DOI : 10.47126/J.NSBR.1991-4938 ISSN 1991-4938

North South Business Review

Volume 12, Number 1, December 2021

North South Business Review

Volume 12 ● Number 1 ● December 2021

School of Business and Economics
North South University

Published by: School of Business and Economics, North South University, Bashundhara, Dhaka 1229, Bangladesh. Phone: 880-5566 8200, Fax: 880-5566 8202, Email: mahmud_akh@yahoo.com

Printed at: Excel Printing Solution, F-12/3B, Merul Badda, Dhaka-1212, Mobile: 01712898353

TABLE OF CONTENTS

EDITORIAL NOTE: MULTIDISCIPLINARY STUDIES DURING COVID-19

Hope you are staying safe in the post Covid-19 era. NSBR is registered under Cross Ref. We have also applied for Scopus registration. Please use our DOI number for any future reference.

DOI Number: https://doi.org/10.47126/J.NSBR.1991-4938

The central focus of this issue is to address multidisciplinary problems and strategic policies during the current critical condition. This issue contains six scholarly studies which are precisely focused on different issues of policy and development, technology and innovation, human resource management, and marketing. Integrating these theoretical and application based concepts, this issue ultimately presents a comprehensive view of advance research and a new trend of business development in the multidisciplinary areas.

It is our earnest hope that the readers will enjoy reading this issue as much as we did during our review of the papers for NSBR.

Mahmud Akhter Shareef, PhD
Managing Editor
NSBR

ACKNOWLEDGMENTS

I would like to thank Professor Helal Ahammad, Dean, School of Business and Economics, North South University, for his support to edit this issue. As Managing Editor, I have been impressed by the many scholarly articles we received in response to the call for papers for this issue. All submissions went through two blind review cycles before receiving final acceptance. We gratefully acknowledge the support of the referees who reviewed the manuscripts and provided thoughtful suggestions for improving the quality of the papers.

North South Business Review, Volume 12, Number 1, December 2021, ISSN 1991-4938, DOI : 10.47126/J.NSBR.1991-4938

DYNAMICS OF CUSTOMERS' ONLINE MEDICINE PURCHASE INTENTION

Sumaiya Farhana Sumi[1], *Mohammed Abdul Mumin Evan*[2], *Rashedul Hasan*[3], *Md Afnan Hossain*[2], *Muhammad Sabbir Rahman*[2]

ABSTRACT

The outbreak of COVID-19 and the availability of online buying sites encouraged people to order products staying from home. It has been observed that people even buy their medicine online by uploading their prescriptions. Despite the importance of online medicine purchase, scant attention is given to investigate the factors motivating customers to use such advancement. As a result, drawing on the technology acceptance model (TAM) and other contemporary literature directions, the study identifies four factors that might influence customers' online medicine purchase intention. Consequently, data were collected from 160 respondents for empirical investigation. Using PLS-SEM, the data analysis reveals that perceived usefulness, ease of use, and security issues play a vital role while customers intend to order medicine through online platforms. The factor of website layout design does not produce any significant effect. The study contributes by extending TAM theory and addressing the gap by advancing the business and management information system literature in the aspect of online medicine purchase intention. Practically managers of firms will likely be able to engage more customers in online platforms advancing such factors. The study of online medicine purchase intention is novel during the COVID-19 pandemic in a specific country context.

Keywords: Purchase intention, Online medicine, Extension of TAM, E-medication retail management

INTRODUCTION

Technological advancement accelerates firms' performance in the competitive business environment (Aydiner, Tatoglu, Bayraktar, Zaim, & Delen, 2019; Ferraris, Mazzoleni, Devalle, & Couturier, 2019; Urban, Timoshenko, Dhillon, & Hauser, 2020). Technology, especially the internet of things (IoT) and firms' capability, provides ample opportunity for firms to move from brick and mortar to online stores (Braojos-Gomez, Benitez-Amado, & Montes, 2015; Ho, 2021; Wu & Chang, 2016). Conducting business via an online platform has gained significant popularity in the COVID 19 pandemic (Guoxio, 2020; Verma & Gustafsson, 2020). Firms continuously try to create value for the customers on the online platform by managing technology infrastructure (Akman, Plewa, & Conduit, 2018; Wu & Chang, 2016). Evidence suggests that customers' buying habits have sharply changed in the pandemic, and buyers prefer to use online instead of physical stores to purchase their regular items (Mariani & Castaldo, 2020; Naeem, 2021). One such essential item is medicine.

