 1981 when he was assassinated.

After the assassination of President Ziaur Rahman, Bangladesh faced again political uncertainty, and amid this, the then army chief Lieutenant General Hussain Muhammad Ershad took the power on 24 March 1982 (Stevens, 1983, December 12). Ershad did a lot of remarkable development works immediately after he was in power and continued them until he was ousted by joint political movement of Bangladesh Nationalist Party (BNP), Awami League (AL) and other political parties in 1990 (Hassan and Raihan, 2017). According to Ahmed (2004), in terms of economic activities for which Ershad is praised, they are the National Recovery Programme (NRP) of 1982, Revised industrial policy of 1986 (RIP 1986), privatization of state-owned enterprises, encouraging private business, bringing foreign aid and investing them and land reformation (p.229-230). It is true that in terms of the political situation, democratic condition and human rights Ershad regime was beyond described, yet economic activities were continuing to keep pace with previous regimes. Overall, it can be said that in spite of having political instability in Ershad period, the restoration process was forwarding ceaselessly.

3. The Democratic Era with Open Market form 1991 – 2008

After the downfall of Ershad, it is claimed that the era of the autocratic regime came to an end and started the democratic epoch. Though political and economic thinkers criticize many aspects of this time addressing ‘hybrid regime’(Riaz, 2019), ‘partyarchy’ (Hassan and Raihan, 2017) and so forth, a new dimension was uncovered for the advancement of the national economy of Bangladesh. From 1991 to 2006 political power of Bangladesh was occupied between two parties, BNP or BNP lead alliance and AL or AL lead alliance. Hartal, political turmoil, walking out from parliament by opposition parties, the politicization of bureaucracy, corruption in public service, money laundering and like these were the common scenarios of national politics (Transparency International Bangladesh, 2005). Bangladesh was assessed as the top corrupted country five times consecutively in this time by Transparency International (TI), a German-based non-government global civil society organization leading the fight against corruption. Nevertheless, the surprising development for which Bangladesh is being applauded around the world, the basement of that development had been being constructed more within this period (Asadullah *et.al* 2014). The open market economy was inserted in Bangladesh in this very regime. According to a study of Pew Research Center, Bangladesh is among the countries most supportive of a free-market and is the most free-market, trade-oriented country in South Asia (<https://www.dhakatribune.com>). Ingredients of development for example economic growth, human development, increasing literary rate, the betterment of public health condition, etc. shaped as a strong basement of the national economy in this regime. At the same time, Bangladesh was not only forwarded considering its previous performance but also considering other competitors. Heston *et al.* (2011) illustrate the overall situation of the economic performance of Bangladesh from 1980 to 2009. The data also provides a comparative study between the economic development of Bangladesh and its other counterparts like India and Pakistan in terms of per capita GDP.

Year	1980	1985	1990	1995	2000	2005	2009
<i>Panel (a): Real per capita GDP</i>							
Bangladesh vis-à-vis Pakistan and India							
BGD	716.05	757.35	811.97	874.71	987.70	1191.88	1397.26
Rank	10th perc.	10th perc.	12th perc.	14th perc.	14th perc.	16th perc.	16th perc.
PAK	1453.35	1695.82	1933.94	2052.91	1858.54	2112.40	2353.11
Rank	27th perc.	30th perc.	32nd perc.	31st perc.	26th perc.	25th perc.	25th perc.
IND	1019.63	1175.46	1407.22	1564.59	1860.24	2556.26	3237.84
Rank	20th perc.	23rd perc.	24th perc.	26th perc.	26th perc.	29th perc.	30th perc.

Figure 1: Economic Performance in Bangladesh: 1980-2000. Source: (Heston et al.,2011)

Overall, it can be drawn the line of the conclusion of this section that massive liberalization programs, National Industrial Policy (NIP), local and foreign investments, efforts of importing machinery, receiving long-term credit facilities from various financial institutions, reformation of financial sectors and social welfare, rationalizing the tariff structure, Look East policy, security

policy and so forth are taken by the government of that period helped Bangladesh to achieve the strong basement of economic development.

4. The Economic Boost Under the Incessant Regime of Sheikh Hasian (2008-2020)

Although after the emergence of independent Bangladesh, the advancement of economic development did not stop even for a while despite having a large number of population along with a great number of political and social drawbacks, the era of Sheikh Hasina government is regarded as ‘the myth of economic growth’ for the unprecedented economic development of Bangladesh (southasiajournal.net). In terms of Millenium Development Goals (MDGs) and Sustainable Development Goals (SDGs), the country has done magnificent performance. Bangladesh is still doing a splendid job at almost every scale of economic development for instance; economic growth, development of public health, food security, disaster management, women empowerment, educational development, poverty reduction and so on (sustainabledevelopment.un.org). According to World Bank national accounts data, and OECD National Accounts data files, the per capita GDP of Bangladesh in 2008 was 634.98\$ which reached 1875.74\$ in 2019. A graphic has been presented here regarding the per capita GDP of Bangladesh between 2008 and 2019 to show the surging line of Bangladesh's economy.

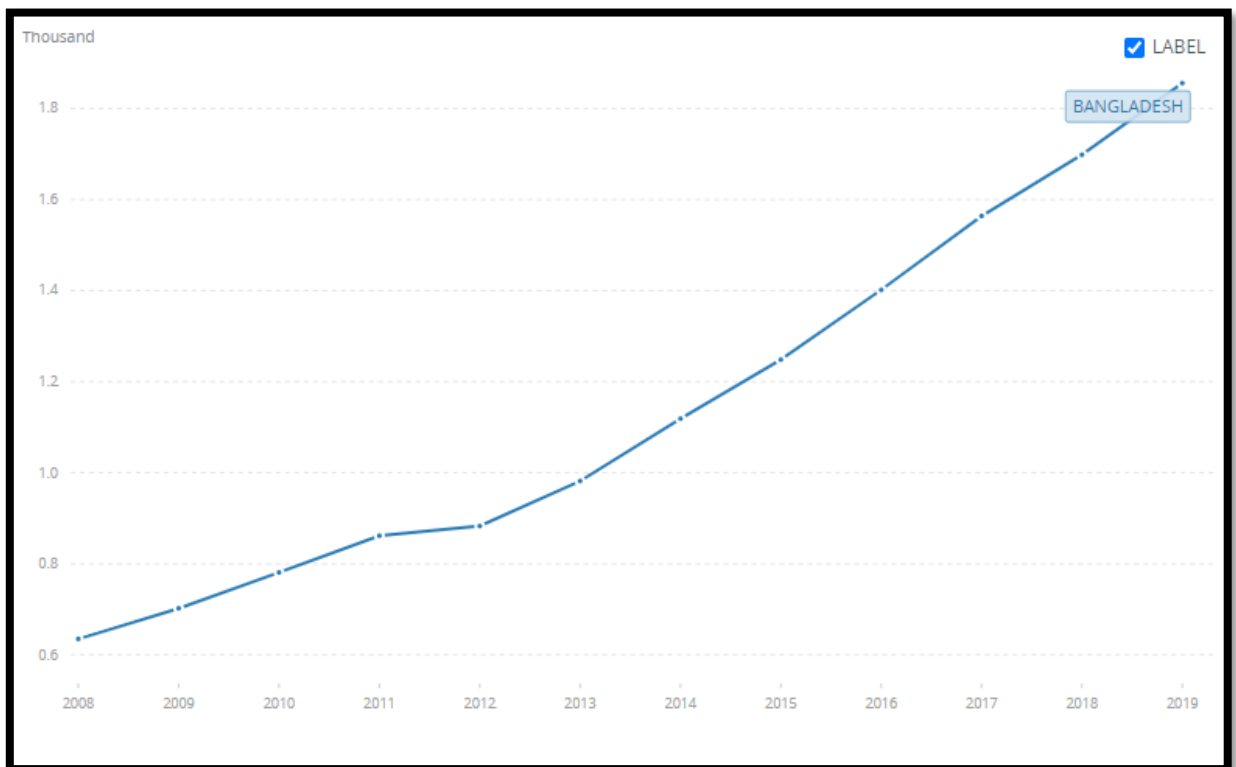


Figure 2: GDP per capita (current US\$) – Bangladesh from 2008 to 2019. Source: worldbank.org

National and international financial institutions, print and electronic media praise highly about this progress. Deutsche Welle (DW), a German public state-owned international broadcaster illustrates, “Bangladesh has been making progress and the country is so successful in many areas that it is a “role model for South Asia.” These are not the words of Bangladeshi Prime Minister Sheikh Hasina, but the British business magazine *Economist*.” (dw.com). The World Economic Forum has described the economic condition of Bangladesh mentioning, “Nobody disputes the economic credentials of Sheikh Hasina’s government - the Asian Development Bank (ADB) is the latest member of a growing list of international institutions attesting to Bangladesh’s economic success. The ADB ranked Bangladesh as the fastest-growing economy in the Asia-Pacific region, eclipsing China, Vietnam and India.” (weforum.org). Considering all these aspects, that Bangladesh has become ‘The *economic miracle*’(Sengupta, 2020), ‘development surprise’ (Chakravorty, 2018), ‘role model for development’ (Nasiruddin, 2017), is now obvious to all.

5. Current Economic Advancement Prevailing the Pandemic

The COVID19 has been regarded as a global pandemic and the economy across the world is affecting outrageously. It has become a threat for not only public health but created blockage for the world economy as well. The ongoing corona pandemic has been the cause of the largest global recession in the world history (Juliana Kaplan, 2020). Because of the lethal spread of the virus, the financial crisis has already reached an extreme level and crashed the global stock market (Foimbert, 2020). Thousands of millions workers are losing their jobs, people are coarse into living with starvation around the world. Surprisingly enough the progress of the national economy of Bangladesh is still going on. It is true that at the onset of the corona pandemic, the economy of Bangladesh stuck a bit but immediately after that Bangladesh has been able to overcome the situation. The strength of Bangladesh's economy is remittance, readymade garments (RMG), agricultural and pharmaceutical export goods, leather and leather products, etc. (worldbank.org). Among these sectors, expats are sending an unbelievable amount of remittance, and at the same time income of the RMG sector is increasing gradually. In spite of the corona crisis, the Bangladeshi expats sent 1.066 billion USD in just 12 days in November 2020. Not only that, in the current fiscal year from July 1 to November 12 in 2020 of the fiscal year 2020-2021 total remittance came 9.891 billion USD while the amount was 6.896 USD at the same time in the previous fiscal year (Report, 2020). On the other hand, the revenue of the RMG is increasing despite some orders were canceled at the very beginning of the outbreak. It is a matter of hope that almost all of those canceled orders are coming back. Some factories are hiring not only old employees but also new employees to meet their demand for supplying RMG products (thefinancialexpress.com). Amid the crisis, Bangladesh crossed India, the economic giant of the

Asian region especially in South Asia in terms of per capita GDP. Quoting from the International Monetary Fund's latest World Economic Outlook report, The Sunday Guardian, an Indian popular newspaper published as on 24 October 2020 that India's real GDP per capita fell to \$1,877 in 2020 compared to \$1,888 for Bangladesh (sundayguardianlive.com). Eventually, it can be said that it is time for Bangladesh to move forward, not lagging behind.

Sectors Contributed to the Development of Bangladesh Economy

The economic development of Bangladesh basically based on two different sectors which are informal and formal economic sectors. Both sectors play a significant role for the rapid economic development of Bangladesh. As Bangladesh is an over-populated country, there are limited opportunities for the formal job sectors. Nevertheless, the highest revenue earning sector of Bangladesh is a formal sector which is Readymade garments (RMG) while 80 percent of the labour force in Bangladesh works in the informal sector and their contribution to GDP is 64 percent (Raihan, 2010). Quoting from the report of Bangladesh Bureau of Statistics (BSS), the centralized official bureau in Bangladesh for collecting statistics on demographics, the economy, and other facts about the country and disseminating the information, (bdnewsnet.com, 2020) illustrates the contribution of various sectors for GDP in percentage that is stated below;

Sectoral Shares of Gross Domestic Product (GDP) of Bangladesh	2017-18	2018-19
A) Agriculture	13.82	13.32
Agriculture and forestry	10.68	10.25
Crops & horticulture	7.48	7.12
Animal Farmings	1.86	1.79
Forest and related services	1.34	1.35
Fishing	3.14	3.07
B) Industry	30.17	31.15
Mining and quarrying	1.83	1.82
Natural gas and crude petroleum	0.62	0.58
Other mining & coal	1.2	1.24
Manufacturing	18.99	19.89

Large & medium scale	15.63	16.37
Small scale	3.36	3.52
Electricity, gas and water supply	1.38	1.33
Electricity	1.07	1.04
Gas	0.24	0.22
Water	0.07	0.07
Construction	7.98	8.12
C) Service	56	55.53
Wholesale and retail trade; repair of motor vehicles, motorcycles and personal and household goods	13.15	13.34
Hotel and restaurants	1.04	1.04
Transport, storage & communication	9.61	9.34
Land transport	7.38	7.22
Water transport	0.55	0.51
Air transport	0.07	0.07
Support transport services, storage	0.46	0.44
Post and Telecommunications	1.16	1.1
Financial intermediations	3.93	3.89
Monetary intermediation (banks)	3.37	3.35
Insurance	0.34	0.34
Other financial auxiliaries	0.22	0.21
Real estate, renting and business activities	7.82	7.87
Public administration and defense	4.24	4.09
Education	3.03	3.02
Health and social works	2.07	2.15
Community, social and personal services	11.11	10.78

Table 1: Sector-wise GDP of Bangladesh in the percentage of the year 2018 and 2019. Source: Bangladesh Bureau of Statistics (BSS)

Demystifying Bangladesh's Unprecedented Growth from Bottomless Basket to a Middle-income Country

Emancipation from economic discrimination was one of the basic principles of the liberation war of Bangladesh in 1971. In *Economic and Political Weekly*, (Verma, March 1972) mentioned that during the ruling of 24 years under Pakistan, the economy of Bangladesh was stagnated. The economic policy pursued by the central government of Pakistan kept it economically backward (p.580). At that time the per capita GDP of Bangladesh was very low. In 1960 the per capita GDP was only USD 89. Apart from economic disparity, from March to December 1971 the occupational force of Pakistan operated destructive attacks on the infrastructure of Bangladesh. For a deadly war for nine months, the economic basement of Bangladesh was completely vandalized. Besides, this region is a highly natural disaster-affected area. Considering all of these, on 6 December 1971, in response to the query of Dr. Henry Kissinger, the then US's national security advisor, Ural Alexis Johnson, a career foreign service officer and under-secretary of state for political affairs at that time told, “they will be an international basket case”¹. Starting with a war-ravaged economy, Bangladesh faced a famine in 1974 and political turmoil caused by the brutal assassination of the founder of the country; eventually, really it was on the eve of being an international basket case. However, Bangladesh was able to come back. In terms of economic development, Bangladesh started to go forward gradually. A graphic of per capita GDP from 1960 to 2019 of Bangladesh prepared by the World Bank (WB) tells the story of the advancement of economic growth.

1. National Archives, **Nixon** Presidential Materials, NSC Files, NSC Institutional Files (H-Files), Box H-115, WSAG Minutes, Originals, 1971. Top Secret; Sensitive; Codeword. No drafting information appears on the minutes. The meeting was held in the White House Situation Room. A briefer record of the meeting, prepared by James Noyes (OASD/ISA), is in the Washington National Records Center, OSD Files, FRC 330 76 0197, Box 74, Pakistan 381 (Dec) 1971.

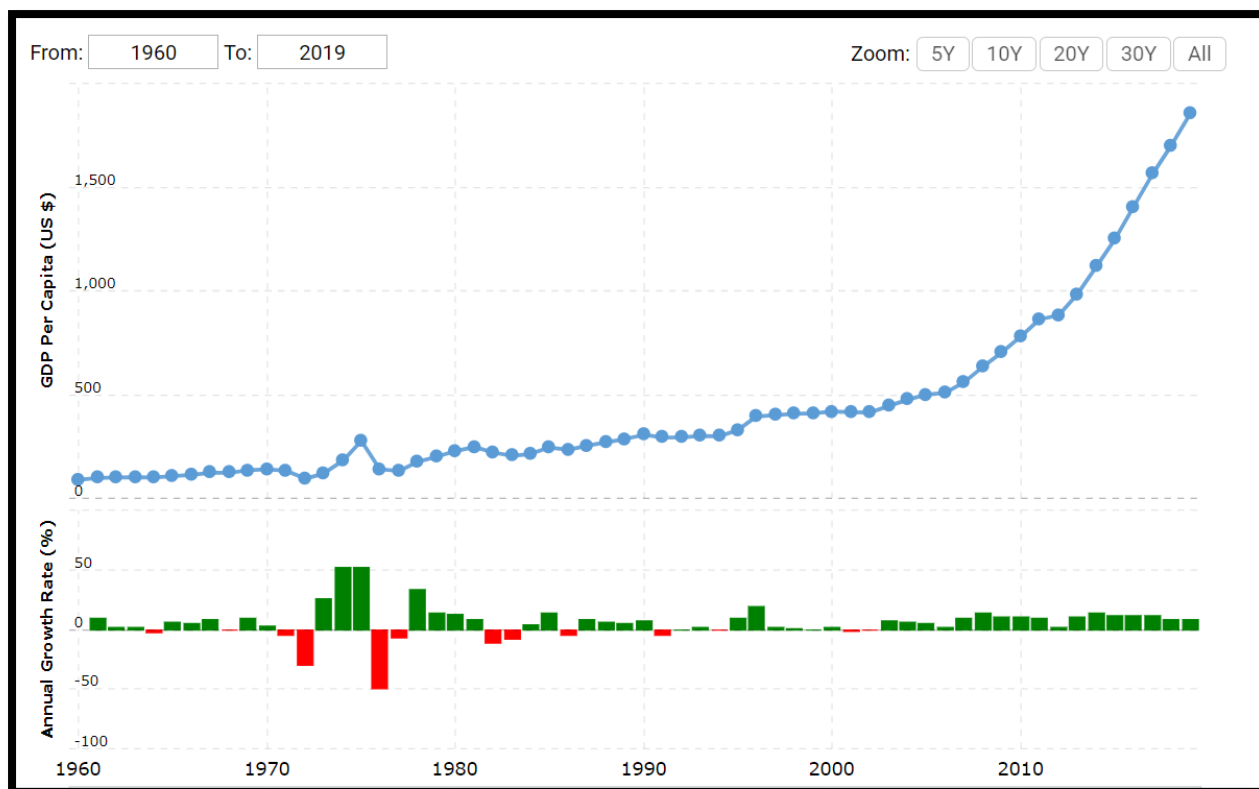


Figure 3: Bangladesh GDP Per Capita 1960-2019. Source: World Bank

According to the graph, it was not until 2010 that the economic growth of Bangladesh moved fast comparing any time of previous. Now the line of development is surging. According to Quibria (2019), In recent years, Bangladesh has emerged as one of the fastest-growing economies in the world and since 2005, its average growth rate was more than 6 percent in spite of facing various external shocks for instance a number of natural disasters, price hikes of foods and fuel, global financial crisis and so forth (p.4). London based think tank, The World Economic League has revealed a report that Bangladesh has already been the 41st (at this moment it is 35th) largest economy in the world while it was 57th in 2014 and is set to be 30th by 2024 and 25th in 2034 (Bhuiyan and Rahman, 2020). Considering the history of the economic development of Bangladesh and its trend, it is being regarded as an economic surprise.

Challenges for the Sustainability of Economy

That Bangladesh economy is going forward at a rapid pace, does not have any doubt of this. The entire world cannot help surprising to observe this development. Nevertheless, there are a great number of challenges to the economy in terms of its sustainability. This section of this study elaborates on some of the major challenges of the economy of Bangladesh. Nowadays COVID19 is the number one challenge for not only the economy of Bangladesh but also for the world economy. It hampers economic activities as well as the normal course of peoples' daily life. Apart from the corona pandemic, there are huge difficulties for the national economy. One of the greatest challenges is unequal development which hampers greatly for sustainable development. Equality is a must for sustainable development.

Considering that, the Sustainable Development Goals (SDGs) includes a goal for ensuring equality (www.un.org). It is a matter of great regret that in Bangladesh the top 5% of income-people have taken over 95% of total income (Chowdhury and Hossain, 2018). As 95% of the total population belong only 5% of total wealth, they suffer from deprivation. It is quite impossible to attain sustainable development keeping 95% of the population deprived.

Lack of good governance is another great challenge for the sustainability of Bangladesh's economic development. In the recent world, good governance is being increasingly used in development literature (unesco.org). That means good governance is inevitable for development especially for sustainable development. According to ESCAP, there are eight ingredients of good governance; such as, participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. Though good governance is essential for sustainable development, our country has been facing virus of poor or mal-governance which is visible in every arena of public life (Hasan *et.al* 2017).