In this pandemic situation, it has been observed that individuals and families had to stay in home isolation if they were in close contact with any COVID patients or tested positive (CDC, 2021). Thus, the habit of

1. Faculty of Arts, University of Dhaka, Dhaka-1000, Bangladesh
2. School of Business & Economics, North South University, Dhaka-1229, Bangladesh
3. Department of Business Administration, East West University, Dhaka-1212, Bangladesh

buying medicine online is growing among customers (Jairoun et al., 2021). Evidence suggests people are not fully satisfied with online shopping due to the complexity of use, security issues in online transactions, and so on (Casaló, Flavián, & Guinalíu, 2007; Hossain, Akter, Kattiyapornpong, & Dwivedi, 2020c). Extant studies adapted the technology acceptance model (TAM) to tackle such issues (Kamal, Shafiq, & Kakria, 2020; Tung, Chang, & Chou, 2008). Using TAM, previous research discusses several technology-related issues in top-tier journals, such as Information & Management, International Journal of Human-Computer Studies, MIS Quarterly, Information Systems Research, Journal of Management Information Systems, Decision Sciences, Management Science, and others. However, despite the importance of online medicine and customers' buying intention of online medicine, a lack of research exists in this aspect using TAM. Although extant literature reveals, TAM alone is insufficient to trigger customers to buy from any particular online site (Kamal et al., 2020; Rese, Schreiber, & Baier, 2014). Other factors, along with TAM antecedents, might shape human behaviour while dealing with technology advancement. Yet, extant literature does not have concrete evidence on the topic of customers' online medicine purchase intention. Therefore, this research formulates the following question to address the research gap.

RQ1: What are the factors influencing most customers while they intend to buy online medicine?

This research answers the above question through empirical evidence. The following sections develop the hypotheses, methods and discuss the research findings. The study contributes both in theory and practice. The empirical evidence of the research extends TAM's theoretical viewpoint in the context of online medicine purchase intention. Further, in practice, managers will be aware of the crucial factors for online medicine retail services so that they will be able to engage more customers and advance profitability by introducing such components.

THEORETICAL UNDERPINNING AND HYPOTHESES DEVELOPMENT

The technology acceptance model (TAM) holds two key antecedents that influence customers' using intention of any particular technology-oriented services. The core of the TAM comes through users' beliefs. The earlier study acknowledged that individuals hold many beliefs, but their attitude might be influenced by a small number of beliefs (Ajzen, Fishbein, & Heilbroner, 1980). Davis (1989) proposes the concept of TAM for the very first time, where the main idea manifests that an individual accepts a technology when they perceive it is useful and easy to use. Extant research introduces TAM in various study contexts, including online banking (Hossain, Bao, Hasan, & Islam, 2020b; Lee, 2009), electronic commerce (McCloskey, 2004; Pavlou, 2003), online education context (Liu, Chen, Sun, Wible, & Kuo, 2010; Martín-García, Martínez-Abad, & Reyes-González, 2019), mobile commerce (Chi, 2018; Shih & Chen, 2013), and social media (Florenthal, 2019; Rauniar, Rawski, Yang, & Johnson, 2014). Frequently, existing research presents other factors along with the TAM viewpoint as researchers argue only TAM cannot shape customers' attitudes (Florenthal, 2019; Manis & Choi, 2019). Overall, scant attention exists in the literature under the theoretical framework of TAM and other variables on the topic of customers' online medicine purchase intention. Although, purchasing online medicine has created a buzz recently, especially in the current Covid 19 pandemic sphere (UNB, 2020). Thus, this study has attempted to conceptualize a model to show how customers are influenced when they have the intention to purchase online medicine. Following TAM's viewpoint of usefulness and ease of use, the further extensive systematic literature review identifies there might be an influence of website security and website layout design when customers intend to order online medicine items. Therefore, the following sections develop the hypotheses in this aspect.

Perceived Usefulness and Ease of Use

Perceived usefulness in the technology aspect is generally defined as an individual's belief that the particular technology-oriented service is beneficial to solve their problem adequately (Davis, 1989; Hossain et al., 2020b; Lee, 2009). Customers generally believe useful service can be provided by ensuring excellent value that might offer them quick relief on any particular issue (Davis, Bagozzi, & Warshaw, 1989; Rese et al., 2014). Customers also believe the useful service will likely be able to provide perfect solutions and inspiring experiences. Further, perceived ease of use in the technology aspect is defined as an individual's belief that the specific technology-oriented service they can afford without any significant effort (Davis, 1989; Manis & Choi, 2019). Customers believe the service is easily controllable, understandable, flexible, user-friendly, and easily navigable (Lee, 2009; Rauniar et al., 2014; Rese, Baier, Geyer-Schulz, & Schreiber, 2017). TAM is generally explained through perceived usefulness and ease of use. The study mentioned above that TAM, particularly the usefulness and ease of use, has been acknowledged in various research areas. Extant research found that these two factors influence customers' purchase intention or behavioural intention (Alzubi, Al-Dubai, & Farea, 2018; Vahdat, Alizadeh, Quach, & Hamelin, 2021). However, the evidence is lacking in the context of online medicine retailing. In line with the prior study, we assume that the two factors that represent TAM may also be appropriate for customers' online medicine purchase intention. Thus, we postulate the following hypotheses for further empirical investigation.

H1: Perceived usefulness of online medicine service positively shapes customers' purchase intention.

H2: Perceived ease of use of online medicine service positively shapes customers' purchase intention.

Website Layout Design and Security

Extant research suggests that website layout design is vital to enhancing customers' buying intention from any particular online site (Hasan, 2016; Wu, Lee, Fu, & Wang, 2014). Thus, retail brands emphasize more on online store atmospheric that includes visual design, colour, and aesthetic layout, providing customers with a better impression of the retail firm's online existence (Karimov, Brengman, & Van Hove, 2011; Teng, Ni, & Chen, 2018). Further, it is essential to ensure the security of the site. Secure perception generates a secure feeling in customers' minds while making online transactions with the firm (Casaló et al., 2007; Wang, Wang, Su, & Ge, 2020). A leading firm like Amazon uses Hadoop software that protects customers from their credit card identity theft (Hossain, Akter, & Yanamandram, 2020a). Customers' secure data management has received significant attention these days (Hossain, Akter, Kattiyapornpong, & Dwivedi, 2019). Despite the importance of website layout design and security, extant research does not have any empirical evidence of whether they influence customers, online medicine buying. Thus, the study proposes the following hypotheses for further empirical investigation.

H3: Website layout design of online medicine service positively shapes customers' purchase intention.

H4: Website security of online retail medicine service positively shapes customers' purchase intention.

The study proposes the following conceptual research model based on the above discussion.

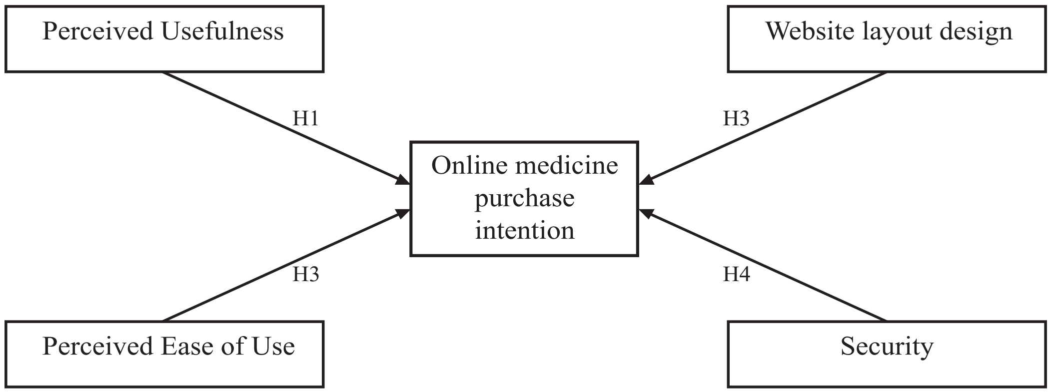

Figure 1: Research model

RESEARCH METHODS

Measurement Scales and Control Variables

Research instruments were adapted from prior studies. Perceived usefulness (PRU) instruments were taken from Davis et al. (1989) and Rese et al. (2014) studies. Perceived ease of use (PEU) measures were extracted from Davis et al. (1989) and Rese et al. (2017) studies. Website layout design (WLD) items were adapted from Wu et al. (2014) and Zhou, Lu, and Wang (2009) studies. Security (SEC) instruments were adapted from Casaló et al. (2007) and Hossain et al. (2020c) studies. Purchase intention (PIN) items were extracted from Rahman, Mannan, Hossain, and Zaman (2018) and Vijayasarathy (2004) studies. Following the guideline of prior studies, the research was dropped a few items to enhance the response rate and adapted a few phases to confirm the face validity of the question in this study context (Hossain, Akter, & Yanamandram, 2021; Ou, Verhoef, & Wiesel, 2017). The study used seven-point Likert scales for independent and dependent variable measures and applied multiple-choice options for demographic variables. In line with prior studies guidelines, this research considered respondents' gender and age as control variables (e.g., Carlson, O'Cass, & Ahrholdt, 2015).

Sampling and Data Collection

The study data were collected using a convenience sampling technique similar to prior studies (e.g., Rahman, Hossain, Fattah, & Mokter, 2021). In the convenience sampling technique, the primary consideration was how easily the possible respondents could be found or recruited (Baker et al., 2013). Convenience in sampling counts time as money and saves resources (Rahman, Hossain, Fattah, & Akter, 2020). In the questionnaire, the researchers retained the screening question to find out the appropriate respondents. Investigators collected responses only from those qualified through the screening questions that they were aware of the online medicine purchasing system or at least visited an online medicine buying site. In total, 200 respondents' responses were collected. Finally, 160 complete responses were retained, and the remaining 40 were deleted as many straight-liners exist in the responses. Among the respondents, 57.5% were male, and 42.5% were female. The highest number of the respondents' age falls between 20 and 30 years (33.8%), followed by 30 and 40 years (26.9%), 40 and 50 years (23.1%), 50 years and above (12.5%), less than 20 years (3.8%).

Common Method Variance (CMV)

Following the guideline of Hulland, Baumgartner, and Smith (2018), the study was applied both priori and post hoc methods to tackle the common method bias issues. As part of priori guidelines, investigators separated the dependent and independent variables from the questionnaire. The respondents' identity was anonymous; data were analyzed at an aggregated level. Random 25% data were taken from the first half and last half of the data set and applied paired t-test that did not produce any significant differences confirm non-response biases do not exist. As part of the post hoc method, the investigator used the marker variable test. We had a theoretically unrelated variable with the study constructs. The result revealed that the study variables' co-relation was low with the marker variable and proved the insignificant relationship (e.g., Lindell & Whitney, 2001). Thus, in this study, researchers assume that common method bias does not have any impact.