A massive threat to Bangladesh's economy is money laundering. According to Bangladesh Bank (BB), money laundering can be described as Illegal transfer, conversion, concealment of location or assistance in the above acts of the properties acquired or earned directly or indirectly through legal or illegal means. For money laundering, Bangladesh is suffering highly. According to Global Financial Integrity (GFI), Bangladesh lost a staggering USD 7.53 billion per year on average to trade misinvoicing, which accounted for 17.95 percent of Bangladesh's international trade with all its trading partners during the period (Jamal, 2020).

Corruption is another threat to the economic development of any country. Corruption can deteriorate any country's economic foundation. According to Pulok (2010), when corruption is prevalent in a country, it causes economic malaise, wastage of public resources, jeopardizes the environment for domestic and foreign investment and general morale in the public service, reinforces political instability and propagates social and economic disparities even in the presence of favorable economic and social policies. The report shows prepared by Transparency International (TI), Bangladesh became the top corrupted country five-times consecutively among the countries of the world. In terms of ranking now the position of Bangladesh in the list of corrupted countries is far but activities of corruption have yet to reduce (transparency.org).

Political instability is regarded as a never-ending problem of Bangladesh (Ahmed, 2011). The country has been suffering from dire political turbulences since its birth in 1971. Hartal, picketing, vandalization, firing, boycott of parliament, bomb blast and like these have been the political culture of the country (Khan *et.al* 2008). According to (Rahman and Rashid, 2018), the position of Bangladesh is 172 in the index of political instability among the countries. During political volatility, almost every economical activities are about to complete shutdown. Including RMG, road transport, rotten foods and

many like these are dreadfully affected by it. Various researches illustrate that the average cost of hartals to the economy is about 4.5% from 1990 to 2000 (Khandaker, 2005). RMG alone faces the loss of USD 18 million per day hartal (Prodip *et.al* 2015).

Bangladesh is a land of natural calamity. Different natural disasters like floods, cyclones, drought etc. are common for Bangladesh. Besides, Bangladesh is not beyond the difficulty of climate change. Furthermore, the country is staying in the risky zone for earthquakes (Ahmed, 2011). Arsenic poisoning, sea-level rising, desertification and so on also the threat for the economic development of Bangladesh. The negative impact of natural calamity hinders drastically on the economic advancement of Bangladesh.

The dissatisfaction of employees both within the country and in foreign countries is another big challenge for Bangladesh's economy. Khatun and Shamsuzzaman (2017) mention that due to many discriminations the RMG sector of Bangladesh remains unrest most of the time. This circumstance makes an irreparable loss for the national economy. Expatriates who are sending remittances from various countries are not satisfied with the acts of officials of the *Ministry of Expatriates' Welfare and Overseas Employment* (Ray *et.al* 2007). They often complain about the negligence of the officials regarding migrant workers.

The conspiracy of competitor countries along with many external and internal powers is one of the greatest challenges of the economy of Bangladesh. If we notice the recent activities of Indian media and workers alone, we will be able to find out a couple of dangerous things for Bangladesh's economy. Immediate after crossing the Indian per capita GDP by Bangladesh, the Anandabazar Patrika published a report in which it revealed a statement of Amit Shah, the central home minister of India and general secretary of Bharatiya Janta Party (BJP) in which he treated Bangladesh as 'Termite' (anandabazar.com). According to a report of DBC news, in 2017 Bangladesh earned USD 13.5 billion by expatriates from various countries in the world. However, India earned USD 10 billion from Bangladesh from Indian citizens living in Bangladesh. The report also illustrated that more than half a million Indian citizens are living in Bangladesh of whom the lion's share is illegal (DBC News, 2018). That means the Bangladesh government is not getting even tax from the huge amount of money which is sent to India in this way. This painful tale of the Bangladesh economy is all about India. There are many other stories like this.

Trade policy, inexperienced manpower, lack of proper knowledge about Information and Communication Technology (ICT), absence of rule of law, dissatisfaction among expatriates, legitimacy crisis, and so forth also the challenges of economic growth of Bangladesh. Most of the economic sectors of Bangladesh face the mentioned challenges. It is high time we did more and more research and made strategies to tackle the challenges.

Recommendations

It is beyond the question to all that Bangladesh is facing a great challenge at this moment caused by the COVID-19 pandemic. Day by day the circumstance is going bad to worse. The number of tested COVID positive and deceased are crossing, again and again, comparing the previous days. The impact of the corona pandemic on the economy is a burning issue not only for the economy of Bangladesh but also for the entire world. Besides this, the economy of Bangladesh is to face a lot of challenges. That is why, political economists, national and international institutions provide some suggestions for the sustainable development of the Bangladesh economy. Ahmed (2011) quoted from Petter Langseth, Ph. D, Programme Manager who presented a paper at the ISPAC Conference on responding to the challenges of economy and corruption. The paper recommended that rule of law and integrity of the judiciary must be ensured to eradicate corruption. Once corruption starts to reduce, discrimination among people will also be reduced. According to Bangladesh Bank Guidelines (2015), for sustainable economic development, the prevention of money laundering is a must since money laundering destroys the economic strength of a country. Bangladesh Bank urges proper monitoring and auditing to get rid of this curse. Another recommendation is- the dissatisfaction of migrant workers along with their inexperience issues should be resolved. Most of the migrant workers are not enough experience to serve in a foreign country. That is why they do not get a good amount of salary. Technical education and skill development programs should be arranged for migrant workers so that they can earn more (Ray *et.al* 2007). This is an era of globalization powered by ICT. Use of technology and searching novel sectors such as the blue economy and like this are needed to build up a strong basement of the national economy. Apart from this, tackling the challenges of the fourth industrial revolution these are unavoidable. To meet the demand, countries around the world are updating their policies regularly (Hossain and Alauddin, 2005). To keep pace with the changing world, fiscal policy, tread policy, monetary policy must be modernized. According to Doing Business Report-2019 Bangladesh is ranked 176 out of 190 countries (Doing Business, 2019). This report recommends that to ensure the sustainability of the economy, countries should ensure political commitment, infrastructural development, rule of law, transparency, responsibility, remove bureaucratic complexity, the influence of black money, corruption and so on.

Conclusion

Considering all the aspects of the economy of Bangladesh, it is needless to say that the economy of Bangladesh is forwarding rapidly. Thinkers expect Bangladesh will be a middle-income country of which per capita income will be USD 12,400 by 2041 (en.prothomalo.com). Besides, a ray of hope is peeping on the fortune of Bangladesh's economy named Blue Economy, ocean resources base economic sector. These resources are categorized into living, nonliving, renewable resources and trade and commerce (Sarker *et.al* 2019). Despite all of these probabilities, there are also so many scared of Bangladesh's economy as it is to face a lot of unavoidable challenges. Unless combined effort of government and common people work together to eradicate all kind of complications of the national

economy, achievement of sustainability regarding economic development will be quite impossible that would threaten our national security as economic difficulty and dependency make a nation as a satellite state of big economic power. Hopefully enough, the present government is taking the initiative to eradicate corruption with zero tolerance and common people appreciate that highly. Research under various institutions following scientific methods and comparative studies are being conducted as well. We believe that we will be able to defeat all kinds of complications and attain the sustainability of our economic development.

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ENTREPRENEURIAL INCLUSIVE CIVIL CULTURE AS AN OPTION FOR THE FUTURE OF WORK FOR THE UNDESERVED

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ABSTRACT

This research aims to analyze the model of entrepreneurial inclusive civic culture created and developed in the Agro ecological Park of Zapopan (PAZ) and discusses it as an option to generate income for the unemployed and underserved. Based on the need to rescue vacant urban land use with the participation of residents residing in the surrounding colonies, social movements, civil society and local government, they have designed and implemented actions to create PAZ (PEACE) as an area of green innovation. In addition to the cultivation of vegetables, medicinal plants and decoration under relations of cooperation, trust and community support, the formation of social capital that sustains a culture of peace based on environmental sustainability activities. The results of the implementation of this project, born from bottom of the social and power structures, constitute a significant experience in the regeneration of public spaces and green areas that provides greater economic efficiency in terms of family income, a greater relevance of equity, inclusion and social justice and improvement of environmental sustainability.

Keywords: Inclusive civic culture, agro ecological park, environmental sustainability, Zapopan.

INTRODUCTION

There is an increasing number of urban inhabitants that have migrated from their rural locations and have no other means of generating income which have contributed to have all added to high levels of poverty, especially among the households headed by women. Moreover, poor households in urban communities protect themselves from income risks by seeking and diversifying their sources of income such as formal employment and some informal small scale entrepreneurial activities, which only provide the necessary for subsistence and is not secure.

It has been historically evident the restrictions on creating and developing an entrepreneurial inclusive civic culture because the poor support from public, governmental, private or social organizations and institutions in terms of providing access to scarce resources and skill training.

The motivation to conduct this study springs from these needs and have different intentions. One is the global struggle for urban community development to address the main issues of global sustainable development goals in areas such as food, health, security, etc. The emerging sanitary, economic, social, political, and cultural crisis intersecting access to resources and skills with social inclusiveness, inequality and justice, economic growth and efficiency, and environmental sustainability.

The motivation of this study emerges from the question How do actor with diverse and compiling interests work out their differences to work on a community project? The rationale for undertaking this analysis is to identify to what extent community changes and transformations into a more oriented entrepreneurial inclusive culture can contribute economic, social and environmental development.

Attached to this question are other important motivations: There is misleading wide-spread assumption based on the argument that community development is linear and continuous. This study intends to demonstrate the reality based on the assumption that community development in one domain may coexist with inequality in others. However, the study goes beyond to demonstrate that community development can be more harmonious in all domains if all the stakeholders involved have the intentions to overcome the determinants that are the obstacle by promoting changes toward a more entrepreneurial inclusive civic culture.

This study analyses the factors that successfully contribute to social transformation of a community through the creation and development of an entrepreneurial inclusive civic culture based on agro ecology and green practices in an urban space. The analysis highlights the empowerment of disadvantaged inhabitants to gain access to natural resources and skills to enable and sustain the

implementation of an entrepreneurial inclusive civic culture in a community that allow them to gain economic growth, social inclusiveness and justice, and environmental sustainability.

This study has an impact on design and implementation of public policy and local governance, research and practice. It can be a guide to replicate the study and achieve the social and community benefits.

Future of Work and entrepreneurship for the underserved

The future of work for the underserved is now more uncertain than ever. The challenges facing the workforce seem quite daunting. Nowadays confronted by the sanitary crisis, millions of jobs are being displaced worldwide, aggravating the already global economic crisis and the implementation of automation as a way to cut labor costs by reshoring and relocating production activities, which is a solution for the de-globalization economic processes.

Automation technologies are already substituting human labor capital and talent in very specific projects and tasks at a lower cost than salaries of full-time employment. Nevertheless, the amount of unemployment will be growing during the next decades, and the existing jobs are being transformed at an alarming rate by the digital technology advances and breakthroughs in artificial intelligence, robotics and other areas. The digital-based economy is sharply eroding and dramatically reshaping the future of the workplace (Sundararajan, 2017).

Recent analyses have documented a rise in the nonemployment labor force due to these tendencies in the working places. The confluence of these forces are rising nonemployment work and changing the traditional model of earning a living because the labor displacement effects by automation due to the lower cost of doing the tasks. All these changes in work have impacts on the income and wealth of workers by increasing job insecurity, low wages and the gap of economic and social inequalities leading the an undeserved working society. Moreover, the social safety net for the underserved is an assignment that requires to rethought in terms of entrepreneurship.

National governments and societies must have to keep pace with these tendencies in work change to avoid further increases in economic and social inequalities and underserved workforce. The full employed workforce is pushed to unemployment or degraded labor activities with lower wages or to move into other forms such as freelance arrangements and entrepreneurship to derive their income. The alternative for the talented labor providers is to shift from full time employment into a midcareer transition towards a micro entrepreneurship self-employed activities in order to improve the quality standards of life. Microentrepreneurship might provide solutions to the underserved.

Rolle and Kisato (2019) discuss the underutilization of diverse talent for the underserved resulting from racism and poverty and explore options for increasing the use and application of their talent in technological capacity building for entrepreneurial innovations. The emergence of sharing economy and other forms of professional services platforms may contribute to solve part of problems in future work at feasible scales.

Location as a determinant factor

The Zapopan agro ecological Park is located in “Cerrada Santa Laura” within Santa Margaritas colony in the municipality of Zapopan, State of Jalisco. The located zones will be defined within the municipality of Zapopan. The population of Zapopan in 2015 according to InterCensus Survey was 1,332,272 people; 48.8 percent of men and 51.2 percent of women. Comparing the estimated population in 2015 with the population in 2010 it can be perceived that the population increased 7.1 percent in five years. It is estimated that in 2020 this population will increase close to 1,414,972 habitants. Nowadays 689,327 million, are men and 725,645 are women, representing 16.92 percent of the total population of Jalisco. In 2010 the municipality counted in total 234 localities. The municipal head of Zapopan is the most populated locality with 1,142,483 people, representing 91.9% of the population, followed by San Francisco. Tesistán with 5.0% , “La Venta del Astillero”(Sale of the Shipyard) with 0.5%, “Fraccionamiento Campestre Las Palomas” with 0.4% percent and “Nextipac” with 0.3% percent of the municipal total. (IIEG, 2016).

Most of the existing buildings have electricity, but only a few have access to piped water and drainage. The constructions are made with timber, concrete, bricks and adobe. The municipality offers public lighting services, markets, trails, parking lots, cemeteries, roads, public toilets, public security, traffic, parks, gardens and sports centers. Regarding basic services, 94.8% of the installed infrastructure has potable water, 96.9% of sewage and 98.9% of electric energy. Most of the municipality of Zapopan (85.4%) has a semi-warm climate, half damp. The average annual temperature is 20.5 ° C, while the maximum and minimum average oscillates between 32.1 ° C and 8.4 ° C respectively. The climate of the municipality is temperate, semi-dry, with dry winters and dry springs. It is semi-warm with benign winter, it also has an average annual temperature of 23.5° C, and an average annual rainfall of 906.1 millimeters with rainfalls from June to October.

The lands of the municipality are mostly composed from rocks, basalt and tuff. The dominant soils have Eúgic Regosol, Haplic Feozem and chromic Luvisol. The predominant soil is the Phaeozem (Feozem) with almost 50.6%, and it is presented in any type of land relief. It has a dark, soft, rich surface layer with organic matter and a lot of nutrients. Most of the land is only used for agricultural purposes.

The municipality also has three characteristic forms of reliefs. In a higher percentage the injured zones are formed by a height of 1,500 to 2,000 meters, following the flat and semi-flat areas. The main elevations of the municipality are: “Las Colinas de La Col” (2,200 masl), “El Tepopote” (1950 masl), “La Mesa del Burro” (1,700 masl), “El Tule” (2,050 masl), “El Chapulin” (2,000 masl) high (1,990 masl), “El Colli” (1,950 masl), “El Chato” (1,800 masl), “El Masahuate” (2,100 masl), and the Lobera with (1,900 masl). The municipality of Zapopan registered the highest education levels in 2012 with 10.4 years as the average. Zapopan also has the lowest education gap (28.6%) and follows Guadalajara in concentration of the enrollment with 27.0% (Plan Estatal de Desarrollo Jalisco, 2013).

Natural resources and economics

The natural wealth of the municipality is represented by 11,400 hectares of forest, where pine, encino, creton, jonote, madroño, oak, oyamel and tepame predominate. Its mineral resources are deposits of marble, kaolin, feldspar, agate, tezontle, gravel and sand (clay). The vegetation of the municipality is conformed mostly by pine and encino; both species are in the forests of the municipality: “El bosque de la primavera”, “Bosque de Nixticuil” and “Bosque del Centinela”. The current fauna of the place, includes 106 species of animals such as white-tailed deer, puma, lynx, coyote, gray fox, badger, hare and raccoon, among others. Nearly 137 species of migratory and resident birds have been identified and can be observed hawks, eagles, herons, thrushes, quail, roadrunners, woodpeckers, etc.

Local crops include vegetables, fruits and seeds like corn, sorghum, zucchini, tomato, chickpea, avocado, mango and plum. Poultry, beef cattle, pig, sheep, goat meat and hives are also raised. A great industrial activity is developed. Companies like: Motorola and Coca-Cola, among others. According to (DENUE), the municipality of Zapopan by 2015 had 49,543 economic units and its sectors showed a predominance of economic service units, representing 47.3% of the total companies within the municipality (IIEG, 2016). The municipality has important shopping centers, named Plaza Patria, Plaza del Sol, Plaza Bonita, Plaza Universidad, Plaza Mexico (one part), Plaza Antares, La Gran Plaza, SAM'S, Price Club, Wall-Mart, Plaza San Isidro. Financial, professional, technical, administrative, communal, social, personal, tourist and maintenance are provided.

The number of insured workers also increased this year, where IMSS reported a total of 327,641 workers newly registered, representing in 55,025 more insured workers compared to the same month in 2012 (IIEG, 2016). Also by 2015 life expectancy in Jalisco where of 75 years old; 73 for men and 78 for women (IIEG, 2015). The Economically Active Population (EAP) represents 45.20% of the total population, that constitute 562,233 habitants, of whom, (96.49%) are employed and the rest (3.51%) are unemployed. 6,293 inhabitants are employed in the primary sector of the economy (Agriculture,

Livestock, Forestry, hunting and fishing), 141,375 inhabitants in the secondary sector (Mining, oil and gas extraction, manufacturing, electricity, water and construction) 388,48 work in the tertiary sector (Government, transportation, commerce and other services). And the remaining 6,781 inhabitants do not specify the sector to which their economic activity belongs (Gobierno de Zapopan, 2016).

Gross Domestic Product in 2015 was 889,703 pesos at 2008 prices. The per capita gross domestic product was 146,746 pesos (INEGI, 2015). The participation of Zapopan in the Gross Domestic Product in 2000 was 10630.2 (adjusted million dollars), which represented 31.9%, placing it in the second municipality in Jalisco, only after Guadalajara with 43.6% (Ayuntamiento de Tlajomulco de Zúñiga, Jalisco, 2015). GDP of Guadalajara and Zapopan as a percentage of the GDP of Jalisco 2000-2009 at current prices were 10.22. From the analysis of these data, it can be observed that there was a reduction in Zapopan for the GDP.

Zapopan is also one with highest index of wealth and income in the GDP of the State of Jalisco. Its urban panorama is made up of modern buildings and luxurious shopping centers, residential housing and green areas, that show the highest level in the metropolitan area (Zona Guadalajara, 2017). For the year 2013 intermediate consumption was 108,762 million pesos. (Gobierno de Zapopan, 2016). The municipality has air transportation, with a military base that receives airplanes DC-9 and the airport “La Cebadilla”, which is a particular property able to receive airplanes. Near Zapopan is the International Airport of Guadalajara Miguel Hidalgo y Costilla for the public air service which is located 50 minutes from the municipal center.

The land transportation to the municipality of Zapopan is done through the Mexico-Nogales, Guadalajara-Salttillo and Guadalajara-Barra de Navidad roads. It has a network of dirt and paved roads that communicate to localities. Because of its importance, the highway that connects with the north of the State of Jalisco with the State of Zacatecas stands out. Rail transportation is carried out through the Guadalajara-Nogales line of the “Ferrocarril Del Pacífico” system, only for cargo movement. Through the municipality passes the train called "Tequila Turístico" that goes from Guadalajara to the population of Tequila.

The terrestrial foreign transportation is done in direct buses for passengers concentrated in the terminals located in Zapopan, and other places such as Tlaquepaque and Tonalá in the Metropolitan Area of Guadalajara. Urban and rural transportation is done in rental vehicles, private vehicles and buses. It also has a bus terminal which is next to the roundabout Emiliano Zapata, on the road to Tesistán. The nearest ports are Puerto Vallarta and Manzanillo both located on the Pacific Ocean. The Agroecological Park has a community garden where the citizens can grow and harvest organic food, a classroom, built with natural materials, a module of dry ecological baths, a nursery area for plant production, a compost area

for fertilizer processing and recycling nutrients, an edible forest, a rainwater harvesting and distribution system and an ecological market area.

The surface it's occupied by the project which has 1.8 hectares, a neighborhood with about 40 thousand inhabitants, near the Pedagogical Water Forest in the area of the Colomos III Forest. Both park are connected as part of a network of agroecological parks in the Guadalajara Metropolitan Area.

What used to be a rubble and rubbish dump, is now the first Agroecological Park in Zapopan, thanks to the work of the neighbors, the Teocintle Collective and also with government support. It was inaugurated on March 27, 2015 by the Mayor Héctor Robles Peiro. The "Pedagogical Forest of Water" has local and national connection to roads, ports, railways and walking accessibility to markets & customers.