DATA ANALYSIS

Data Analysis Technique

The study applied PLS-based structural equation modeling (SEM) to analyze the data. Contemporary survey-based empirical research highly encourages using the PLS software as it is most suitable for analyzing the complex relationships of the construct's variables (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014; Hair Jr, Hult, Ringle, & Sarstedt, 2016). The study used 5000 subsamples in Bootstrapping, a nonparametric procedure to check the research model's overall statistical significance through path coefficients (Hossain et al., 2020c).

Measurement Model Analysis

The items of PRU, PEU, WLD, SEC, and PIN are reflective. PLS algorithm shows all the loadings of the items exceeded the threshold value of 0.70. The value of the composite reliability of each variable is well above 0.80. The results confirm the construct's reliability (Hossain et al., 2021). The average variance extracted (AVE) values of the variables are above 0.50 confirm the convergent validity (See Table I). Collinearity statistics show all variance inflation factor (VIF) values of control variables are below 5. As assessing the discriminant validity of model constructs, the study tested both the Fornell-Lacker Criterion and Heterotrait-Monotrait Ratio (HTMT) (Henseler, Ringle, & Sarstedt, 2015). It has been observed that the square roots of the AVEs are higher than all the inter-construct correlations confirm discriminant validity as per Fornell-Lacker Criterion (See Table II). Further, HTMT shows the values are lower than 0.85 confirms the uniqueness of each variable and establishes the discriminant validity (See Table III).

Table I. Measurement items assessments

Reflective Constructs	Items	Loadings	CR	AVE
Perceived Usefulness (PRU)	*I believe an online medicine buying option provides ______*		0.914	0.726
	PRU1: excellent value in the pandemic.	0.883		
	PRU2: quick relief.	0.825		
	PRU3: perfect solutions.	0.859		
	PRU4: an inspiring experience.	0.840		
Perceived Ease of Use (PEU)	*I consider an online medicine buying option as _______*		0.865	0.563
	PEU1: easily controllable.	0.795		
	PEU2: clear and understandable.	0.757		
	PEU3: flexible.	0.741		
	PEU4: user-friendly.	0.709		
	PEU5: easily navigable.	0.748		
Website Layout Design (WLD)	*An online medicine purchase website should provide ______*		0.888	0.665
	WLD1: a well-organized layout.	0.852		
	WLD2: a good display.	0.776		
	WLD3: attractiveness.	0.809		
	WLD4: liveliness.	0.823		
Security (SEC)	*An online medicine purchase option should provide______*		0.914	0.727
	SEC1: safe transmission.	0.843		
	SEC2: a secure transaction.	0.866		
	SEC3: a sufficient technical capacity.	0.870		
	SEC4: a highly secured website.	0.832		
Purchase Intention (PIN)	*If I were to purchase medicine in the future,______*		0.891	0.732
	PIN1: I would consider the online option as my first choice.	0.880		
	PIN2: I would consider the online option as reliable.	0.842		
	PIN3: I would consider the online option repeatedly.	0.845		

Table II. Correlations and AVEs

	PEU	PRU	PIN	SEC	WLD
PEU	0.751				
PRU	0.697	0.852			
PIN	0.598	0.636	0.856		
SEC	0.677	0.661	0.574	0.853	
WLD	0.587	0.656	0.442	0.656	0.816

**Square root of AVE on the diagonals.*

Table III. Heterotrait-monotrait Ratio (HTMT)

	PEU	PRU	PIN	SEC	WLD
PEU					
PRU	0.802				
PIN	0.701	0.747			
SEC	0.778	0.744	0.663		
WLD	0.705	0.765	0.529	0.761	------

Structural Model Analysis

The study tested the hypothetical relationship of PRU-PIN, PEU-PIN, WLD-PIN, and SEC-PIN following path coefficients and checked the model superiority using coefficient of determination (R^2), blindfolding Stone-Geisser's Q^2 *and PLS predict.* The study estimates H1: PRU-PIN (β=0.392, p<0.001) is significant, *H2*: PEU-PIN (β=0.233, p<0.05) is significant, *H3*: WLD-PIN (β=-0.097, p>0.05) is insignificant, *H4*: *SEC*-PIN (β=0.221, p<0.01) is significant (See Table IV). The independent variables impact 47.2% of customers' purchase intention (R^2=0.472). The effect size (f^2) results are adequate. Blindfolding Stone-Geisser's Q^2 *values which are above 0 confirm the superiority of the model. PLS-predicted model shows* the PLS RMSE values of PIN1 1.333, PIN2 1.164, PIN3 1.251, which are lower than the LM RMSE value PIN1 1.445, PIN2 1.308, PIN3 1.311 confirm the error is less in the PLS model (Shmueli et al., 2019). Overall, the above justification and analysis confirm the model superiority where H1, H2, and H4 are significant.