The municipality of Zapopan has important shopping centers, named Plaza Patria, Plaza del Sol, Plaza Bonita, Plaza Universidad, Plaza Mexico, La Gran Plaza, SAM'S, Price Club, Wall- Mart, Plaza San Isidro. Regarding supply, in terms of popular consumption services, this need is covered by 2,571 grocery stores selling food and beverages, 485 butchers and 459 establishments selling prepared foods). In Zapopan there are 15 municipal markets and 77 established markets, which makes this municipality a center of supply of localities and surrounding municipalities. The Market of the Sea stands out for its variety and quality of its products.

Environmental and territorial conditions

The Municipal Urban Development Program of Zapopan aims to establish urban and environmental policies based on the determinations of the current programs and plans of the State Planning System, adequate and adjusted to the local needs and considering the established by the applicable environmental instruments in the municipal territory. The nature and characteristics of the Zapopan's ecosystem, within the environmental regionalization of the state is characterized by the environmental impact of new human settlements, agricultural, industrial, and commercial and service works or activities. The presence of more than half of the total population of the State in the Metropolitan Area of Guadalajara, being the municipalities of Guadalajara and Zapopan that shelter the greater part of this, generates a series of environmental and mobility problems.

Air pollution in Zapopan is one of the main pollutants generated in the metropolitan area, this is due to agricultural activities (burning), unpaved roads, diesel vehicles in circulation, combustion emissions in industry, forest fires, and suspension of dust from construction activities including the transport of material and those extractive activities as is the case with material banks, among others. The fraction

particles smaller than 10 microns is the one that is most concentrated in the metropolitan area. The highest contribution in tons of pollutants corresponds to mobile sources, accounting for 96% of the emissions generated. Particles suspended in the atmosphere (PM10) are now considered to be the best indicator of air quality. They are constituted by nitrates and sulfates or by organic carbon - due to their conformation which may be of natural origin or also by photochemical reaction (Reyes, Castellanos y Gutierrez, 2009).

Another aspect that is involved in the problem of pollution in the ZMG is the winds and their effects on the concentration and dispersion in the atmosphere of ozone and suspended particles, generally, at higher wind speeds, greater dilution of pollutants. The annual wind regime in the region is divided into two defined periods: One from November to June in which the West winds prevail, and from June to October in which the East winds prevail. (Cohen, 1979). Ozone, which is due to the reaction of hydrocarbons in the atmosphere, is another pollutant that has exceeded $100 \mu\text{g} / \text{m}^3$. As the easterly winds contribute to the ozone concentrations in the west of the ZMG, mainly due to the frequency of calm periods, and the western winds carry the ozone towards the center. The slightly moderate winds of the southwest and southeast of The ZMG transport this pollution to the north. For the spring period, there is a decrease in the air quality index, since it registers 97 IMECA ozone points as the maximum level. Towards the north and south of Zapopan the season of the year that concentrates higher levels of pollution by particles of ozone is the winter. (Reyes, Castellanos y Curiel, 2009).

In the case of nitrogen dioxide (NO_2), whose main source is combustion in industries and vehicles, it turns out to be the other pollutant present in the atmosphere of the municipality of Zapopan. It is observed that 13.0% of NO_2 measurements exceed $40 \mu\text{g} / \text{m}^3$ which is the annual average recommended by WHO. Sulfur dioxide (SO_2) - a product of the combustion of coal, diesel, fuel oil and gasoline with sulfur, in addition to sulfur-rich metallic veins, industrial processes and volcanic eruptions - has been located within the limits established by both the Mexican standard of $340 \mu\text{g} / \text{m}^3$ and the WHO standard of $40 \mu\text{g} / \text{m}^3$.

This place was all constructed with natural materials. It counts with a main building, a classroom, an office, a small room that has domestic technologies, dry bath module and a community garden fenced with 47 beds of cultivation (10m^2 each) plotted by Tierra Cruda but excavated in the rubble by Collective Teocintle Agro ecological and volunteers; Bamboo structure for composting and nursery of nurseries. It also has a winery that was built by Farid Morales in collaboration with DIF Zapopan, Collective Teocintle Agro ecological and other volunteers, while the bamboo structures were given and placed by Fernando Partida of BambuXal also with the help of collective.

Due to the altitude and the hydrographic network of the region, it is considered that there are no sufficient water resources in quality and quantity to satisfy the current and future demand. The overexploitation of the aquifers and the presence of heavy metals such as arsenic, requires among other measures, improving the management of existing sources of fresh water and addressing the problems of waste and pollution control. Knowing this, it can be said that it is due to the change of land uses, with the growth of the urban spot, both in residential areas and in areas of industrial use, where the pollutants have been present significantly affecting the environment.

THEORETICAL APPROACH: ENTREPRENEURIAL INCLUSIVE CIVIC CULTURE

Entrepreneurship, inclusiveness, civil and culture are variables that have complex but straightforward linkages and processes among them and much is still unknown. The last few years have witnessed the generation of extensive theoretical and empirical literature on entrepreneurship and its impact at the levels of regional and firm economic performance (Holmes and Schmitz, 1990; Evans and Leighton, 1990). However, when linking entrepreneurship to the variables of inclusiveness and civic culture, the literatures is inexistent. There is a relative void, despite some recent efforts to study the relationship between entrepreneurship in some other related fields beyond economic growth, which may be attributable to the lack of theoretical frameworks.

However, studies in economic development have shown reversed causality influencing entrepreneurial activities. Entrepreneurial activities tend to be overestimated in regions where there are start-ups playing a relevant role while entrepreneurship activities tend to be underestimated in regions where there is a new entrepreneurial formation and the startups are relatively few (Baptista, Escária, and Madruga, 2017).

The role of entrepreneurship in economic development has received some attention by researchers that have the intuition that there is an impact of entrepreneurship on employment and social development. Entrepreneurial intentions promote entrepreneurial behaviors (Krueger et al., 2000; Veciana et al., 2005; Souitaris et al., 2007). Entrepreneurship activity can be associated with human necessity providing an opportunity to earn money for living, until better alternative opportunities are found on the labor market (Carree and Thurik, 2010).

The concept of entrepreneurship is multidimensional and related to individual willingness, abilities and activities on their own, in teams and in organizations to make decisions facing obstacles and uncertainty on the use of institutions and resources to create and develop new opportunities (Wennekers and Thurik, 1999). Entrepreneurial opportunities are the result of unemployment the influences start-up activity, the

effect of a thriving economy and experience in entrepreneurial activities (Lin, Manser and Picot, 1998; Pfeiffer and Reize, 2000).

Entrepreneurship is the recognition and exploitation of opportunities leading to the creation and development of a firm (Aragon-Sanchez, Baixauli-Soler, Carrasco-Hernandez, 2017). Moreover, entrepreneurial intentions predict entrepreneurial behaviors, according to the theory of planned behavior (Ajzen, 1991). Entrepreneurial activity creates opportunities to influence economic performance (van Stel, Carree and Thurik, 2005) such as entering the markets with new production processes and products (Acs and Audretsch, 2003). Among the entrepreneurial models there is evidence that the entrepreneurial intentional models (Krueger et al., 2000) supports the theory of planned behavior.

The theory of planned behavior has been used in the analysis of entrepreneurial intentions (Shooket al. 2003). The determinants have significant positive relationships with behavior intention (Armitage and Conner 2001). Do Paço et al. (2011) found a positive and significant influence between entrepreneurial intentions, attitudes and perceived behavior control. However, subjective norms have an indirect impact on entrepreneurial intentions.

The determinants of entrepreneurial intentions are linked by the access to financial, natural, human and cultural capital and resources through the influence of attitudes, individual subjective norms, perceived social control and self-efficacy. The attitude is the individual favorable evaluation to start a new opportunity. Individual subjective norms are the perceived social pressure to start a new opportunity and perceived social control and self-efficacy is the perceived ease to start a new opportunity.

Based on the Shapero and Sokol (1982) model, attitudes and subjective norms are linked to desirability and perceived behavioral control or self-efficacy with feasibility (Krueger et al., 2000).

It is suggested in this analysis that these determinants of entrepreneurial intentions may lead to inclusive civic culture behaviors influenced by access to resources.

Inclusiveness is an all-embracing societal ideology embedding the policy and practice of including all individuals who might otherwise be excluded or marginalized due to its personal conditions such as being member of minority groups, having physical and mental disabilities, etc. As a social determinant, social inclusiveness is the improvement of conditions in which the individuals and groups participate in society, communities and organizations improving their dignity, abilities and opportunities of being disadvantaged on their basis of personal and group conditions such as their identity.

An inclusive community project is one that has not restrictions to membership due to age, gender, sex, ethnic origin, race, religion, etc. Therefore, nobody is excluded from the program and enables all the inhabitants for economic, social, political and cultural participation. Participation of all urban inhabitants without any restriction in a community agro ecological project on the basis of relationships of trust and cooperation to create an entrepreneurial inclusive civic culture and social capital as the major achievements, demands economic efficiency, social justice, political democratic participation and cultural dispensations.

Cultural relativism and postmodernism have received critical attention in the literature of inclusion (Villa & Thousand, 2000). The social constructivist model of inclusiveness is advocated by the alternative post-modern paradigm that treat human disabilities as being inclusion (Zaretsky, 2005) beyond the functionalist paradigm that considers the disability to be a pathology.

Civic culture is an issue much discussed in the 1960s and since then has become an important determinant of entrepreneurial intentions and opportunities with the study of Putman (2002, 200, 1993, Putnam et al. 2000) on democracy and social capital. Civic culture is an awareness of political behavior embedding individual attitudes, habits, emotions and sentiments related to the functioning of democratic societies, institutions and organizations that have implications in the democratic rights and decision making processes. Civil culture assumes the attitudes and values related to norms of civility and good citizenship, strengthening relationships of cooperation and trust, increased level of tolerance and good society, supportive behaviors of engagement, commitment and involvement in democratic processes.

Civic culture from the theoretical perspective of Almond and Verba (1965) in civic culture; Almond and Verba (1989) in their classic work, "Civic culture revisited" consider it to be a balanced mix of orientations in which political activity, involvement and rationality are balanced by passivity, tradition and commitment. with parochial values (Almond and Verba, 2001). Civic culture goes beyond the activist rationality model that justifies political participation, information and decision-making guided by reason and not by emotions.

The interest of this study is to identify some of the key intersections among the determinants of the stakeholder's intentions that leads to entrepreneurial in terms of their interests and access to opportunities in an inclusive civic culture in an urban community. Stakeholders are heterogeneous, distributed, and may be dependent, independent and inter dependent, and their interrelationships are complex.

METHODS

The research questions: In seeking to understand the role that the entrepreneurial inclusive civic culture plays in promoting socio-economic transformations in urban communities, some of the questions that this study addresses are:

- 1) How do actors embedded in different and disparate logics create and develop a new logic that builds an entrepreneurial inclusive civic culture, trust between each other's, shared understandings and governs interactions across different fields of interest interests?
- 2) What are the main success determinant factors that have contributed to the development of entrepreneurial inclusive civic culture intentions have led to the achievement of socio-economic and environmental transformation of an urban community?
- 3) What are some of the main obstacles and challenges as determinant factors that hamper the entrepreneurial inclusive civic culture of an urban community?
- 4) How can this transformative intervention be implemented in other urban communities with more efficiency and effectiveness to ensure economic, social and environmental sustainability?

To address and answer these questions, it was conducted a qualitative analysis of a multi-stakeholderbased on a case study. Methodology employed through grounded multi-stakeholder social and community constructions in action.

For data gathering the instruments employed were:

- 1) Formal and informal interviews, informal and formal conversations, meetings, conferences and social gaps.
- 2) Non participant observation of behavioral intentions, attitudes, individual subjective norms, perceived social control and self-efficacy.
- 3) Archival data: Documental, minute meetings, journaling and media articles, web site data and information, presentations, workshop reports, end note reports, video presentations.

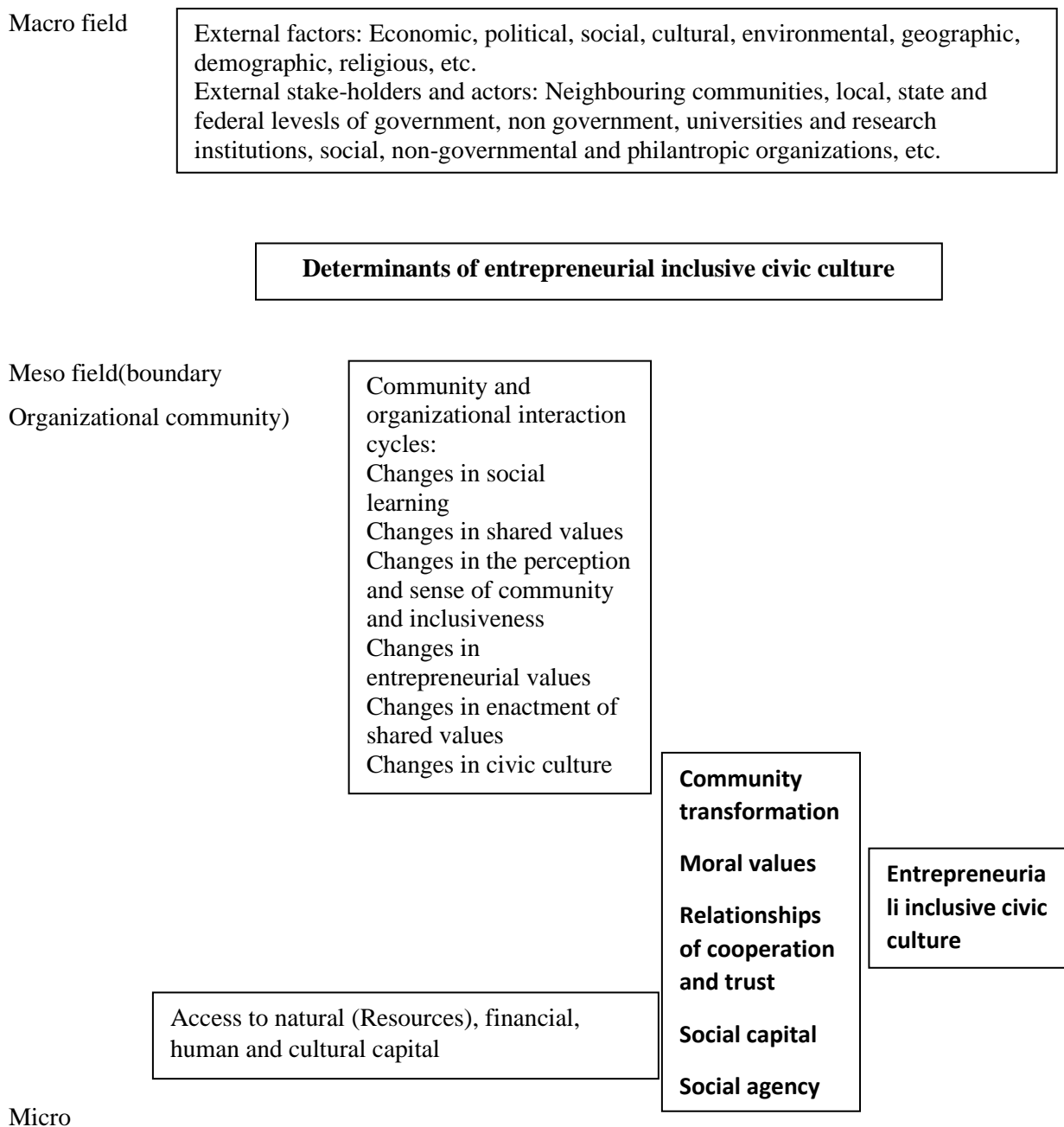
However, some challenges and obstacles have been met and overcome at the beginning of the research, among others, the access to the community because de stigma and fear to strangers, using the voice, language and terms of the different stakeholders and actors involved and the capture of the contextual determinants and their impacts on the formation of the entrepreneurial inclusive civic culture.

Data analysis: Grounded theory construct coding based on processual analysis: temporal bracketing, visual mapping.

Identifying causal effects is very hard in this type of study based on empirical evidences on the long term results.

It is assumed that determinants of entrepreneurial intentions may lead to inclusive civic culture behaviors influenced by access to resources.

Figure 1- Process model of shared entrepreneurial inclusive civic culture



Level	Attitudes
Individual	Individual subjective norms, Perceived social control Self-efficacy. Socio emotional energy Involvement Engagement Commitment

Source: Own development.

To conduct this study, it was spent eight months attending the Zapopan Agro ecological Park and observing the individual activities of the members of the community and the collective Teocintle organization, social gatherings, training sessions and cultural festivals, learning about their plans and issues. The individual and collective emotions were very strong during the interviews, formal and informal conversations with members of the community. During this period of eight months, it was created and developed some very strong relationships of trust and cooperation.

Also for the general analysis of the study, the methodology principles of RRBM is applied in general terms:

- 1) Service to community and society at large.
- 2) Basic and applied emotions, embeddedness and governance.
- 3) Pluralistic and multidisciplinary processes.
- 4) Methodology employed through grounded multi-stakeholder social and community constructions in action.
- 5) Involvement of stakeholders and actors at every stages.
- 6) Impact of stakeholders, better understanding of what works and what does not.
- 7) Broad implementation and dissemination to all internal and external involved stakeholders.

PARQUE AGROECOLÓGICO DE ZAPOPAN, A SPACE OF ENTREPRENEURIAL INCLUSIVE CIVIC CULTURE

The Zapopan Agro ecological Park is in the bio-economy field of agro ecology food, health and energy. It is an innovative public space that combines the direct participation of the community of an urban farm project that practices that support of the sustainability culture (such as the recollection of organic waste for the production of compost) as well as training workshops on different agro ecological themes to

generate a unique space in the city open to all citizens. Within the programs of the Public Space Authority of the municipality, Zapopan focused on the needs of the community, to generate job opportunities and entrepreneurship in the agro ecological Park. The kids connect with the ecotechnicians, which can give them the opportunity to improve their own housing, generate construction projects and self-construction (Martínez, 2016).

The Zapopan Agro ecological Park, is a space open to all the public where, through workshops, practice and coexistence, there is a collective learning on issues related to agro ecology, self-sufficiency, environmental knowledge and social awareness (Traffic ZMG, 2016). This center of inclusion is a space that generate and promote opportunities for the local people. (Martínez, 2016). Citizens are also able to have access to areas such as: An educational center built with natural materials, a boardroom/ library, a classroom, and an urban garden that is an important part of the project so the people can relate. The park has a nursery for the reproduction of plants, a compound area to produce fertilizers, a main square, the first West Edible Forest, ecological baths, a rainwater collection and distribution system to make the park self-sustainable. In addition, several ecological workshops, cultural and sports activities are being held within the areas (Gobierno de Zapopan, 2015).

In this space it has been found that it had a fertile ground to grow: radish, chard, cabbage, lettuce, parsley, corn, beans, arugula, basil, chayote, broccoli, chili, potato, chives, sunflower, etc., are some of the more than eighty species of edible consumption, medicinal plants, etc. In the orchard you can find crops of various vegetables such as chard, lettuce, lavender, squash, arugula, onion, cilantro, parsley, pineapple, bean, celery, cabbage, chayote, tomato, green tomato and African cucumber, among others (Rocha, 2016). The main goal of this project is to continue fostering social cohesion and work for a better health through orchards and urban agriculture. Zapopan Government has a agro ecological network of parks in strategic areas of the municipality. An agro ecological park is the perfect project for public space, an environmental sustainability component where people of the community can produce their own food (El Informador, 2017).

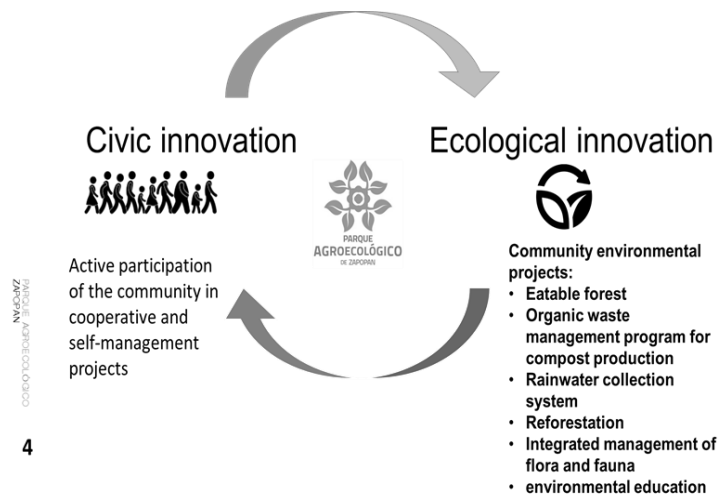


Figure 1. Civic innovation and ecological innovation cycle.

Source: (Medina, 2017).