Table IV. Hypotheses path coefficients and t-statistics

Hypotheses	Main Model	Path coefficients	Standard error	t-statistic
H1	PRU ⟶ PIN	0.392	0.107	3.646
H2	PEU ⟶ PIN	0.233	0.095	2.454
H3	WLD ⟶ PIN	-.097	0.095	0.304
H4	SEC ⟶ PIN	0.221	0.073	3.042

FINDINGS AND DISCUSSIONS

The study's findings confirm that perceived usefulness, ease of use, and security perception are vital in buying online medicine. It has been observed that customers are not concerned about the website layout; instead, they prefer other factors (e.g., PRU, PEU, and SEC). Among the variables, the perceived usefulness factor generates the highest beta coefficients, following perceived ease of use and security issues. Overall the factors generate the explanatory power of 47.2% to purchase intention. Thus, it is evident that the online medicine purchase option in pandemic provides excellent value to the customers. Customers get quick relief by ordering the essential medicine item online rather than visiting the physical store and avoiding contact with the salesperson and other individuals. This provides an inspiring experience and confirms the perfect solution for the customers. Thus, customers are very confident about the usefulness cue of online medicine buying options. Further, customers consider the pattern of ease of use in this service as they perceive that it is easily controllable over the online platform. Customers also perceive the service as clear, understandable, and flexible. They can easily log into the system to order the medicine whenever they want. They perceive the system as user-friendly and easily navigable. As the service performs online, thus security plays an important role. Security infrastructure covers the customer's privacy issues where a customer expects a secure transaction. They assume their credit card information will be kept safe and secure. They expect their identity will be anonymous. They expect a safe transmission by taking the firm's assistance with sufficient technical capacity. In the extant research on other categories (e.g., luxury goods), we have seen website layout design plays a vital role. Still, in this study, customers are not worried about the website layout design, particularly in buying medicine online. Thus, practitioners may consider website layout design for high involvement products; however, online prescribed medication seems as low involvement; therefore, website design doesn't appear as a vital construct. Further, the study did not find any significant effect of control variables. It seems customers' age and gender differences do not have any influences on the research findings.

Theoretical Contributions

Extant literature applies TAM theoretical underpin in numerous technology-oriented issues (Davis et al., 1989; Manis & Choi, 2019; Rese et al., 2017; Rese et al., 2014). However, extending TAM, the study conceptualizes a model by acknowledging a unique contemporary topic on online medicine purchase intention. To the best of the authors' knowledge, this research is the first in Bangladesh and theoretically extending TAM by introducing security issues and usefulness and ease of use in the research context. Most earlier research discussed purchase intention and behavioural intention from physical products, brands, and particularly business perspectives (e.g., Arli, Tan, Tjiptono, & Yang, 2018; Pisitsankkhakarn & Vassanadumrongdee, 2020). Moreover, this study combines business and information system management aspects to tackle online medicine purchasing issues. Thus, the study creates a new avenue in business, management, and IT literature by forming a robust theoretical framework.

Managerial Implications

In practice, managers of online medicine service providers may introduce user-friendly online services, provide value for customers, ensure a secure transaction, and make a highly secured website to enhance the purchase intention of those customers who intend to buy online medicine. Bangladesh, as a country, has enormous potential in this sector, as the health-related issue is a significant fact in the Covid 19 pandemic, and people expect medicine delivery service even from staying at home isolation. Thus, this sector of online medicine retailing is getting popular, despite retail managers not being aware of the facts influencing customers most in the online platform. There was a lack of empirical evidence exists. In the country context, this study is one of the pioneers for managers to follow in order to engage more prospective customers and accelerate profitability.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Alike other studies, this research also has some limitations. The research was a cross-sectional study, and data were collected only once. Thus, future research may apply the longitudinal method so that it'll be able to detect the behavioural changes of the prospective customers. The research collected data on convenient samples of prospective buyers. Future research may attempt to collect the actual customers' information by contacting Ousud.com, banglameds.com, pharmacy.com.bd, epharma.com.bd. The interviews and surveys on genuine buyers of online medicine may provide more insightful information in the future. The study only considered a developing country, namely Bangladesh; thus, future research may extend to other developing and developed nations to find the actual impact. Initial findings of the systematic literature review found security infrastructure itself on the online platform assures privacy (e.g., Ibrahim & Wang, 2019; Liao & Shi, 2017). Thus, in our conceptualization, we have only considered the security aspect. Some other studies investigate the security and privacy pattern separately. Thus, future research may also consider privacy as an independent construct along with security. Further, there is scope to advance research in the future by introducing other factors such as social influence, quick delivery and perceived risk. Future research may also extend the outcome variables by looking at economic and social factors such as service providers' profitability and customers' quality of life due to online retail medicine service advancement.

CONCLUSION

To answer the research questions ("What are the factors influencing most customers while they intend to buy online medicine?"), this study demonstrates a framework for academics and practitioners. The study uses the latest way of exploring on customers' intention in online medicine purchase, especially in developing country context. The study extends TAM, introducing two more variables: security and website layout design (WLD). WLD does not significantly influence buyers' low involvement online medicine purchase intention. Thus, in this context, policymakers should work on the online platform's usefulness, ease of use, and security issues to accelerate their online medicine retail business.

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Appendix

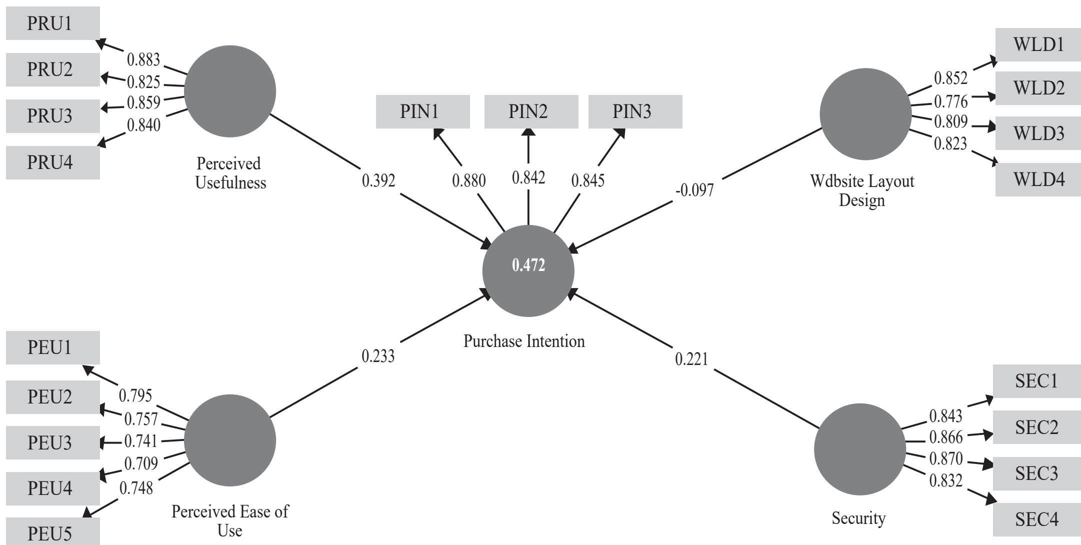

Figure 2: Measurement Model

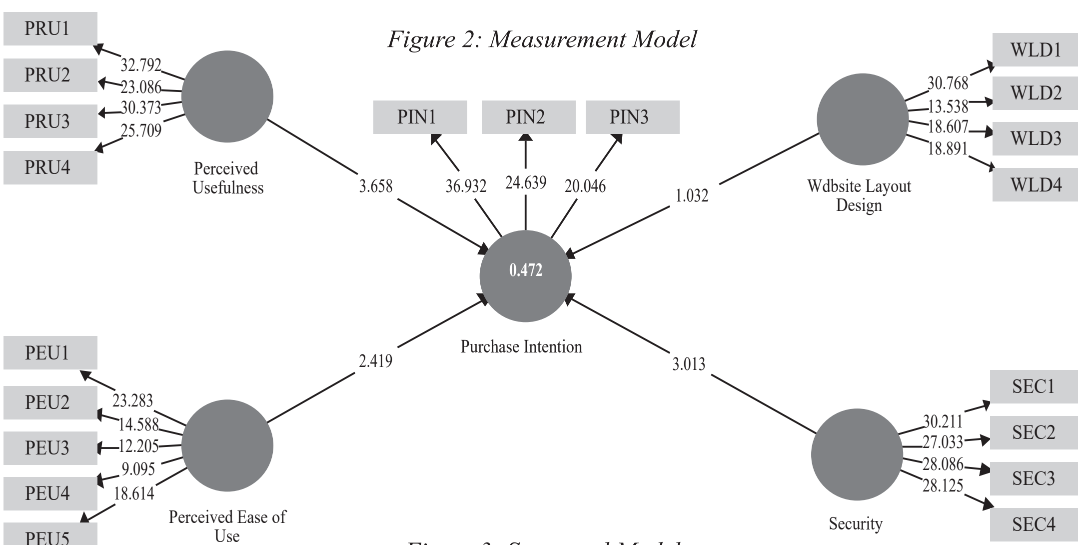

Figure 3: Structural Model

AUTHORS' BIOGRAPHY

Sumaiya Farhana Sumi is a Senior Research Associate working under distinguished faculty members and affiliated with multiple academic institutions in Bangladesh and abroad. Sumaiya completed her Masters and Honors degrees from the University of Dhaka. She got the 1st position in Hons and became 4th in Masters. She was awarded by Ruqayyah Memorial Foundation, Bank of Tokyo, and Eastern bank for her outstanding academic excellence.

Mohammed Abdul Mumin Evan is a Lecturer at School of Business and Economics, NSU. He was appointed as a lecturer, department of Marketing and International Business in January 2016. Currently he is also the coordinator of the newly established incubation program North South University Startups Next. Evan completed his Masters from Macquarie University Sydney Australia where he finished Mcom specialization in Marketing. Evan received his BBA Majoring in Marketing and Finance & Accounting, from NSU, Dhaka Bangladesh. His research interests are in the areas of Branding, E-business/ Digital Marketing.

Rashedul Hasan is working as a Senior Lecturer of MIS at the Department of Business Administration of the Faculty of Business and Economics, East West University. Before joining EWU, He was a Lecturer at Southeast University. He received MBA with distinction (3rd position from the top) from the University of Dhaka. He also completed his BBA from the University of Dhaka. He regularly joins different training programs from home and abroad. His interest areas are Digital Transformation, Data Science, Machine Learning, Business Analytics, Business Intelligence, and Data Visualization.