The Zapopan Agro ecological Park it's a space that became a meeting and a development space for the community in an urban environment which is committed to sustainability and to organize events such as the "Teocintle" fest, which is celebrated to raise awareness about the existence of the capacity of the human beings to generate his own resources, this, to allow them to subsist (food, utensils) and to connect the community, land, work and practice their traditions. The events celebrated and organized in the park, offer different activities such as: workshops of urban gardens, rally, craft market, food area, barter, dance, music, conversation and networking, outdoor cinema, among others (Trafico ZMG, 2016). César Medina in collaboration with the Municipal Government of Zapopan and the University Center of Biological and Agricultural Sciences (CUCBA) of Universidad de Guadalajara keep working in this and other projects (Gobierno de Zapopan, 2016).

As the matter of time spend starting with "Tierra Crudas" work, began with the drafting of the project to manage the funds in the month of June 2013. Many people have collaborated in the construction of this park, specifically "Tierra Cruda". The municipal government of Zapopan was in charge of the design and the general master plan of the park, construction of the classroom-office complex, the module of dry baths and the perimeter fence of the orchard. The local authorities also were in charge of design and build the social aspect of the park, which means it generate the social-neighborhood appropriation for the project and train them in agro ecological sowing. From this social process, the Collective Agro ecological Teocintle (CAT) was emerged (Gobierno de Zapopan, 2015).

The people that works and participate in the park always produce their own compost, build beds, seek to improve and make innovations in environmental terms, seek the common good, and make decisions.

(El Informador, 2017). The community garden is designed in a circular form for a better use. Currently there are 47 beds of cultivation available for anyone with knowledge in biointensive crops and meets the requirements of the collective. In the social matter it can be said that the park was appropriated through its community gardening where 32 families are working organized by the Collective Teocintle Agro ecological. In addition, this space offers several workshops to the neighbors of the park as the rest of the inhabitants of the Metropolitan Area of Guadalajara.

The municipality of Zapopan catapults this project with collaboration of other civil organizations and universities, in order to promote self-consumption and environmental education. With the collaboration of the Collective Teocintle Agro ecological, Farid Morales, who became the coordinator of the park employed by DIF in Zapopan, officials of the institution, with help of Carlos Bauche and Fernando Partida BambuXal, as well as the consultants for the general design of the park, the orchard and the edible forest by Máshumus and also the Cooperative “Las Cañadas” (Gobierno de Zapopan, 2015). The Teocintle Collective helps those who come and teach them how to grow their own food, which makes citizens feel productive and healthier.

Local Authorities from the municipality of Zapopan want to empower them, increase capacities with projects and workshops that are specialized in urban agriculture and has knowledge in seed production and compost. All this focused on community organization. The municipality is in charge of coordinating and managing the workshops and activities of the collective and community. Once a month, the local authority of the municipal government and the city Council, organize a tour to different orchards, including this park that is open to the community and is a public space meaning that anyone can be part of it.

Is important to say that the proper authority of this public space is responsible for the Park, which includes the orchard and the edible forest. It is managed by the collective Teocintle and is a project belonging to these local spaces authorities from the municipal administration of Zapopan, Jalisco. This is also impelled through the Direction of Public Spaces. Teocintle Agro ecological Collective is an organization that works in the management of the orchard of the park. The chief of the Public Spaces in Zapopan among César Lepe Medina, coordinator of this project and manager of the Special projects of public spaces office in the city, are now in charge of this park. The collective is divided into commissions involved in gardening activities. New people can decide if they want to be members. Currently, there are about 40 families from the community, represented by one person, that are part of the park.

STRATEGIC MANAGEMENT OF PARQUE AGROECOLÓGICO DE ZAPOPAN

Speaking of the financial part, the Zapopan Agro ecological Park had an investment of approximately 5 million pesos and has an important impact in 110 direct beneficiaries, in addition to the communities surrounding the park and people interested in participating in this project (Gobierno de Zapopan, 2015). The budget of the park has an income that comes from several sources of financing and contributions. See table 1 below.

Table 1. Financing

Zapopan Strategic Projects (PEZ) / Metropolitan Fund approximate figure, for a fund for the forest district of 10 million pesos out of which are allocated to Zapopan city of all	\$ 3, 000, 000.00.
The National Program for the Prevention of Crime (PRONAPRED) contributes with	1, 100, 000.00.
DIF Zapopan- Donations Area with	950, 000.00
and Program Temporary Employment PET / SEMADET with	120, 000.00

Source: Own elaboration with data from César Lepe Medina, coordinator of the project and public servant of the Office of Special Projects of Public Space of the City.

The Agro ecological park is located in a farm with almost two hectares in the Metropolitan area of Guadalajara (ZMG) that has the highest rate of violence and criminality. This space used to be a ravine and that was filled with rubble. The first intervention took place with the construction of a board and with the installation of urban furniture and public lighting by the Special Projects of Zapopan Office. (Gobierno de Zapopan, 2015). This sustainable project also includes the creation of classrooms made from bamboo, a waste separation and recycling system of plastic, paper, glass, metal, organic waste and PET. The park has a central classroom that was built with materials such as wood and straw. This building is contemplating its use to be a meeting point, a conference place and a market display, this, to give an opportunity to those who collaborate in the management of the ecological garden, giving them this space to offer their products. The park has a dry bath system that is used to reuse the generated waste as a compost and it also counts rainwater raining dam with capacity of 750-thousand-liter rainwater harvesting board and 20-thousand-liter storage tank that will provide water to the orchard and forest during the dry season which was also constructed by Agro ecological Zapopan Park.

As a result, the Local Authority of the Public Space of Zapopan, through the Zapopan Agro ecological Park, offers a space for community building and collaborative work, where one of its priorities is the orchard where 25 to 35 kilos of food are produced and harvested weekly (Gobierno de Zapopan, 2016).

The production has several types of vegetables, fruits, medicinal plants and ornament plants. There are more than 50 species as pumpkin, beet, sesame, strawberry, lettuce, Swiss chard, bean that are grown in this park. Other products are elaborated with this harvests such natural slurries or milks made from seeds such as almond or canary seed. The Solar dehydrators was created to dehydrate foods such as tomatoes, traditional footwear based on pre-Hispanic roots and even the elaboration of biocosmetics made with plants such as lavender and lemon.

The public perception is positive, nowadays, there are a lot of people who finds comfort and relief in this orchards, they like being part of something, connecting with people who feels the same way and are working hard to stay productive, to have a decent income and to live a better and healthier life. The environmental education also has a very important impact in the activities and people working in this park to make a sustainable lifestyle.

CONCLUSION

Parque Agroecologist de Zapopan is a model of entrepreneurial inclusive civil culture. This park marks a milestone in the regeneration of public spaces with a project of social and environmental relevance. It is important to mention that the park was a wasteland and a place of total disuse. A total of 1.8 hectares, on Santa Laura Street, in the colony Santa Margarita (colony with more than 33 thousand inhabitants), now live in peace. This place has now recovered from being abandoned, and today is the reflection of hard work and creativity of citizens and authorities that are a model for this public space with pedagogical purposes and for the constant neighborhood participation.

The entrepreneurial intentions of the stakeholders and actors involved in the project have predicted the entrepreneurial behaviors, confirming the theory of planned behavior and their entrepreneurial activities to create opportunities to influence economic performance. Moreover, the implemented model of entrepreneurial inclusive civic culture has demonstrated that entrepreneurial intentions and activities are beyond the increasing economic growth and efficiency, to have influence in social development, inclusiveness, equality and justice. Moreover, in the field of environmental sustainability, the model clearly has impacts on the improvement of the socio-ecosystem and biodiversity.

The study analyses the determinant factors that successfully have contributed to create and develop an entrepreneurial inclusive culture leading to social transformation of a community based on agro ecology and green practices in an urban space and discusses it as an option to generate income for the unemployed and underserved. Changes at the meso level related to community and organizational interaction cycles of the Zapopan Agro ecological Park have been introduced to create and develop an

entrepreneurial inclusive civic culture in social learning, shared values, the perception and sense of community and inclusiveness, entrepreneurial values, enactment of shared values and civic culture.

All these changes have been possible due to the access to natural resources, financial, human and cultural capital through contributions of the main actors and stakeholders. At the micro level, the participation of these actors and stakeholders are related to their involvement in the individual attitudes, personal subjective norms, perceived social control, self-efficacy, socio emotional energy, involvement, engagement and commitment.

All these determinants at both levels of analysis have led to community transformation, formation of moral values, creation of relationships of cooperation and trust, social capital and social agency. All these determinants have contributed to the creation and development of an entrepreneurial inclusive civic culture model of community development. The results of the implementation of this project have contributed to increase the economic income of families, collectivities and communities participating, while reducing the gaps of social inequality, inclusiveness and justice. Moreover, the results of the analysis clearly show an improvement in biodiversity, socio-eco-ecosystem and environmental sustainability.

Other important contributions derived of the analysis of results, it should be mentioned some important issues such as fair commerce, food security and sovereignty, participative democracy, innovation in urban green areas, and so on. All these topics and issues should be treated in future research.

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REDEFINING SUPPLY VALUE CHAIN ENABLING TRANSFORMATION IN BUSINESS STRATEGIES

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Abstract

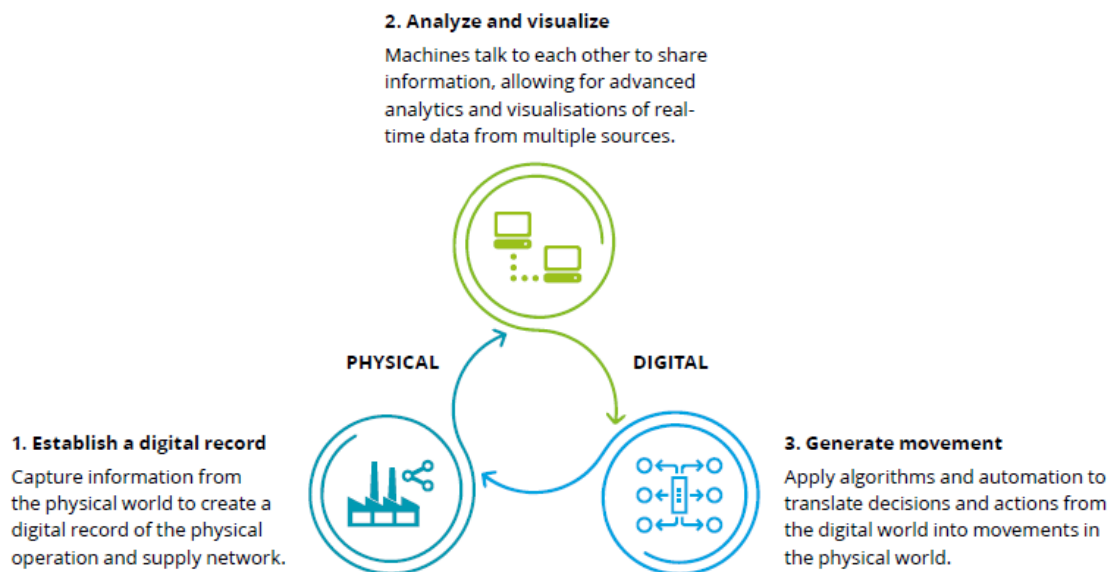
No country or business is invulnerable to the commotion that COVID-19 caused across the globe as it represented high menace to human life and force business leaders to create significant and fast assertion to shield and support the health and safety though trying to diminish disruption to the constancy of their business processes. Moreover, the majority of Fortune companies are undergoing supply chain commotion caused by the consequence from COVID-19 and they have realized an adverse impact on the business that has caused in a downgrade in their growth outlook. In the short-term, the supply chain needs to regulate to the instant challenge and in the extended run supply chains will not ever be the same. There is a necessity for global synchronization to aid establishments redefine their supply chain competences to generate and maintain a rapid retort and suppleness creating intelligent supply environments. The determination will support organizations to reduce the perils, protect the working of global supply chains and reduce or minimize the disturbances while also acclimatizing to a “new normal.” The current disruption from COVID-19 has the latent to have long-lasting insinuations on supply chain function and personnel in order to build flexibility and suppleness in value chains to succeed future challenges.

Keywords: Disruptions, capabilities, resilience, business

Introduction:

By way of adoption of exponential technologies, organisations worldwide are moving away from the out-dated and linear supply chain models to connected, intelligent, scalable, customisable and nimble supply linkages. First adopters and innovative companies are shifting to dynamic and united networks that deliver an incessant flow of products, services, information and analytics for decision making. Traditional organisations are growing their supply chain functions to encounter increasingly volatile consumer preferences. Although the level of emerging technology adoption and use cases are comparatively less in India, it is only a matter of time before supply chains across industries would be reimagined, upgraded and disrupted.

Assisted by synchronized development and integration of the digital and physical technologies, Industry 4.0 is renovating the way supply chains operate across geographies as it integrates and extends digital connectivity within the context of the physical world in enterprises and supply networks. The development drives the physical act of manufacturing, distribution and performance identified as the physical-digital-physical loop. (Sourced from *Next-Gen Supply Chain – Deloitte published in www2.deloitte.com*)

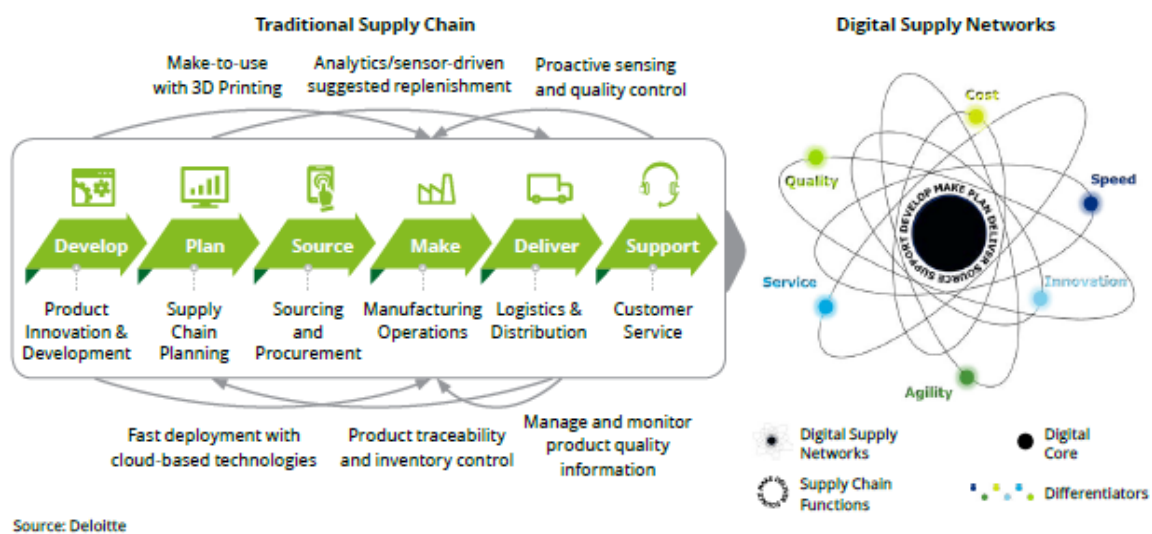


Source: Deloitte

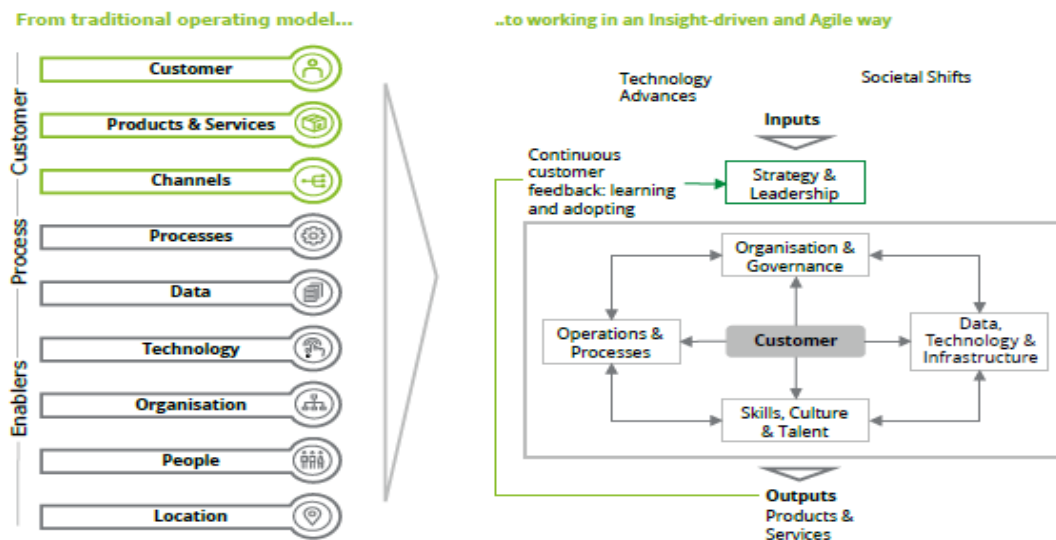
Generally, supply chain professionals accomplished the “four Vs” (volatility, volume, velocity, and visibility) as they endeavoured to augment results across a series of objectives that contain total cost, service, quality and backing for innovation. These traditional primacies are not likely to change but going onward, supply chain decision architects are likely to be able to achieve advanced levels of performance with supply chain competences developed in a non-linear setting.

Evolving supply chain styles:

For instance, companies address challenges associated to demand volatility, scattering and cost pressures, Digital Supply Networks (DSN) are ever more in focus as they offer an opportunity to exponentially increase efficiency and efficiency in the supply chain, optimise cost and attain end to end visibility. The fourth industrial revolution would therefore be compelled largely by DSNs where machines are anticipated to enhance human performance and as part of this alteration, implementation of the connected products, customers and supply chain and operations would be determined by a vast network of cyber-physical systems. (Sourced from *Next-Gen Supply Chain – Deloitte published in www2.deloitte.co*).



DSNs once wholly implemented can cause a paradigm move in the operational delivery for most industries and companies. Innovators and market leaders would endeavour to achieve operational digital equivalence & arrangement of the right capabilities in the right way within their operating model which would require a shift from the tradition functioning models to insight-driven and supple operating models with the customer at the core. (Sourced from *Next-Gen Supply Chain – Deloitte published in www2.deloitte.co*).

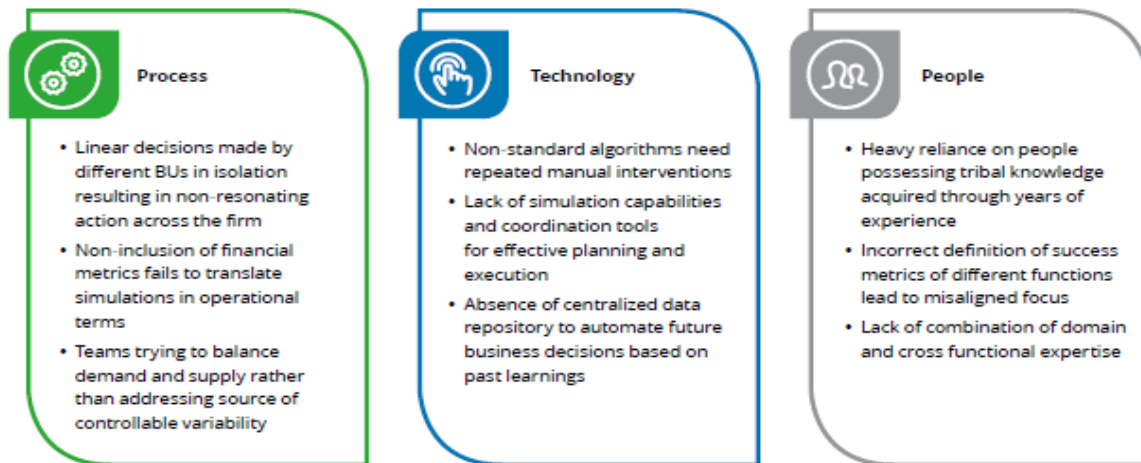


Source: Deloitte

Organisations are returning to their planning processes which have always been a challenging and stimulating process free of scale and scope. Nevertheless in the current age of information and connected networks, these challenges have become even more frightening. Even though few leading companies have matured to an integrated business planning model, majority still depend on traditional operational models to meet business requirements. Presently the planning cycles hang on on regular monthly meetings and follow a progressive approach to supply and demand planning. In today's vibrant environment, this unbending structure is ineffective to precisely respond to unexpected changes in demand and supply. The globalisation of the business setting and increasing difficulty in the value chain has made precise forecasting even more challenging and thus plummeting the effectiveness of traditional planning cycles.

Objective:

Companies in order to come across today's challenges successfully and alleviate future risks need to consider shifting to a fundamentally new collaborative supply planning process. The next generation planning model that is developing is expected to be a really collaborative effort connecting real-time data gathering and analysis, improved decision making and is possibly to move away from unbending IT systems to highly supple and customisable cloud based platforms. This has the potential to deliver the organisation with customisability, platform for collaboration, speedy simulation & scenario planning and incessant monitoring of KPIs through role-based dashboards. (Figure below indicates the inefficiencies in traditional planning model with sourced from Next-Gen Supply Chain – Deloitte published in www2.deloitte.co.)