Md Afnan Hossain is a Senior Lecturer at the Department of Marketing and International Business, School of Business and Economics, North South University, Bangladesh, and a Ph.D. scholar at the School of Business, University of Wollongong, Australia. Afnan's articles appear in numerous top-tier business, marketing, and information management journal outlets, including *Journal of Business Research, International Marketing Review, Journal of Retailing and Consumer Services, Journal of Marketing Management, Journal of Service Theory and Practice, Marketing Intelligence and Planning, Information, Technology and People, Journal of Enterprise Information Management. He is also an active reviewer of some reputed international journals such as Annals of Operations Research, Journal of Strategic Marketing, International Journal of Information Management, Marketing Intelligence and Planning, Information Systems Frontiers and Asia Pacific Journal of Marketing & Logistics.*

Muhammad Sabbir Rahman is working as an Associate Professor in the Department of Marketing and International Business at North South University (NSU), School of Business & Economics (SBE) since September 2016. He received his Ph.D. from International Islamic University Malaysia (IIUM) from the Department of Business Administration under the Faculty of Economics and Management Sciences. During the tenure of his Ph.D. and teaching career in different Universities, he has demonstrated excellent research and teaching skills worked on various local and international research projects. During his academic tenure, he has served in two international universities abroad and successfully completed the supervision of three Ph.D. students. He has demonstrated excellence in research by publishing over 100 articles in international journals (including journals ranked by ABDC, ABS, and indexed in Thomson Reuters Emerging Sources Citation & Scopus) and presented over 30 proceedings at home and abroad.

North South Business Review, Volume 12, Number 1, December 2021, ISSN 1991-4938, DOI : 10.47126/J.NSBR.1991-4938

INTERPRETIVE PARADIGM IN BUSINESS AND MANAGEMENT RESEARCH : A PHILOSOPHICAL REFLECTION

Md. Rezaul Kabir[1], *Md. Mamin Ullah*[2]

ABSTRACT

With the increasing importance of understanding the social complexities of organizational problems in business organizations, the interpretive research paradigm has started to gain momentum in business and management research. Lots of debates and discussions have taken place among academics and researchers in regard to the nature and uses of interpretive paradigm, especially its uses within organizational settings. This conceptual paper attempts to explore the interpretive research paradigm in business and management research from a philosophical perspective. Alternatively, the paper tends to explain how the interpretive paradigm affects the choices of research approaches and strategies in business and management. The paper is concluded with a discussion of the implications of choosing an interpretive paradigm in business research. The paper is expected to contribute to the existing literature on research methodology to a large extent. Academics, particularly early career researchers, and doctoral students will benefit from this study.

Keywords: Business research, interpretive research, research paradigm, research philosophy

1. INTRODUCTION

All business research comprises philosophical underpinnings to a certain extent (Sim & Wright, 2000). Philosophy as a distinct field has been practiced for 2000 years exerting significant influence on almost every sphere of education and research (Kamber, 2011; Vidal, 2007). In essence, philosophical assumptions largely determine what accounts for a 'valid research' and the choice of research methodologies to a large extent. Accordingly, understanding fundamental philosophical concepts and principles have become critical for academics and researchers. A researcher's philosophical stance needs to be clear to validate the research outcomes of a given research project (Moon & Blackman, 2017). Selecting and defending a suitable research philosophy is now a prerequisite of good research, especially in qualitative studies (Tang, 2011).

Although it is critically important to know a researcher's philosophical stance in a given study, researchers are found to be reluctant or indifferent in this regard. Nicholls (2005), for instance, found a wide degree of inconsistencies with regard to the uses of philosophical underpinnings in social science research. Although philosophy is the cornerstone of 'Doctor of Philosophy', research revealed that a large number of doctoral dissertations do not refer at all to philosophy (Sefotho, 2013). This is undoubtedly alarming for the quality of the research, especially for business studies.

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1. Associate Professor, Institute of Business Administration (IBA), University of Dhaka, Bangladesh
2. Assistant Professor, Department of Management Studies, University of Barishal, Bangladesh

In addition to contributing to the existing stock of knowledge, business and management research must address the practical managerial problems within organizational settings. Accordingly, business and management research is somewhat applied in nature in the sense that business studies have direct and immediate relevance to managers (Hedrick et al., 1993). Thus, business problems are needed to be studied from multiple perspectives to explore the real-life scenario. Hence, mere quantification of management issues is not adequate or justifiable to address the complex dynamics of organizational problems. This requires a more comprehensive understanding of the business problems resulting in an increasing demand for interpretive research (Morehouse, 2011).

Unlike other research paradigms like positivism and realism, interpretive research "portrays a world in which reality is socially constructed, complex, and ever-changing…" (Thomas, 2003). In advocating the importance of incorporating interpretive elements in business and management research, Gummesson (2003) went one step ahead by stating that 'all research is interpretive', i.e., interpretation exists in all scientific research disregarding quantitative or qualitative studies. In reality, interpretive research is the most effective research paradigm in business and management in gaining insights into participants' understandings, ideologies and experiences (Cresswell, 2003).