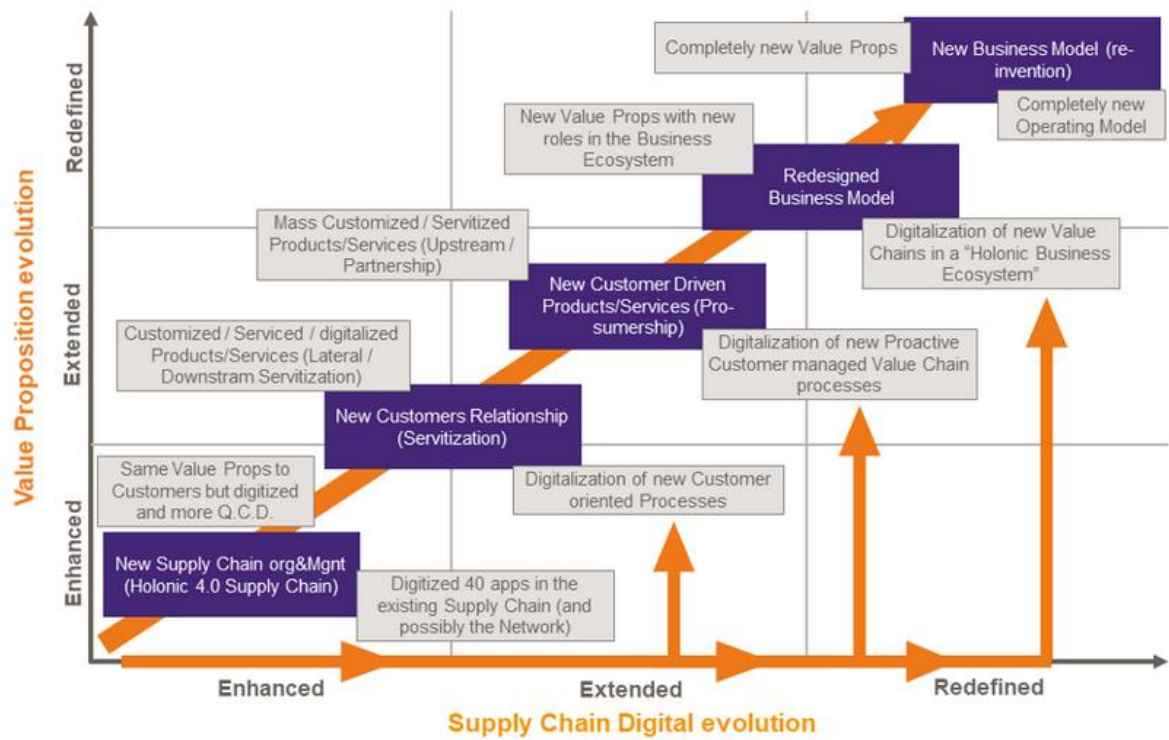


Source: Deloitte

Augmenting the supply chain with real-time visibility supports in altering business operations and providing understandings needed to operate swiftly, accurately and more efficiently. Moreover, companies are exploring the norm of block chain for real-time visibility of the supply chain and to confirm trust and genuineness in the dealings across the chain. Innovation and advanced technologies are critical to company and their competitiveness as they distinguish businesses and help them flourish amongst global competitions by creating premium products, processes and services that capture higher margins.

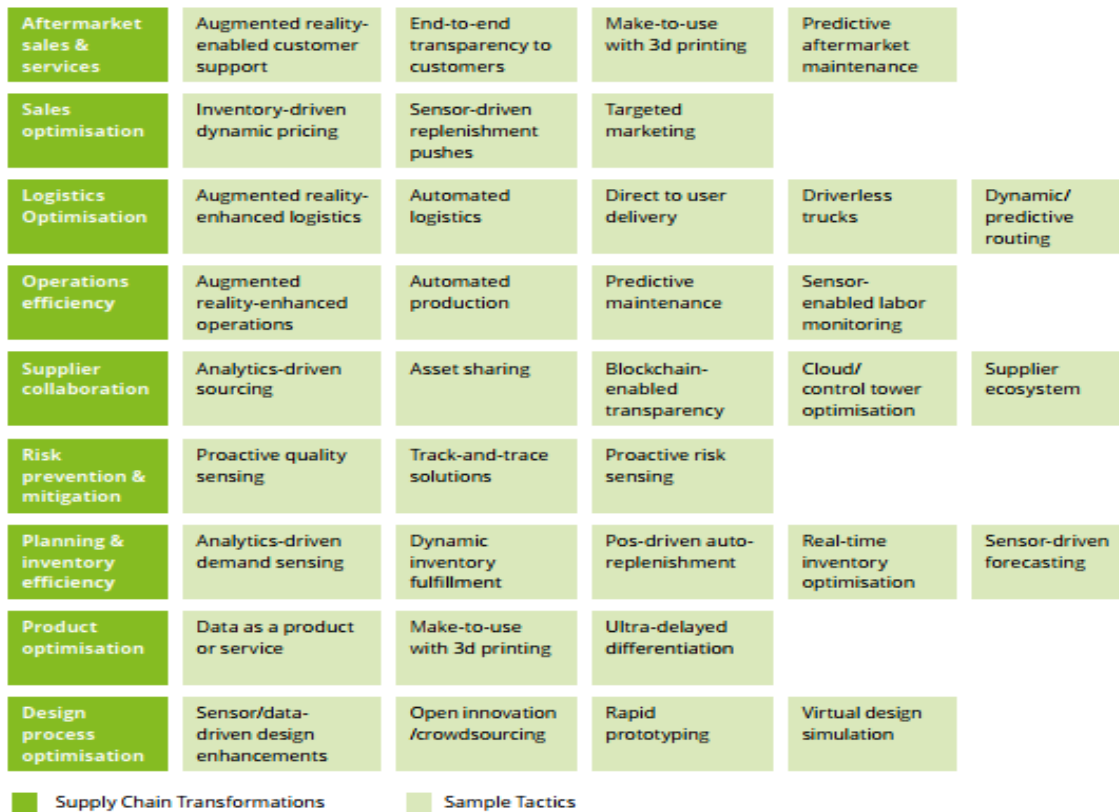
By way of an emphasis on sustenance and reducing environmental impact, companies are progressively identifying the need to embrace a green supply chain which is now assimilated into the entire value chain activities including product design, material sourcing & selection, manufacturing processes, delivery of the final product as well as end-of-life management of the product after its useful life. Green supply chain supports in improving the performance of the process and the end products according to the requirements of environmental regulations agency. Supplementing this is the circular supply chain, which is about taking seeming waste materials/ returned goods and turning them into products which can be resold.

Growth reference model where one can understand the evolving linkage between Value Proposition, Supply Chain and Business Models as shown in the figure below (*sourced from: www.efeso.com/menews/point-of-view/digitalizing-the-supply-chain-to-enable-new-value-chains*).



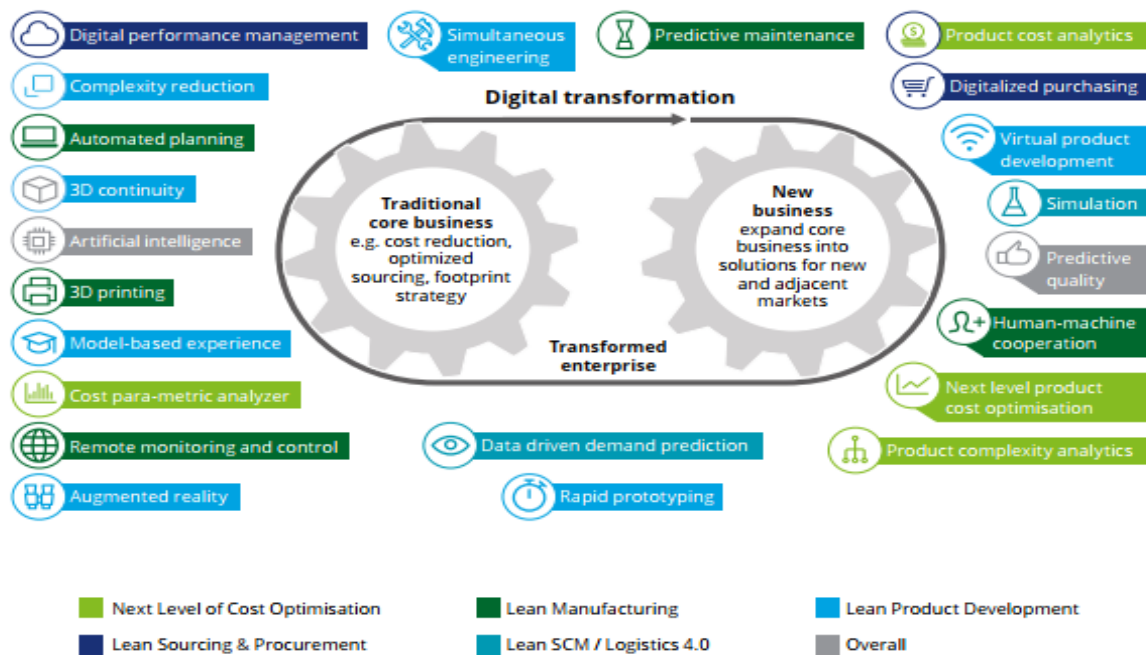
Digitally supported Supply Chain:

Distraction within the supply chain is driving value-added integration across platforms, altering industries and changing consumer expectations. (Figure sourced from Next-Gen Supply Chain – Deloitte published in www2.deloitte.co)

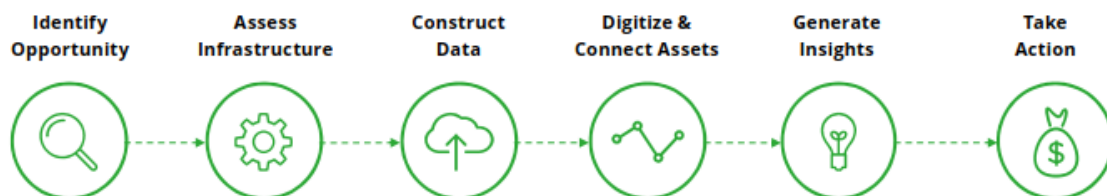


The significant differentiator in the world of information and analytics would be the usage of smart sensors which through its computing abilities have strengthened substantially, thereby enabling data processing and analysis at or near the source (“edge computing”) and reducing the amount of data that moves between the device and platform. The fast-tracked exchange of physical-turned-digital information can exponentially upsurge the range of opportunities for improved performance, higher capacity, better dependability and progressive innovation. Once companies discuss about in what way these advancements are disrupting supply chains and the way they interact with all the ecosystem partners, including customers, suppliers and other partners the key is by what method they should address information flow between the physical and digital worlds as indicated in figure below. However, there are three elements that need to be addressed by the companies:

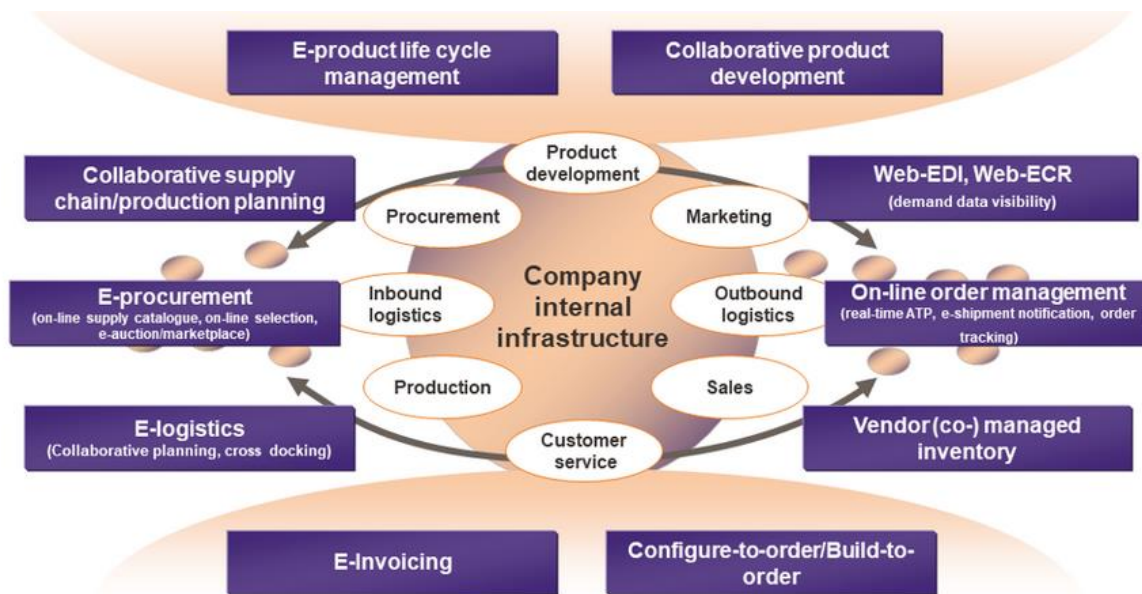
- First, companies must establish a digital record to gather information from the physical world and create a digital inscription
- Second, once the digital information is made, there is a digital to digital linking for sharing digital information to allow for advanced analytics and visualisations and start to make decisions
- Third, how does that decode into movement in the supply chain system



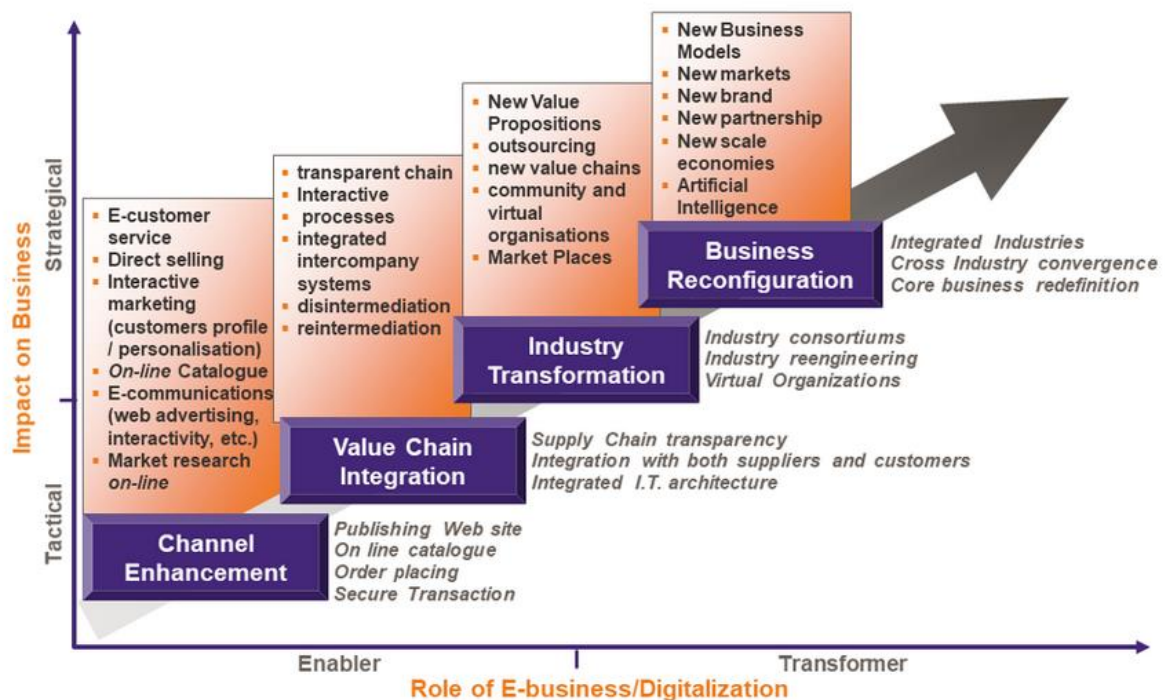
The significant for organisations is to break away from the traditional direct mind set which are set in boundary conditions around regulation, infrastructure etc. However, organisations need to identify and highlight discrete “proof of value” projects where these makeover (especially digital strategies) initiatives can be verified and noticeable ROI can be established. Once such implementations provide an adequate ROI, companies should position themselves to expand across the enterprise. In the process, companies should also think artistically in order to address challenges around finding, training and retaining skilled talent following a six step process as shown below.



The competitive capability is determined primarily by the competitiveness of the complete Value Chain. However, maximum industries are repositioning their Value Chains to a higher which means that they have to avoid making the similar errors they did in the past decade when some companies thought that improving only their operations performance would have been adequate to compete. In fact, the business precedence moved from efficiency to effectiveness or to speed of innovation in many industries across the globe. Digitalizing the current-existing Supply Value Chain means e-enabling all existing activities, using all possible e-digital systems and technologies as represented in figure below (source: Source: G.Merli, “Business on Demand“ IlSole24ore)



Nevertheless, if one review the supply chain beginning from possible evolutions of the Value Chain enabled by digitalization, the development of the Value Chain could be represented as in figure below (Source: G.Merli, “Business on Demand“ *IlSole24ore*)



Conclusion:

The developing new Business Models are meaningfully altering prevailing Value Chains and the related operational Supply Chains. Moreover, supply chain re-configuration with its new and upgraded performances possibly will be the starting point and enabler of the new Business Model. Digitalization is considerably changing the paradigms of existing Value Chains and the two calculated key drivers of these new paradigms are the “disintermediation/ unbundling “of commercial streams (e-commerce) and

the “Servitization” trend. Traditional companies have to reorganize their supply chains accordingly and they have to reshape them or even design new supply chains from scratch.

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THE '4VS' APPROACH IN STRATEGIC HUMAN RESOURCES MANAGEMENT POST- COVID -19

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ABSTRACT

The effect of VUCA was enhancing and questioning the sustainability of business much before COVID -19 pandemic, but the VUCA effect has taken a high-leap grasping human mind due to anxiety of COVID -19 in drastic ways. It is becoming challenging for the business house for the efficient deployment of human intelligence in decision making in business process in this pandemic situation.

The '4Vs' approach is administered throughout the operational level in an organization. Expression of empathy among all levels of the hierarchy of the taskforce is the foundation of this '4Vs' approach and need of the hour. The proposed '4Vs' approach is a continual process and requires continuous support and initiative of top management for transforming organizational work environment to combat the economic setbacks.

It is peak time for top management's leadership to instigate and develop a candour relationship between its people and the redefined organization's vision. This approach addresses and dilutes the psychological distress of the workforce arising from the deadly COVID -19 pandemic. It uses cognitive behavioral re-structuring and use of higher consciousness of workforce.

'4Vs' approach is a strategic-compliance deliberation, that is developed based on '*Managerial Good Practices*' within the operational system of the organization. The study also confirms upon offering a pious work environment to every individual in the organization. Comprehending the detailed analysis of each 'V' of the '4Vs' approach, it is definite that the '4Vs' approach is human psychologically administered.

The uncertainty of COVID-19 is raising without any specific deadline, in this scenario it is

judicious to accept the new normalness and get our systems ready in parlance with COVID-19 management at the workplace.

The need of the hour is to enhance flexibility and adaptability to accept the conscious changes in life along with re-imagining and innovative ideas to restructure the business setbacks s due to the COVID -19 pandemic. Making the employee feel safe, at ease and imperative to the organization, which ought to be the prime concern of this strategic HR approach and ensuring combating-traits among people against the pandemic situation.

KEYWORDS:

Work excellence, Managerial Good Practices, Dysfunctional conflicts, People management, Fellow-feelings, Fellow- compassion, Intrapreneurship, Collective trauma, Shared risk & Shared responsibilities.

INTRODUCTION:

COVID -19 has not just changed the world but also changed the DNA of the workplace ecosystem in many ways. The leaders must change as well to lead effectively in this new era. If this pandemic experience has taught anything, it's that leadership matters and for many organizations facing decidedly fragile futures, it may matter now more than ever as the country tries to emerge from forced hibernation and rebuild a broken economy. Throughout this tragedy, it is witnessed certain leadership traits and approaches that may have made the difference between life and death.

COVID-19 is the greatest global event and challenge of two lives. As such, it is changing human attitudes and behaviors today and forcing organizations to respond. However, the need to respond will not end when the immediate threat of the virus finally receded. (*Carnevale, J. B., & Hatak, I. 2020*) in the future, we will return to normal in many aspects of life there is no doubt that many things will change, possibly forever. COVID-19 has altered the experience of being a customer, an employee, a citizen and a human.

What are changes in human way of thinking? How will that affect the way people design, communicate, build and execute the experiences that people need and want? The answers to these questions will be found in the way people react and in how individuals, families and social groups - all sources of creative innovation pirate new ways of life.

Human behavior has been critical shaping due to COVID-19 pandemic, and the actions of individuals, groups, nation, states and international bodies all have a role to play in curbing its spread. (Singh, M., 2020) the insights from behavioral, social and health sciences are and will continue to be invaluable throughout the course of the pandemic and also needs a restructuring to match the situation and restore tranquility in human life.

The effect of VUCA was enhancing and questioning the sustainability of business much before COVID -19 pandemic, but this VUCA effect has taken a high-leap grasping human mind due to anxieties of COVID -19 in drastic ways (Mack, O., & Khare, A. 2016). It is becoming challenging for the business house for the efficient deployment of human intelligence in decision making.

Many people experiencing and intimidated by their uncertainty, of the current threat and potential threats. The social signals that surround people now, heighten their sense that we are at risk. There are discussions about the long-term impact on the economy and you have a real recipe for making people worry and scare individuals. Collected: APS Fellow Valerie Reyna, Cornell University, APS roundtable discussion

In ambiguous situations, people look for social cues from others. You say, “Well, if other people are doing it, maybe they know something about whether this is an acceptable risk.”

Collected: APS Fellow Baruch Bischoff, Carnegie Mellon University, quoted in The Atlantic

This is a time of great uncertainty for employees in many organizations. COVID-19 is changing the way people work, and travel bans, downsizing of employment, telecommuting, and social distancing are becoming the new norms (Anthony Caputo 2020). In many organizations, these new ways of working raise questions and ambiguity due to lack of standard operating procedures and policies.

The broken supply chain and industrial recovery rate are very slow in pace; the world is undergoing lockdown and unlocking process simultaneously to create a balance of economy and reduction of COVID -19 cases. In such meshed up scenario preservation of the employees' intellectual capacity and transforming them with tenderness is most crucial and should be a prime concern of any organization to generate productivity and increasing the tempo of development. Without high morale, high productive desire it will be not easy to have re-imaging, re-focusing, restructuring of business system in parlance to the new-normalness of the COVID-19 scenario.

To make the workplace productive and retaining the employee's intellectual, the aim of the

organization should be to develop a new normal strategic approach to manage the productivity among the workforce though, it is expected to have an ambiguity to formulate full-proof strategy within a short time frame to address the new normal way of working.

The management's leadership in the organization has to develop at least a convinced approach that will bring down the employee stress level and make them slowly come out of the effect of VUCA impacts (negative psychic) arising from COVID -19. Making the employee feel safe, at ease and imperative to the organization. This ought to be the prime concern of the strategic HR approach in new normal scenario.

2. LITERATURE REVIEW:

(*Silverman, 2020*) stated that, VUCA, which stands for volatility, uncertainty, complexity and ambiguity, was coined by the military in the 1990s to describe the changing geopolitical landscape in which they had to operate. VUCA now describes the environment that business leaders face during the war against the COVID-19 pandemic. In the VUCA world, business leadership skills are essential. He added, business leaders face unprecedented challenges as they navigate unfamiliar waters in this environment of instability, uncertainty, complexity and ambiguity. The way they do it can be the difference between surviving and failing in their business. They are facing an economic turmoil unprecedented in our history, caused by the decline in unemployment. He pointed, consumers will think twice before spending on unnecessary things, especially those who have lost their jobs. According to him, these are difficult times for companies now, but also an opportunity to discover new business models and strategies.

(*Worley CG, & Jules C. 2020*) argued that, *organizations* facing the realities of the COVID-19; the world is facing challenging and unprecedented demands: transferring talent, creating a remote workforce, building capacity, supporting struggling supply chains, contributing to humanitarian action, firing and retaining employees and planning to reopen in conditions of uncertainty or new normalness.

(*Andreux, 2020*) stated that, the current global health crisis of COVID-19 speaks for itself. From a business perspective, this new reality is fundamentally changing not only the way organizations do business, but also the way business leaders behave in the VUCA environment.

According to *Andrex*, Leaders are no longer satisfied with the skills and abilities that once required the development of their organization. This new VUCA reality in COVID-19 scenario requires business leaders to have more sophisticated strategic thinking and agility capabilities. He argued that the new guideline is the true differentiator of rapid growth in production / response

management strategy that drives time-based competition to create a competitive advantage in the COVID -19 VUCA world. He suggested that, a new VUCA reality is born and new VUCA leaders need to be developed with foresight, understanding, clarity, dexterity to resist instability, uncertainty, complexity and ambiguity. He concluded that, by promoting and rewarding agile leaders, companies will attract and retain the innovative and agile talent that businesses need. It will also provide companies with a competitive edge in our ever-changing and fast-growing market, which is the new reality for VUCA - the world we live in now.

(Bell, 2020) discussed that, good communication is most important when face-to-face meetings are not possible due to social distancing mode of operation. We need to communicate to be not only good colleagues, but also good people. He pointed, sharing information means sharing correct information, not gossip or guesswork.

Bell added, loneliness and isolation can be a real challenge for good mental health, especially for those who are not used to it, so maintain as many lines of communication as possible at work and outside.

(Singh, 2020) the corona virus pandemic has placed an emphasis on the "interpersonal relationship" aspect of the human resources functions. In the face of the rapidly evolving health crisis, human resources has focused on providing essential information on safety protocols, hygiene practices, emergency numbers, hospital directory, quarantine and isolation guidelines, etc. Many organizations have doubled their efforts to help employees cope with stress by offering online courses that improve employee well-being and motivation.

The author also stated that, employee safety has become a major concern, and human resources teams have begun to work with other departments to identify ways to ensure safety and social distance requirements in factories and facilities that continue to operate. Regular decontamination of rooms, offices, buses and settlements has become an important part of worker safety. Buying masks, hand cleaners and sanitizers was essential even as the market plummeted.

He argued that, corona virus crisis has helped to raise awareness of the value of human resources in maintaining employee engagement, motivation, safety and productivity. However, the concept of the WFH and the minimum staffing situation is likely to continue for some time. The precise nature of the virus and its transmission made clear that social distance would become the new normal for at least a year. The pandemic situation will affect workforce management practices such as recruitment, adaptation, training and development. He opined that, recruitment will focus on talent with top-performing tech savvy in a predominantly digital work environment. The process of recruiting new employees must evolve to become fully digitalized. Tutorials and skills will be reconfigured online.

(Carnevale, J. B., & Hatak, I. 2020), the authors argued that, although the long-term impacts of COVID-19 is currently unknown, there is no reason to believe that its impacts on an organization's workforce will be short-term. Not only is the impact of the current pandemic far from over, as health experts warn, but the risk of a health crisis of this magnitude is almost inevitable. They opinioned, we should develop a rational focus on the main crisis we are currently facing, which is not a single inconsistent event, but a "new reality". They added, the situation will offers new opportunities, for both institutional researchers and practitioners to remain vigilant.

(Mack, O., & Khare, A.(2016) said that, a framework for employability competency during new normal is proposed, followed by a toolkit that ensures we stay resilient to meet the variety of demands and the conditions expected during significant transformation times. This work opens a new line of research for empirical studies that would support employability and competency development planners in the coming decades.

3. METHODOLOGY:

The scope of the study provides, strategic guidelines for addressing the physiological imbalance of the taskforce /workforce caused by increasing effect of the 'VUCA' due to the COVID -19 pandemic.

Reviewing the research papers and articles, it was found that no well perceived, compact, connective and integrative approach or tool has been so far developed which will aid the management of the organization to develop a suitable and effective strategy that will enhance work productivity of taskforce by overcoming the psychological unevenness by rising of 'VUCA' effect due to COVID-19 and thus leads to the research gap for this study.

The research question addressed in the study is; "To develop an integrated conceptual approach which would aid the management of the organization to develop effective strategy towards enhancement of work productivity of the taskforce in new normalness condition.

(Kumar, R. 2018) the research methodology used is "Descriptive & Explorative" type. It is a cross-sectional analytical study on the productivity of the taskforce of organization under COVID -19 situations. The research is primarily based on secondary data. The data collection uses a continual process of feedbacks from practicing HR personnel's, exchange of opinions with industrial experts at different forums, literature reviews, and inputs from past experiences in tackling workmen's productivity under critical situations.

The '4Vs' approach is a first-layer of the conceptual move and is at the initial introductory stage.

Quantification of the Impact of the ‘4Vs’ Approach in an organization cannot be obtained at this stage and is under surveillance.

The impact of the COVID -19 situation on organization and taskforce has been classified under Economic, Operational, Market and Psychology and the impacts due to COVID-19 are discussed in tabular format (**Ref: Table No – 0.1; COVID-19 Effect on Taskforce and Organization**) The outcomes of the '4Vs' approach have been discussed and analyzed in the discussion section of this study.

The ‘4Vs’ approach is diagrammatically represented (**Ref: Fig – 0.1, The ‘4Vs’ Approach In Strategic Human Resources Management**). The diagram rationally tries to depict the input to output process of ‘4Vs’ approach. The diagram explains the fundamental process of the ‘4Vs’ approach along with its primary requirement for implementation and functionality in the organization with targeted output.

The interpretation of resultant impact of each ‘V’ of the ‘4Vs’ approach and the anticipated outcomes are discussed and compiled in a comprehensive tabular manner (**Ref: Table No – 0.2; Resultant Outcomes Of ‘4Vs’ Approaches**). From table no 0.2 another analytical table is derived to comprehend the impact of outcomes of ‘4Vs’ on the mindset of the employee and cognitive behavioral changes (**Ref: Table No – 0.3; Analysis of Impact of Outcomes Of ‘4Vs’ Approaches**)

(Merriam, S. B. 1998) the implication of this study is wide and shall aid the management to formulate a HR strategy of productivity enhancement, overcoming the agonizing effect of COVID -19 on the taskforce. The ‘4Vs’ approach will also foster fact-based communication and continual learning and up-skilling of taskforce of the organization under new normal scenario. It also enhances as well as enriches the team management and reduces possible threats of vulnerability and brings in positive impact on productivity for long run.

(Kothari, C. R. 2004) as par the research limitation, the study is conducted on secondary data, due to restricted outside visits for COVID -19 pandemic. Due to time and resource constraints, the trailing of implementation of ‘4Vs’ approaches could not be widely conducted apart from few organizations. The ‘4Vs’ approaches are an innovative first layer researched, but the scope and point of integration is under monitoring and controlling. The ‘4Vs’ approaches developed are meant for the taskforce of organization, but this approach can be further developed and induced across all stakeholders of the organization.

BASIS OF EFFECT	TASKFORCE	ORGANISATION
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ECONOMIC	Reduction in earnings causing an imparity between earnings and purchasing capacity. Career slowdown, uncertainty on return on investment and savings. The improbability of next level of economic decelerate and downsizing of employment, earning & livelihood.	Supply chain disruption, increasing in cost of production, reduction in sales turnover, excessive inventories, statutory burdens, and drastic fall in purchasing capacity of the consumer.
OPERATION	Effectiveness and level of efficiencies towards production activities have declined under the collective distress of pandemic. The organizations are compelled to close many people driven operations bearing huge losses.	Challenges of remote working, cost of technology (COT) is rising. People intensified manufacturing sectors having low efficiency due to norms of ‘Social Distancing’. Unlearn and learning of new technology and working mode by employees and its efficacy. Rate of recovery of incurring operational losses.
MARKET	Ambiguity about the future employment and requirement of skills and competencies for a future job (if any). Huge unemployment disrupting standard wage and salary. Uncertainty future of rise of price of goods and services but declining in purchasing parity.	Future demand for products and services. The new normal policies of Government, uncertainty on the potentiality of the financial market and disinvestments, criticality of national and international trade policies and market.
PSYCHOLOGY	A high and increasing level of uncertainty of existence, mental anxiety, insecurity, fragile thoughts, aggression due to extensive mounting the stress of COVID -19.	Extensive stress on screening consumer behavior during and post- COVID -19, the ambiguity of choice of product and services by consumers. Difficulties in bringing back customer delight and retention. The bond with an employee is at stake in many organisations due to retrenchment, downsizing pay packages.

4. FINDINGS AND ANALYSIS:

4.1 ANALYSIS OF COVID-19 EFFECT ON TASKFORCE AND ORGANISATION

The analysis of the effects VUCA which is mounting to peak by COVID -19 is categorized in Economic, Market condition, Operation and Psychological impacts on organization and taskforce. (Singh, 2020) the volatility of the human mind has geared in manifolds, with an uncertainty of the broken economy and losing their near ones due to the Corona virus. Confusion on restructuring the economy, at the national and international level has made everyone to go into despair.

Decision making and productive means of working are uncertain in every people-driven operation in the industry and social front. An analytical table has been appended for the aspects and impacts of the effects of COVID -19 on organizational taskforce and organization.

Table No – 0.1; COVID-19 Effect on Taskforce and Organization

It is found that, post -COVID -19, workplace safety, legal requirements, statutory compliance at national and international business environments are inconsistent and having rapid volatility affecting business and livelihood widely across the world without any positive anticipation.

4.2 ANALYSIS OF ‘4Vs’ APPROACH

In this study, the ‘4Vs’ approach is a strategic deliberation, it is developed based on ‘*Managerial Good Practices*’ within the operational system of the organization. (Richard Barrett. 2017) the approach desires a continual initiative, leadership, and support of top management and expected outcome as “**COMMITTED WORK EXCELLENCE**” (Kumar, Sreeram Manoj,2011)

The ‘4Vs’ approaches viz; *value-based management, vulnerability management, virtual learning management, and visionary leadership management* is a combined approach to reduce the ambiguity of collective trauma of the pandemic and restores positive level of confidence among the taskforce. (Bell, 2020) this approach also inculcates reliable and fact-based communication between inter-team and intra-team. Expression of empathy among all levels of the hierarchy of the taskforce is the foundation of this ‘4Vs’ approach. The approach address the dilution of stress of the taskforce by means of cognitive therapy and altering the pattern of human thinking.

It is peak time for all top management leadership to instigate and develop a candour relationship between its people and the organization’s vision as primary requirement of the “4Vs’ approach. The need of the hour is to re-imagining and innovative ideas to restructure the business setbacks.

The ‘4Vs’ approaches tend to minimize the impediments causing ‘*Dysfunctional Conflicts*’

(Zartman, I. W. (2007), among the taskforce and encourages productive collaboration among different layer of hierarchy of an organization to trim down unproductive time on unconstructive critics; which gives rise to inter-employee conflicts affecting the ‘re-focusing’ and ‘restructuring’ the business set-backs at this crucial stage.

The '4Vs' approach is diagrammatically appended below for a visual understanding. The '4Vs' approach has 4 main strategic-compliances approaches, all these 4 strategic-compliances approaches require the 'Top Management Initiative' in a continual manner; which is shown in the left-hand side of the diagram under the heading of 'Management Support'. 'Committed Work Excellence'; which is the combined results of the application of each 'V' and demonstrated under the 'Output' heading on the right-hand side of the diagram.

THE '4Vs' APPROACH A DIAGRAMMATIC REPRESENTATION

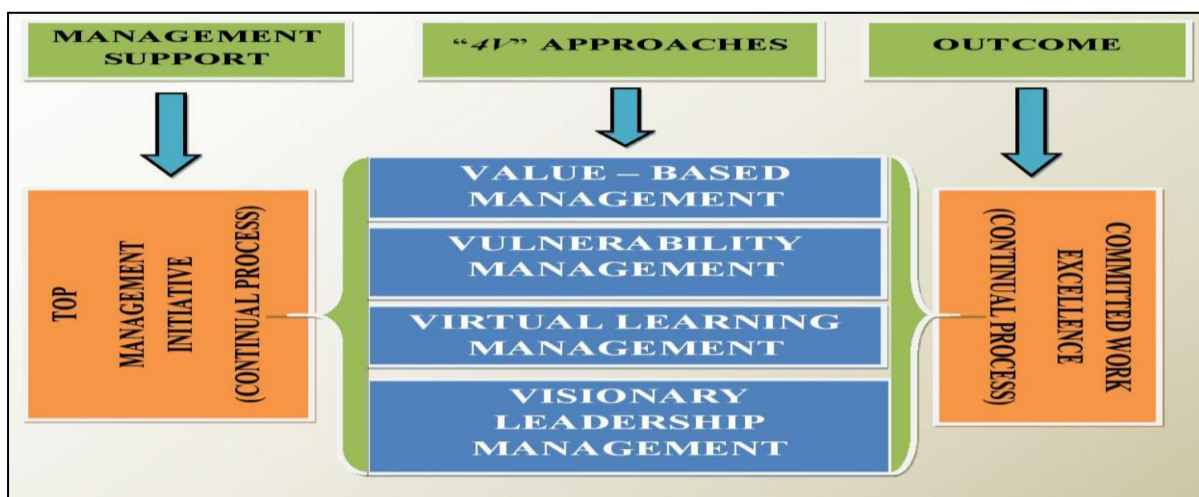


Fig – 0.1, The '4Vs' Approach In Strategic Human Resources Management.

To optimize the '4Vs' approach and its implementation throughout the organization requires continual leveraging of the top management. Any implementations of a new approach in this scenario will have multiple impediments of understanding at the initial stage, but with the leadership of management, such milestones can be overcome.

4.2.1 Value-Based- Management – '1st V':

The COVID-19 has made a sturdy strike on human consciousness extensively. (Richard Barrett, 2017) today every human being highly solicits conscious endeavors in social and organization frontier. The organization needs to develop the value-based functioning of every operation be it taskforce, quality of product and services, or pertinently relationship with the stakeholders of the organization.

In a distressful situation, organization necessitates *fact-based transparent communication* at all

levels of operations. This is only possible when there is a value-based association among the people at every operational level of the organization.

Value-based operations ensure that, in critical situations as for this pandemic scenario, every resource that organizations deploy should have optimality in use. Prioritizing the resources and conscious consumption at optimal levels with effectiveness is the only way to stop cost drainage. The people working with the organization needs to microscopically realize resource's value and minimize the resource wastage and control over inventories.

To combat and reconstruct the business losses the taskforce plays a key role, but now it calls for cost effectiveness and adding new required values based on skills and competences to combat the slashed business and administrative operations and processes and adhering to new normalness of business systems.

(Richard Barrett. 2017) the effectiveness of the taskforce in this scenario is proportionate to the development of terminal and instrumental values across organizational system. The management needs to assure and ensure committed collaborative growth in days ahead with the rise of the scale- downed economy.

The organization has to redefine its vision rationally in the context of the pandemic new normalness adding humanitarian and economic value propositions. It needs to develop a corresponding new mission to achieve the redefined vision of the organization. Such decision must involve the participation of the top management along with operational taskforce through different hierarchy of the organization. The new defined vision of the organization ought to include and express the well-being of all stakeholders parallel to economic growth.

Today, rational along with a proportionate combination of the collective values, viz; moralities, ethos, culture, and best ethical practices will bring forth a great dedication among its taskforce towards the restoration of subdued operation of the organization under economic down time.

4.2.2 Vulnerability Management – ‘2nd V’:

Vulnerability refers to the inability to withstand the effect of a hostile environment. (Dr. Anand Singh.2011) every organization working with people is an association of an individual's mind projecting different attitudes. One of the most crucial and unenthusiastic attitudes is ‘EGO’, which is the root cause of all impediments of people management at different layers and hierarchy of the organization and causing dysfunctional conflicts.

EGO can ruin systems by creating a mental barrier for acceptance of other's opinions with self-centric standalone by one's own ideas, faiths, and thoughts. An egocentric administrative process has never proven to be long rewarding.

For the effect of COVID -19 pandemic distress and psychological imbalance, the human mind seeks a way out for disposal of stress, seeking compassion, empathy and to be heard. (Andreux, D. 2020) every individual under the effect of VUCA is highly agitated. No productive means can be driven out of an individual for long until the mind is unfilled from downbeated agitations and negative thinking patterns.

It is very difficult to expect the taskforce to be dedicated, committed, innovative, standby the organization in this uncertainty until an '*antagonistic free environment of work*' is offered. (Li, J., Ghosh, R., & Nachmias, S. 2020) it is a time that top - level, mid - level, and bottom - level management work in partnership to march the organization forward with shared leadership and responsibilities in their respective operational arena working for a common goal.

Vulnerability management is a '*Cultural Transformation*'; individuals working together must ensure a common understanding by all efforts and dedicated to achieving the vision of the organization and reduces the areas and scope for '*Dysfunctional Conflicts*'.

It is inevitable that operational decisions have to pass through cross-opinions, and cross - ideas to examine the rational acceptability of such opinions or ideas. (Zartman, I. W. 2007) in this process of decision making, there is no reason for egocentric situations that would generate pessimistic vibes among the people, preventing '*fellow-feeling*' and '*fellow- Compassions*'.

We need to realize, appreciate, and accept that every individual in an organization is working for a common goal. They may have different opinions arising from their respective views and learning. There is always a possibility to judicially measure and validate an individual's opinion by parametric scales of operation and infer on its acceptability and applicability, rather than rejecting and splash emotional attack and forming an intimidating working environment.

Though this vulnerability management approach takes time to mature within an organizational system, but it will create a magnificent positive impact on the intellect of the people. Today, strictly managing and reduction of vulnerability in organizational environment puts a sublime message to the individual that, '*he is not standalone in this distressful situation but, the organization stands by him*'.

The vulnerability management approach extends enormous mental supports in manifolds and gives a sense of his / her importance to an individual in the organization, enhancing the psychic strength to combat and overcome the pandemic crisis.

4.2.3 Virtual Learning Management – ‘3rd V’:

COVID-19 has brought in new norms of social distancing. In an environment of social distancing, the only way to continue learning is a virtual mode which is already getting popular. (*Schank, R. 1997*) countries where the education system is majorly based on physical class interaction mind set it's a challenge to induce people in the virtual learning mode; as learning is all about the ‘*Mind-Game*’ and requires well defined process (SOP) of introducing digitalization of learning.

Many organizations have introduced the E-trainings, webinars, E-learning protocols but its effectiveness is still under screening. Organization needs to make this learning process more streamlined, effectual, proficient, relative, and motivational for participants.

It is observed across the globe, that due to the distress and mental agony of the pandemic, the patience of an individual is declining. The stagnation in life today keep mind blocking, so any learning becomes a predisposed or futile exercise unless the learning is made content-friendly.

(*Weller, M. 2007*) virtual learning should focus on the end-learners participatory mode of deliverables along with an online activity or fun-time based learning. Virtual involvement of the mind of the learner is a challenge over physical learning. (*Ball, D., Beard, J., & Newland, B. 2008*) attaining such involvement would call for the participation of top management in learning sessions, which will engage individual employees in such sessions. Using social media such as Facebook page, LinkedIn, Instagram, Google the organization can publicly recognize and facilitate individuals for learning achievement bringing forth a sense of attainment among them.

In this economic downsizing scenario, virtual learning (formal and Informal learning) is the best cost-effective medium that management can deploy to create a platform for employer-employee participation in decision making, continual skills upgradation and ‘*Employee Assistance Programs*’.

To homogenize virtual learning, organizations need to develop the ‘*VL-SOP*’ (standard operating procedure) for virtual learning mode and its assessments. Sooner virtual connectivity and virtual learning as one the key indicator of performance of an employee.

4.2.4 Visionary Leadership Management – The ‘4th V’:

(*Fairholm, G. W. 1991*) it is evident, that a visionary leader must identify the potentiality of the divine self. By the divine potentiality, one can realize the infinite capacities concealed within the human being. This also gives clarity in vision setting and enormous potentiality to achieve the same by means of judiciously comprehending and collaborating external resources. (*Richard Barrett. 2017*) a leader who sets and guides the vision of the organization has to realize the prime factor of achieving any organizational vision is the skill of effective “*People Management*”.

A visionary leader with spiritual aptitude can widely wipe off the negative impacts of VUCA on individuals, but just not by using a motivating mechanism, rather by percolating the spiritual potency among the organizational taskforce to satisfy the “Needs Of Higher Order” (spiritual needs) (Kumar, Sreeram Manoj).

Leadership today must bring forth involvement and participation of management and taskforce together. (Mack, O. & Khare, A. 2016) the virtue of a leader will focus on building next-generation leaders and operations-based leaders by identifying the skills and competencies and mapping the individual's role in developing the organization. It is time when the bureaucratic leadership has to be said ‘NO’, welcoming new innovative creative thoughts from all tires of the organization and rationally validating them and implementing them with targeted output.

It’s time to inculcate intrapreneurial leadership and switch from the process managers to process owners and capacitating them to hold good for the development and sustenance of business operations.

The process of transformation from visionary leadership to visionary organisation is appended



Fig No – 0.2, The Organization’s Vision Through Leadership Management.

5. DISCUSSION:

Comprehending the analysis of each ‘V’ of the ‘4Vs’ approach of strategic human resources management post - COVID -19, it is definite that the ‘4Vs’ approach is psychologically administered tool. The approach augments and constructs the mental distress of the taskforce arising from the deadly COVID -19 pandemic.

As there is global downsizing of the economy, the uncertainty of human existence, and insecurity of earning a livelihood, in this scenario every organization despite its volume of operations has to principally and judiciously strive to achieve primary sustenance by the assistance of its people and for its people, exhibiting democracy.

But, for sustenance today, would call for frequent effective decision makings and efficiency of

the taskforce to manage operations of broken wings of the organization. In this crucial situation, the taskforce requires persistent combating-traits such as; commitment, dedication, enduring spirit of forward marching. The '4Vs' approach instigates through strong boost and continual support of top management which will enhance the combating-traits of its people against the pandemic driven situation and ensures conscious productive efforts.

The analytical outcomes of the '4Vs' approach, viz; *Value-Based – Management, Vulnerability Management, and Virtual Learning Management & Visionary Leadership Management* are detailed in a tabular form below:-

'4Vs' APPROACHES	OUTCOMES
VALUE-BASED MANAGEMENT	Creates transparency, sets management priorities, better deal with the increased complexity of risk and uncertainty. Priority-based resources allocation and optimal utilization of resources, facilitate the task force to be persistent to organizational vision. Developing effective internal and external fact-based communication. Improve bond between organization and stakeholders and strengthening the decision-making process. Value-based business operation, ethical work delegation, less supervision cost, quality consciousness, and rational COQ.
VULNERABILITY MANAGEMENT	Motivated taskforce, reduction of complex impediments of the workforce management at organization. Enhance attachment with the team and organization. Improve the culture of intrapreneurship within all operations layers of the organization. Reduction of miscommunication and misleading facts. Augment the innovative and creative business processes with effectiveness through collective collaborations.
VIRTUAL LEARNING MANAGEMENT	Cost-effectiveness, more chance of interaction in a formal and informal way with top management. Skills development and competency enhancement. Effective medium of communication and connectivity to motivate and cheer up the team to overcome the sub-due stress of the pandemic.
VISIONARY LEADERSHIP MANAGEMENT	Succession of organization, commitment towards growth and goal, creating a harmonic balance between economy, society, and environment. Process ownership with distributed responsibility and accountability of taskforce, sustainability of business supply channels thus reconstructing the broken economy.

Table No – 0.2; Resultant Outcome of '4Vs' Approaches

From the above tabular analysis of the ‘4Vs’ approach, it can be inferred, that if all the ‘V’s strategic-compliances are rightly blended and introduced as ‘*Best Practices*’, an organization can attain work excellence and create a “*turn-around HR strategy*” to cope up with the downsizing economy under new normalness.

In reference to the outcomes of each ‘V’ of the four ‘4Vs’ discussed in table 0.2 an impact analysis table is formulated to justify the psychological support that an individual employee will have from this ‘4Vs’ approach. (Solso, R. L., MacLin, M. K., & MacLin, O. H. 2005) the employee will positively alter the behavior and alter the negative pattern of mindset with positive mindset patterns. This alteration of mindset will impact on the productivity and raise effectiveness. The impact of the outcomes of ‘4Vs’ organizes the mind of workforce for readiness for new normalness; re-imagining, re-focusing, restructuring, re-initiations of disrupted business operational systems with the business setbacks.

‘4Vs’APPROACHES	IMPACTS OF OUTCOMES (REF: TABLE NO: 0.2)	OUTPUT
VALUE-BASED MANAGEMENT	INTEGRITY	‘Committed Work Excellence’
VULNERABILITY MANAGEMENT	JOB SATISFACTION	
VIRTUAL LEARNING MANAGEMENT	COMPETENCE DEVELOPMENT	
VISIONARY LEADERSHIP MANAGEMENT	FUTURE GROWTH	

Table No – 0.3; Analysis of Impact of Outcomes of ‘4Vs’ Approaches

From the above table it is observed that, the ‘4Vs’ will act as the stimulus for cognitive behavioral pattern changes among the employee. The negative impacts on the mind raised due to the severe agonizing effect of COVID- 19 can be persistently condensed and focus of the employee can be turned towards productive centric. It’s a fact that, in an organization if an employee has *Integrity, Job satisfaction, Competency upgradation and Future succession* the productivity, efficiency and deliverable from employee will tend to rise to maximum with self-motivations.

(Murphy, Joseph, 2019) as, the ‘4Vs’ approach is applicable through all level of hierarchy of the organization, it is expected that maximum employee will have the positive impact of the outcomes of the ‘4Vs’, as mentioned in the table no 0.3, therefore the group dynamics and team productivity is expected to be raised to highest and focus towards restructuring the broken economy through productive means. The impact of ‘4Vs’ approach outcomes when clubbed together will raise the higher consciousness of human being, viz; commitment, dedication, devotion and discipline. Thus higher consciousness will be the impetus for ‘*Committed Work Excellence*’ and combating force

against this pandemic situation.

Organization may take up one 'V' approach at a time or combine all the 'Vs' approach as per their resources and strategic planning leveraging the effectiveness of the task force at a productive frontier. The integration and combination '4Vs' approach into strategic implementation will diverge according to organization in context to its product, services, processes, and organizational hierarchy.

6. CONCLUSION:

From this study, it is pertinent that at present the business system is undergoing a paradigm shift; supporting and restructuring the downsized economy and makeover of the losses of business operation due to the COVID-19 pandemic. There is a high scale of depression and psychological instability among the taskforce of every organization. Individuals are continually becoming distressed, causing very low efficiency and productivity in the professional arena. Every individual is passing through a tedious uncertainty of livelihood and existence.

Organization's management has to have benevolence and empathy to morally and ethically boost up their people. Encourage and engage the workforce to take responsibility of organizational operational wings to overcome the economic setbacks under the new normalness norms.

As per this study, it is also necessary for the organization to address the paradigm shift of physical workplace structure to a virtual workplace to extend possible as per the context of products and services the organization renders. The organization needs to ensure continual learning for its workforce by using a cost-effective virtualization tool. A virtual learning SOP is a mandate for efficient virtual learning systems management.

(Singh, 2020) the uncertainty of COVID-19 is raising without any specific deadline, in this scenario it's judicious to accept the new normalness and get our systems ready in parlance with COVID- 19 management at the workplace. The role of top management plays a vital role in holding the inspirational level of the taskforce to the best extent possible.

This first layer research proposes a holistic strategic approach; *the '4Vs'* approach which addresses the dilution of psychic distress and also offering a pious work environment to every individual in the organization. The '4Vs' approach also incubates intrapreneurship at the operational level i.e. '*shared risk and responsibilities*' of the operating business process.

The proposed '4Vs' approach is a continual process; as input, it requires continuous support and leverages of top management. Accurate execution of the '4Vs' will be resulting in continual work excellence as output fostering '*certainty among uncertainties*'. The approach impacts the mind of the taskforce by changing the pattern of thought process by cognitive behavior therapy resulting into effective and productive performance of work and combating pandemic situation.

The study emphasizes the dynamic changing role of organizational leadership of management to visionary leadership management; which is putting more effort towards encouraging taskforce to continually raise their spirit to combat the pandemic in one hand and reconstruction setbacks of the unkempt impact of the economy on the other hand. It is time for corporate leaders to transform themselves in '*Socio - Corporate –Visionaries*' (Bush, T. 2003).

The research also deduces the probable outcomes the organization can gain from each 'V' of the '4Vs' approach viz; *Value-Based – Management, Vulnerability Management, Virtual Learning Management & Visionary Leadership Management*, in *Table No 0.2*, of this research and subsequently the impacts of the '4Vs' in table 0.3. The strategic-compliance outputs of the '4Vs' approach can be clubbed together to measure the total magnitude of the positive impulses of the workforce to combat and triumph over the psychological and thereby economic disruption due to the COVID-19 pandemic and restoration of the business-supply chain under new normalness condition.

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EMOTIONAL INTELLIGENCE, JOB SATISFACTION, AND JOB TENURE AMONG MANAGERS OF FOURTH GENERATION BANKS: EVIDENCE FROM SYLHET

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Abstract

The purpose of this research is to examine the relationship between emotional intelligence and job satisfaction and between emotional intelligence and job tenure. A structured questionnaire has been used to collect the data from the participants of the fourth-generation banks in Sylhet. The research is based on primary data and secondary data has been used for better insight. The convenience sampling method has been used in this research. The result indicates that in some aspects job tenure is positively related to emotional intelligence and job satisfaction. High job tenure leads to high job satisfaction and high emotional intelligence. The results also revealed that managers' job satisfaction aspects like nature of work, communication, contingent rewards, and coworkers are greatly influenced by managerial intellectual aspects like stress management. All the ethical guidelines of the research have been followed in this research. The outcome of the research might be helpful for the concerned policymaker and interested group or individual to understand the emotional intelligence, job satisfaction, and their relationship with job tenure.

Keywords: *Emotional intelligence; Job satisfaction; Job tenure; Banking sector.*

1. Introduction

Bangladesh entered the new era of the banking system during the early 1980s. Most of the local private banks and foreign banks started their journey during this period. As time passes, the nature of working environments, work attitudes, organizational rules, teamwork, outcomes, and commitments toward the organization is changing at an increased speed. In this new-fangled competitive business world, organizations adopted new concepts to measure their effectiveness and performance.

The effectiveness of the service industry such as the banking industry mostly depends on its personnel (Fitzgerald, Johnson, Brignall, Silvestro, & Ross, 1994) and therefore the effect of emotional intelligence on job satisfaction among bank personnel will affect the quality of the rendered financial services. Many researchers have already found the effectiveness of leadership in any organization is

influenced by the emotional intelligence skills and abilities of its management (Bratton, Dodd, & Brown, 2011; Brackett, Rivers, & Salovey, 2011).

Peter Salovey and John Mayer (1990) developed the concept of Emotional Intelligence. Researchers defined emotional intelligence as “*the ability to monitor one’s own and others’ feelings and emotions to discriminate among them and to use the information to guide one’s thinking and action*” (Salovey & Mayer, 1990). Emotional intelligence is considered as the key motivator of employee behavior and thinking process in any organization (Goleman, 1998).

Individuals from different environments come together in the workplace and share their different behaviors, perceptions, values, and activities and therefore each of these activities has relationships with organizational performance as well as employees’ job attitudes such as satisfaction or dissatisfactions (Makkar & Basu, 2019). Emotional intelligence is concerned with employees’ ability to maintain self-awareness, self-interest, determination, and self-motivation (Goleman, 1998). The evidence to support the role of emotional intelligence in the working environment, including teamwork, innovation, competitiveness, service quality, and customer loyalty is found after meticulous monitoring in many organizations (Zeidner, Matthews, & Roberts, 2004).

Behbahani (2011) suggested that employees’ emotional state is the key factor to detect the extent of satisfaction or dissatisfaction along with their attachments and expectations toward the organization. Employees with high job satisfaction create more value for the organization by putting more effort into working hard, using visionary skills to improve productivity, motivating coworkers, practicing integrity, and proving loyal to the organization (Syptak, Marsland, & Ulmer, 1999). Therefore, it can be said that the well-being of an organization can be examined by measuring job satisfaction among its employees.

Bangladesh is an emerging tiger in the world economy and in the next 25 years, its’ economy will expand very fast. As a result, every sector of trade and business of the country is improving over time. The banking industry works as a financial supplier to all other industries of the country. Thus, the banking industry is bound to get affected by any changes that happened to the political or economic environment of the country. To overcome the negative effects of these changes, the employees of the banking industry should know how to come across these new challenges of business operation. Therefore, employees of the banking industry need to act more professionally and able to use the power of emotional intelligence skills to keep them motivated, impassionate, and committed to their work.

Hosain (2018) conducted a recent analysis of 927 front-line bankers in Bangladesh to find out the role of leadership ability on employee emotional intelligence and turnover intentions. The result of the study suggested that bankers' turnover intentions are highly influenced by their level of emotional intelligence, that is, the higher the intelligence the greater their likelihood to quit their jobs. In contrast, bankers with managerial skills like leadership can highly motivate employee turnover decisions, that is, the more bankers use their leadership skills to encourage coworkers to work in the organization, the less in the employee turnover rate (Hosain, 2018).

Investigating the impact of emotional intelligence on employee job satisfaction has been limited by several factors. Many researchers tried to relate emotional intelligence and employee job satisfaction as well as relationships among emotional intelligence, job satisfaction, and other demographic factors like age, job tenure, etc. (Aziz, Mustafi, & Hosain, 2020; Faroque, Ferdausy, & Rahman, 2020; Hosain, 2018). The findings of these studies are combined with positive and/or negative relationships among several variables. However, measuring the degree of relationship between the concepts of emotional intelligence and job satisfaction can be difficult and complex.

According to Uddin & Sohel (2018) the banks which are formed after the year 2013 are recognized as the fourth generative private commercial banks. The generations of the banks are split up based on the time differences in terms of their establishment. These banks have achieved the license on political consideration, and just after six months, their non-performing loans (NPLs) soar by Tk 1,269 crore

(Hasan, 2018). These banks and employees are under the pressure of the NPLs and it has also had a substantial impact on their banking activities. Thus, the emotional intelligence of the senior executives is not the same as the executives of the first, second, and third generations banks.

This study examines the relationship between emotional intelligence and job satisfaction as well as between emotional intelligence and job tenure. In this study, job satisfaction is divided into two categories: industry tenure and organization tenure. Explicitly, the objectives of this study are: (i) to assess the effect of managerial emotional intelligence, measured by the trait-based instrument on multi-dimensional job satisfaction in the bank context; (ii) to test the effect of managerial emotional intelligence on job tenure.

2. Literature Review

The literature review section will present the issues such as emotional intelligence, job satisfaction, and the proposed relationships among emotional intelligence, job satisfaction, and job tenure.

2.1 Emotional Intelligence

Far-reaching consideration has been added to the perception of emotional intelligence in the preceding few years (Nazari & Emami, 2012). Almost all organizations consider this concept as a substantial one for their advancement and accomplishment. There was an upward trend in the research of the significance of emotional intelligence for effective leadership in the last era (Carmeli, 2003). Many researchers conducted several studies on the effects of emotional intelligence in different sectors. In 1920, Thorndike first acknowledged the term “social intelligence” which was the origin of emotional intelligence (Wong & Law, 2002). The notion of emotional intelligence was thoroughly conceptualized by specialists in the early 1980s but up to the 1990s, a few researchers considered emotional intelligence to study at this time (Carmeli, 2003).

The broadly recognized scientific definition of emotional intelligence was given by Salovey and Mayer (1990) is “the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and action”. They claimed that peoples with high emotional intelligence had some emotional capabilities and expertise in evaluating and modifying their own emotions and other emotion (O’Connor, Hill, Kaya, & Martin, 2019). By contrast, Bar-On (1997) defines Emotional Intelligence as “an array of non-cognitive capabilities, competencies, and skills that influence one’s ability to succeed in coping with environmental demands and pressures” (Freudenthaler & Neubauer, 2005).

A widely accepted multi-factor model for analyzing emotional intelligence is the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT). MSCEIT covers 141 items under four branches: perceiving emotions (the capability to recognize and understand emotions), using emotions (the capability to use emotions to simplify several cognitive actions), understanding emotions (the capability to understand and to appreciate complex interactions among emotions), and managing emotions (the capability to control emotions) (Bar-On, Maree, & Elias, 2007). Two subscales or tasks (a group of similar items) measure each branch and the items are counted by a system named consensus-based scoring (Maul, 2012).

Another broadly used model for measuring Emotional intelligence is the Bar-On Emotional Quotient Inventory (BarOn EQ-i) model developed by Dr. Reuven Bar-On (Bar-On, 1997). This model was developed by studying 3831 persons in the United States and Canada over a period of 17 years (Bar-On, Maree, & Elias, 2007). In the early days, researchers emphasize cognitive factors but later on, they identified that cognitive and non-cognitive factors were equally important to contribute optimistic approaches, performances, and consequences and become a successful leader (Carmeli, 2003).

BarOn EQ-i is developed to measure emotional intelligence scientifically which is the key competency for employees to succeed. EQ-i focuses on non-cognitive aptitudes and consists of 133 item that covers five factors: Intrapersonal measures (self-regard, assertiveness, emotional self-awareness,

independence, and self-actualization), Interpersonal measures (empathy, interpersonal relationship, and social responsibility), Adaptability measures (reality testing, flexibility, and problem-solving), Stress Management measures (stress tolerance and impulse control), and General Mood measures (optimism and happiness) (Wolfe & Kim, 2012) and respondent answers on a five-point scale ranging from 'very seldom or not true of me' (1) to 'very often true of me or true of me' (5) (Bar-On, Maree, & Elias, 2007).

2.2 Job Satisfaction

An employee's perspective of feelings, views, and attitudes towards different aspects of his job can be stated as job satisfaction. It is the captivation and enthusiasm that an employee raises from the environment in which he works (Ali, Khan, Ch, & Ch, 2018). Job satisfaction is the encouragement or accomplishment resulting from a worker's evaluation after satisfying a poignant situation or condition (Locke, 1969). An employee feels satisfied when he is paid a fair amount, his work gets recognized by his superior, the chances to be promoted are high, get other benefit packages, etc. Spector (1985) defined job satisfaction as the condition of emotion and feeling derived from gratification and happiness that employees grow from their job.

The perception of analyzing job satisfaction did not materialize until 1930 though the study on employees' attitudes has begun much earlier. A series of studies conducted between 1920 to 1930, exploring job satisfaction with the emphasis of managerial strategy on the socio-psychological aspects of human behavior in organizations like Hawthorne plant of the Western Electric Company by Elton Mayo and Fritz Roethlisberger known as Hawthorne Studies (Roethlisberger & Dickson, 1941). These studies have been carried out for more than a decade and have tested whether employee productivity increases with better working conditions. Researchers observed that employee job satisfaction was influenced by some societal factors such as teamwork and managerial support than factors, like improved lighting (Roethlisberger & Dickson, 2003). Roethlisberger & Dickson (1939) concluded one of the major findings in their studies that ensuring workers' need and desire to work as a group and feel included in decision making is much more important than monetary incentives combined with good working conditions to ensure their job satisfaction.

Another widely recognized job satisfaction measurement tool is the Job Description Index (JDI) which includes 72- questions covered with five magnitudes of job satisfaction (pay, nature of supervision, promotional chances, coworkers, and the work itself). Smith, Kenfdall, and Hulin (1969) developed the concept of JDI to measure employee job satisfaction defined as "*the feelings a worker has about his job*". The JDI scales of measurement are mainly suitable for manufacturing organizations where it failed to study various aspects regarding human service organizations with precision.

A similar job satisfaction measurement tool called the Job Satisfaction Survey (JSS) was introduced by Spector (1985) with the same five magnitudes besides other scales like contingent rewards, operating events, communication, and set of benefits. The Job Satisfaction Survey (JSS) is a 36-item instrument designed to study employee job satisfaction who particularly worked in human service organizations and the results-driven from JSS showed higher dissatisfaction than that of JDI and other measurement tools (Spector, 1985).

The issues related to job satisfaction among employees are highly prioritized across industries like banking. For the last few years, the banking industry of Bangladesh witnessed a prominent increase in the number of young talents who are very much interested in perusing their careers in banking. Banks are now offering a new essence of job responsibility in different working environments, and the factors influencing employee job satisfaction are also being changed (Arif, Hasan, & Karim, 2017). The new strategical plans developed by the employers and the working environments they offer have tended to generate more value to the employees than the salaries they earned (Hannay & Northam, 2000).

To find out employee job outcomes in the Bangladesh banking sector, Bogra City showed factors like pays, incentives, coworkers' relations, job environment, training and development facilities,

performance appraisal system, working hours, transfer policy and grievance handling, and safety measures had highly affect employee job satisfaction (Roy, Hossain, & Shammi, 2017). Researchers found that managers are only satisfied by the working relationships with their co-workers while banking hours, employee assessment, and transfer policies have a negative influence on their job satisfaction (Roy, Hossain, & Shammi, 2017).

Researchers suggested that private banks are now treating their employees as one of the major resources by using modern technologies, ensuring a healthy working environment, performance analysis, and incentive plans (Faroque, Ferdausy, & Rahman, 2020). Thus, it is noted that bankers are highly satisfied when they are provided with such factors as a healthy working environment, favorable working hours, fair competition, equal treatment, reward plans by their employers in both the public and private sectors of banking. Satisfied bankers showed a decrease in turnover intentions, increased productivity, and enhance organizational efficiency (Aziz, Mustafi, & Hosain, 2020; Faroque, Ferdausy, & Rahman, 2020; Roy, Hossain, & Shammi, 2017).

2.3 Relationships among Emotional Intelligence, Job Satisfaction, and Job Tenure

Emotional intelligence (EI) has become an enormously popular concept to study the current market for analyzing organizational performance and employee effectiveness (Cartwright & Pappas, 2008). Emotional intelligence is conceptually based on some emotional abilities that are used to measure the effectiveness of the information generated from individuals' emotional state and to ensure the opportunities to make individuals flexible in the stressful events of life (Salovey & Mayer, 1990). In contrast, job satisfaction and dissatisfaction can be defined as "*complex emotional reactions to the job*" (Locke, 1969). Scholars have tried to relate emotional intelligence to job satisfaction or suggest that emotional intelligence has a positive effect on job satisfaction (Tagoe & Quarshie, 2017; Sy, Tram, & O'hara, 2006).

Managers' understanding of a workplace situation and behave accordingly is driven by their job performance which varies on their own level of intellectual and interpersonal skills (Njoroge & Yazdanifard, 2014). Therefore, the significance of managers' intellectual and interpersonal skills on organizational performance is positive. Singh & Dubey (2011) suggested that when managers use their interpersonal skills such as innovation, leading, motivation, monitoring, and supervision in an effective way that can result in employee satisfaction and increased productivity.

A study on 120 registered general nurses from three major hospitals located in the capital of Ghana, Accra shows a significant positive impact of emotional intelligence on job satisfaction regardless of how hard, challenging, or even mentally stressful the nurse-patient relationships (Tagoe & Quarshie, 2017; Seada & Fathi Sleem, 2012; Talley, 2006). Sy, Tram, and O'Hara (2006) examined 187 waiters from nine different locations of the same franchise restaurant to observe the relationships among employees and supervisors' emotional intelligence, employees' job satisfaction, and job performance. The result revealed that employees' emotional intelligence is positively sparked by their job satisfaction and job performance whereas their supervisors' emotional intelligence was positively affected by the employees with low emotional intelligence than those with high emotional intelligence.

Studies based on job attitudes such as job satisfaction indicate that there is a significant relationship between job satisfaction and job tenure (Duffy, Ganster, & Shaw, 1998; Bilgiç, 1998). After studying the attitudes of employees working in an electronics plant. Employees were better at adjusting their expectations regarding the job environment after spending more time in that organization. Researchers explained that employees who spend less time in an organization tend to be less satisfied with intrinsic characteristics than the employees working in that organization for a longer period tend to be highly satisfied with extrinsic characteristics (Lee & Wilbur, 1985). Job tenure is a critical variable to study employee attitude but the positive relationship between employee job satisfaction and job tenure is more likely to be found.

Several researchers have effectively established a relationship between emotional intelligence and organizational effectiveness and the relationship between emotional intelligence and various work attitudes like job satisfaction as well as job tenure (Cherniss, 2001; Srivastava, 2013; Joung & Kim, 2006; Carmeli, 2003; Miao, Humphrey, & Qian, 2017; Wong & Law, 2002). High emotional intelligent employees are more satisfied with their working environment and showed positive working attitudes throughout their careers. As a result, the relationship between emotional intelligence and demographic factors-like job tenure, career longevity is more likely to exist.

In a competitive and challenging arena like banking, employees work under much pressure which makes them feel stress and experience much anxiety (Belias, Koustelios, Sdrolas, Koutiva, & Zournatzi, 2013). The result to study occupational stress among Greek bank employees both managers and clerks showed a significant impact on their emotional intelligence by various demographic factors (Belias, Koustelios, Koutiva, & Zournatzi, 2013). Employees who have graduation degree were likely to manage their emotions in their workplace than others with no graduation degree. Researchers also found the more employees good at managing their personal as well as others' emotional states and use emotional skills to resolve organizational conflicts were likely to feel more occupational stress than others (Belias, Koustelios, Koutiva, & Zournatzi, 2013).

Technological advancement and the increasing number of private banks make the banking industry more competitive and aggressive. Striving for their positions in job markets, employees' hard-working, long working hours, continuous innovations can bring negative job outcomes like job dissatisfaction, occupational stress, absenteeism, and losing motivation to work effectively (Thorat, 2015). The author suggested emotional intelligence plays a vital role in balancing the work-life and personal life of an employee by understanding and prioritizing others' emotions through cognitive skills and relationship management (Thorat, 2015).

The focus of this study is to measure the effects of emotional intelligence on employee job satisfaction factors like fair pay, job advancement, recognition, cognitive rewards, nature of work, participation in decision making, etc. The authors also investigate the impact of job tenure and job satisfaction among managers' emotional intelligence in the Bangladesh banking industry. The incisive sum up, based on the extensive literature review, the following hypothesis has been developed:

Hypothesis 1: Emotional intelligence (EQ-i) has a positive relationship with job satisfaction.

Hypothesis 2: Emotional intelligence (EQ-i) has a positive relationship with job tenure.

3. Methods

3.1 Data collection procedure

The research conducted throughout the period of October 2020 to December 2020 in Sylhet. The data has been collected from the managers of nine fourth-generation banks of Sylhet region. This region is the furthestmost developed city in Bangladesh with enormous economic and banking activities. The managers of the private commercial banks are considered as the target populations. A total of 50 managers were taken as the sample for this research.

Convenience sampling (non-probability sampling technique) has been used to determine the sample size. The person who has a position of First Assistant Vice President (FAVP), Assistant Vice President (AVP), Senior Associate Vice President (SAVP), Vice President (VP), and Senior Vice President (SVP) is considered as the manager of the banks and the main subject of the research. Data of the research was collected from the participants with a face-to-face interview. In some cases, Google Form was also adapted to collect data via the Internet. For this purpose, a link to Google Form was embedded in an email. The email was sent to the respondents for the online survey.

3.2 Measures

A structured questionnaire was used in this research which was separated into three distinct parts. The first part of the questionnaire included questions on age, gender, and tenure. The second and third parts encompassed BarOn EQ-i and Spector's Job Satisfaction Survey respectively. The pretest of the questionnaire was conducted in October 2020 on 10 managers of different banks.

BarOn EQ-i was used to measure Emotional intelligence (Bar-On, 1997). As earlier stated, the BarOn EQ-i is a 133-item, self-reported measure which comprises of five factors: intrapersonal, interpersonal, adaptability, stress management, and general mood. Each statement on the BarOn EQi questionnaire is rated with five response choices (1 = not true of me, 2 = seldom true of me, 3 = sometimes true of me, 4 = often true of me, and 5 = very often true of me).

Job satisfaction was measured with Spector's Job Satisfaction Survey (1985). The Job Satisfaction Survey (JSS) encompasses nine aspects of job satisfaction: promotion, pay, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication. In JSS each subscale has four items, thus producing a 36-item measure. The JSS uses a Summated Rating Scale (SRS) format with six response choices (1 = disagree very much, 2 = disagree moderately, 3 = disagree slightly, 4 = agree slightly, 5 = agree moderately, and 6 = agree very much).

4. Results and Discussion

This section presents the data analysis, findings, and relevant discussion of the study. The following issues have been organized and presented to satisfy the objective of the study.

4.1 Descriptive Analyses

Table 1 represents the profile of 50 bank managers was taken as the respondent in this research among which 34% were female respondents and 66% were male respondents. The age of respondents was categorized into five classes ranging from 26 years to above 45 years with an average age of 37 years. Managers working with a certain bank ranged from less than 1 year to more than 15 years. From the respondents, 36% of managers had been working in the bank for 6 to 10 years, 8% for 11 to 15 years and 6% of the managers worked for the bank for more than 15 years. Managers' job tenure in the banking industry highlighted that 42% of managers had been working in the banking industry between 6 to 10 years, 14% of managers between 11 to 15 years, and 8% of managers worked for the banking industry for more than 15 years. Thus, it is noted that in total 64% of bank managers had been passed more than 6 years in the banking industry.

Table 1: Profile of respondents

	<i>n</i>	%
Gender		
Male	33	66.0
Female	17	34.0
Age		
26-30	06	12.0
31-35	14	28.0
36-40	11	22.0
41-45	12	24.0
Above 45	07	14.0
Job tenure in bank		
Less than 1 year	03	06.0
1-5 years	22	44.0
6-10 years	18	36.0
11-15 years	04	08.0
Above 15 years	03	06.0
Job tenure in the banking industry		
Less than 1 year	03	06.0

1-5 years	15	30.0
6-10 years	21	42.0
11-15 years	07	14.0
Above 15 years	04	08.0

Table 2 represents the mean values and standard deviations of emotional and job satisfaction scales. The table indicates that managers' intrapersonal emotional skills (Mean 16.38 and Std. deviation 1.90) are worked as a predictor of their emotional intelligence. Managers' ability to understand various feelings, beliefs, thoughts of oneself makes them emotionally associated with the organization. The other factors like stress management (Mean 5.94 and Std. deviation 1.57) and general mood (Mean 8.18 and Std. deviation 1.54) encompass low influence managers' emotional intelligence. On the contrary, managers' job satisfaction is highly motivated by the promotional opportunities (Mean 17.28 and Std. deviation 2.31) they had been offered in the workplace. The nature of work (Mean 16.94 and Std. deviation 1.80) and the relationship with coworkers (Mean 16.36 and Std. deviation 2.03) also tend to satisfy managers in the organizations.

Table 2: Means and standard deviations of emotional intelligence and job satisfaction

Variables	Mean	SD
EQ-i category		
Intrapersonal	16.38	1.90
Interpersonal	15.90	1.82
Stress management	05.94	1.57
Adaptability	11.38	1.48
General mood	08.18	1.54
Total EQ-i	57.78	4.89
JSS category		
Salary	15.64	2.35
Promotion	17.28	2.31
Supervisor	13.62	2.21
Benefits	15.38	2.92
Contingent rewards	13.82	2.87
Conditions	14.14	3.42
Coworkers	16.36	2.03
Nature of works	16.94	1.80
Communication	13.12	3.12
Total JSS	136.30	13.46

4.2 Hypotheses Testing

Emotional Intelligence and Job Satisfaction

The first hypothesis was established to measure the positive relationship between managerial emotional intelligence and their perceived job satisfaction. Regression models were used to analyze which EQ-i aspects were related to the nine JSS subscales. The analysis detected some JSS subscale elements were highly influenced by some EQ-i aspects. Among nine subscales of job satisfaction aspects, only the nature of work, communication, contingent rewards, and coworkers showed a significant impact on EQ-i dimensions.

The nature of the work subscale showed an overall positive influence on EQ-i dimensions. But managers' general mood was found to be negatively associated with the nature of work of the organization which revealed managers are not enjoying their work at all, not happy about the banking tasks, and not optimistic about the job they had been doing. However, managers' adaptability skills acted as a major indicator of the nature of work. Managers feel satisfied when they are able to understand

organizational problems and bring out effective solutions. Moreover, they can impute subjectively practiced to objectively exist, and able to adjust their feelings to changing circumstances and situations.

The stress management factor works as a predictor of managers' satisfaction with communication at works. The managers feel satisfied when they are able to get rid of the adverse and stressful situation, also the concern for uncertain circumstances. In contrast, managers' intrapersonal, interpersonal, adaptability, and general mood aspects are negatively associated with their communication at the workplace.

Table 3: EQ-i dimensions as predictors of job satisfaction aspects

Dependent variable	Independent variables	β	<i>t</i>-value	Adjusted R^2	<i>F</i>
Nature of work	Intrapersonal	.010	.60	-0.81	.267
	Interpersonal	.019	.102		
	Stress management	.006	.041		
	Adaptability	.151	.992		
	General mood	-.088	-.479		
Communication	Intrapersonal	-.187	-1.281	.200	3.445
	Interpersonal	-.070	-.441		
	Stress management	.502	3.772		
	Adaptability	-.022	-.169		
	General mood	-.070	-.440		
Contingent rewards	Intrapersonal	-.150	-.909	-.022	.786
	Interpersonal	-.182	-.182		
	Stress management	.919	.919		
	Adaptability	-1.537	-1.537		
	General mood	.720	.720		
Coworkers	Intrapersonal	-0.85	-.508	-.047	.558
	Interpersonal	-.154	-.844		
	Stress management	.044	.288		
	Adaptability	.173	1.153		
	General mood	.141	.775		

Managers' job satisfaction with contingent rewards driven by stress management and general mood factors. Managers with happy, optimistic, and vulnerable work attitudes are more satisfied with contingent rewards. Managers who are happy and optimistic about their work-life, who withstand an adverse and stressful situation, who are good at defining and identifying work problems are found to be satisfied by their relationships with coworkers. Total negative adjusted R2 values of three subscale nature of work (-0.81), contingent rewards (-0.022), and coworkers (-0.047) revealed insignificance of explanatory variables. That is, job satisfaction factors like the nature of work, contingent rewards, and coworkers failed to influence the emotional intellectual aspects of managers at fourth-generation banks.

Emotional Intelligence and Job Tenure

The second hypothesis was developed to measure the positive relationship of managers' emotional intelligence with job tenure in the banking industry and job tenure in banks. The relationship between emotional intelligence and job tenure in the banking industry is found to be more significant with a total adjusted R2 of 0.028 (2.8%) than job tenure in the bank. Emotions associated with the general mood and interpersonal abilities have a significant influence on managers' job tenure in the banking industry. The positive highest beta coefficient in regression analysis shows that general mood ($\beta=0.15$) aspects like when managers enjoy their work, feel satisfied, and maintain positive job attitudes, they like to continue their careers in the banking industry. The negative highest beta coefficient in regression analysis shows that interpersonal ($\beta = -0.265$) aspects like empathy, interpersonal relationships in the workplace, and social responsibilities motivate managers to peruse their career choices other than the banking industry.

In contrast, the JSS aspect like salary with the highest negative beta coefficient value of -0.128 indicates the undesirable impact of managers' job tenure in the bank. Managers' satisfaction can be empowered by increased salary as they expand their careers with that bank. The positive relationship between the nature of work and job tenure in the bank (highest beta coefficient value of 0.382) demonstrates managers' enjoyment of their work makes them satisfied with their workplace.

Table 4: EQ-i and JSS dimensions as predictors of two types of job tenure

Dependent variable	Independent variables	β	<i>t</i>-value	Adjusted R^2	<i>F</i>
Job tenure in the banking industry	Intrapersonal	.121	.752	.028	1.287
	Interpersonal	-.265	-1.512		
	Stress management	-.040	-.274		
	Adaptability	-.220	-1.524		
	General mood	0.15	.088		
Job tenure in bank	Salary	-.128	-.663	.009	1.047
	Promotion	.017	.092		
	Supervisor	-.077	-.448		
	Benefits	.002	.010		
	Contingent rewards	.247	1.151		
	Conditions	-.037	-.205		
	Coworkers	-.098	-.526		
	Nature of works	.382	2.137		
	Communication	.059	.271		

5. Managerial Implication and Conclusion

The study tried to examine the relationship between emotional intelligence and job satisfaction among managers in the banking sector as well as the relationship between emotional intelligence and job tenure. The results of the analysis disclosed that some aspects of emotional intelligence have a positive impact on managerial job satisfaction, industry tenure as well as bank tenure. Emotional aspects like interpersonal skills, stress management, and adaptability are negatively impacted managers' job tenure in the banking industry. JSS elements such as salary, supervision, operating conditions, and relation with coworkers made managers dissatisfied with their work and leave the bank. Managers are highly satisfied with promotional opportunities, monetary or nonmonetary benefits, contingent rewards, nature of work, and communication within the organization which inspires them to work the bank.

An enormous change has been detected in the banking industry of Bangladesh for the last several years. An increasing number of commercial banks has played a vital role in this alteration and foster numerous challenges and competitions for bankers. Working in such a competitive environment, employees feel stress and anxiety which leads to undesirable job outcomes such as dissatisfaction, absenteeism, and turnover. Thus, employers need to consider new proceedings to measure employee job satisfaction and keep them committed to the organization.

The result of the research indicates that managers feel highly satisfied by the job satisfactory aspects like promotional opportunities, nature of work, and relationships with coworkers. The outcomes of the research also suggested managers' intrapersonal, interpersonal, and adaptability skills make them more emotionally bound to the organization. The regression analysis revealed a positive effect of emotional intellectual aspects like the intrapersonal and general mood on managers' long-term possession in the banking industry. JSS aspects like promotion, fringe benefits, contingent rewards, nature of work, and communication dominate managers' long period tenancy in their banks. The analysis also showed that managers' stress management and good mood intellectual aspects are positively associated with a contingent reward though JSS factors like the nature of work, contingent rewards, and coworkers are insignificant to study emotional intelligence. The authors also revealed aspects like salary, supervision,

operating conditions, and coworkers are failed to develop employee satisfaction which drives managers to leave the bank.

The directors of the banking industry can use the research outcomes to retain their skilled managers in the organization. The directors could examine current and potential managers' emotional intelligence skills to understand their possible job outcomes and to identify their possibility to stay in the bank and the banking industry. Managers' could be given training opportunities so that they can identify and define organizational problems while suggesting effective solutions, withstand adverse and stressful events without crumble, and enhance their interpersonal skills. Increment in pay and remuneration, sound relation with supervisor, absolute operational policies and procedures, and friendly relationship with coworkers can also motivate managers' choice to stay in the banking industry.

6. Limitations

The outcomes of the research must need prudent consideration for a generalized statement. The data of the research has been gathered from the fourth-generation banks of Bangladesh and the sample size (participants of the study) of the study is very little. In the future, a large sample-based (with more participants) study is advised to discover every aspect of the relationship among emotional intelligence, job satisfaction, and job tenure. Large-scale research (with more participants) on each generation of banks also recommended to gain the proper insight into the banking industry. Yet, the data has been collected from the fourth-generation banks, but the result of the help related interested parties for decision making.

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