Even though the significance of interpretive research in social science studies is repeatedly emphasized in academia, particularly in business and management, it has received less attention in the extant literature, especially in developing countries like Bangladesh where higher education is on the rise. Most of the existing literature concerning interpretive research deals with different isolated issues. A concrete and consistent analysis presenting the nature of interpretive research and its impact on the research process is rarely found, especially when business and management research is considered.
This paper attempts to explore the interpretive research paradigm in business and management from a philosophical perspective. In addition to presenting a comparative picture between interpretivism and other research paradigms, the paper seeks to explain how interpretive philosophical stance influences the choice of research approaches, strategies and methodologies.

2. JUSTIFICATION OF THE STUDY

One of the central questions that may arise is 'why is there a research paper on interpretive research?' given that a significant volume of literature is available concerning research philosophy. Out of many, we provide here two distinct reasons that lay down the foundation for conducting this study. First and foremost, there is a lack of concrete and organized literature addressing the interpretive research paradigm in business studies in Bangladesh. As outlined in the previous section, literature about the uses of interpretive philosophical assumptions is scarce. This hinders the constructive progress of the research endeavors in business and management.

In Bangladesh, early career and doctoral researchers are generally confronted with the dilemma of using the interpretive paradigm in their studies. This dilemma is the outcome of poor understanding on the part of researchers while carrying out a research project (Pathirage et al., 2008). This paper addresses the characteristics and criteria of the interpretive research paradigm and then explains how this philosophical underpinning affects the choices of research methodologies. Accordingly, the paper is likely to be useful for post-graduate and doctoral researchers in building sound understanding about the interpretive paradigm and its uses in business and management research.

Second, the current scenario of using philosophical assumptions in research endeavors in Bangladesh, especially in M.Phil. and Ph.D. dissertations, is not satisfactory. Several studies in developed countries found significant variations regarding the uses of philosophical assumptions in business studies, even in doctoral dissertations and theses (Nicholls, 2005; Sefotho, 2015). This questions the validity and reliability of many studies, especially when a researcher's views of reality, knowledge and values are not clearly stated in a research report. This paper is a conceptual exploration of the interpretive research paradigm intended to assist novice researchers in business and management fields.

3. OBJECTIVES AND STRUCTURE

In light of the above circumstances and discussions as discussed in the 'introduction' and 'justification' sections, this paper is mainly intended to explore the concepts and principles of interpretive paradigm along with their implications on the choice of research approaches and strategies in business and management. More specifically, this paper centers its discussions surrounding three critical objectives: (1) to explain the characteristics and criteria of the interpretive research paradigm; (2) to clarify the impact of interpretive philosophical assumptions on the choice of research approaches and strategies; finally, (3) to outline the implications for business and management research.

The remainder of this paper is organized into six consecutive sections. First, the paper presents a brief description of the research paradigm incorporating the basic philosophical assumptions. Second, the paper makes a comparative picture between interpretive and other research paradigms. Third, the impact of interpretive philosophical stance on the choice of research approaches and strategies is discussed. Fourth, the authors present their intellectual viewpoint on the interpretive paradigm. Finally, the paper is concluded with an outline of the implications of choosing an interpretive research paradigm in business and management studies.

4. METHODOLOGY

This is a conceptual study focusing on the different aspects of the interpretive research paradigm and their relevance to business and management research. Accordingly, a desk research approach was adopted for the study. Data were collected from secondary sources such as journals, documents, reports, books and electronic archives. The collected data were scrutinized and studied based on several principles such as relevance, reliability and timeliness. A careful attempt was made to make the analysis as consistent as possible as per the objectives of the study.

5. DEFINING RESEARCH PARADIGM

The term 'paradigm' was originated from the Greek word paradeigma which denotes 'patterns'. Thomas Kuhn (1962) used this term for the first time in literature to explain the conceptual framework used in a study. According to him, a paradigm is "an integrated cluster of substantive concepts, variables and problems attached with corresponding methodological approaches and tools". Later, in 1977, he provided a more comprehensive definition of paradigm as follows:

"Paradigm refers to a research culture with a set of beliefs, values, and assumptions that a community of researchers has in common regarding the nature and conduct of research" (Kuhn, 1977).
Olsen et al. (1992) refined this definition of paradigm as "a pattern, structure and framework or system of scientific and academic ideas, values and assumptions". Although all research is surrounded by a paradigm

(Grix, 2004), whether explicitly stated or not, no consensus is still found regarding the meaning and classification of the paradigm which has led to the ‘paradigm war’ (Alise & Teddlie, 2010). Several scholars and researchers (e.g. Krauss, 2005; McGregor & Murnane, 2010; Neuman, 2000; Cresswell, 2003) defined the term ‘research paradigm’ since the inception of the word ‘paradigm’ in 1962.

In this paper, we consider three distinct definitions of research paradigm for our discussions. The first definition that we consider here is given by MacNaughton, Rolfe and Siraj-Blatchford in 2001. According to them, a research paradigm is a set of three elements such as a view of reality and knowledge, a methodology and a basis of validity (MacNaughton et al., 2001). The second definition is that of Tang (2001) where a research paradigm is defined as a set of fundamental ontological and epistemological inferences originating from distinct orthodoxy.

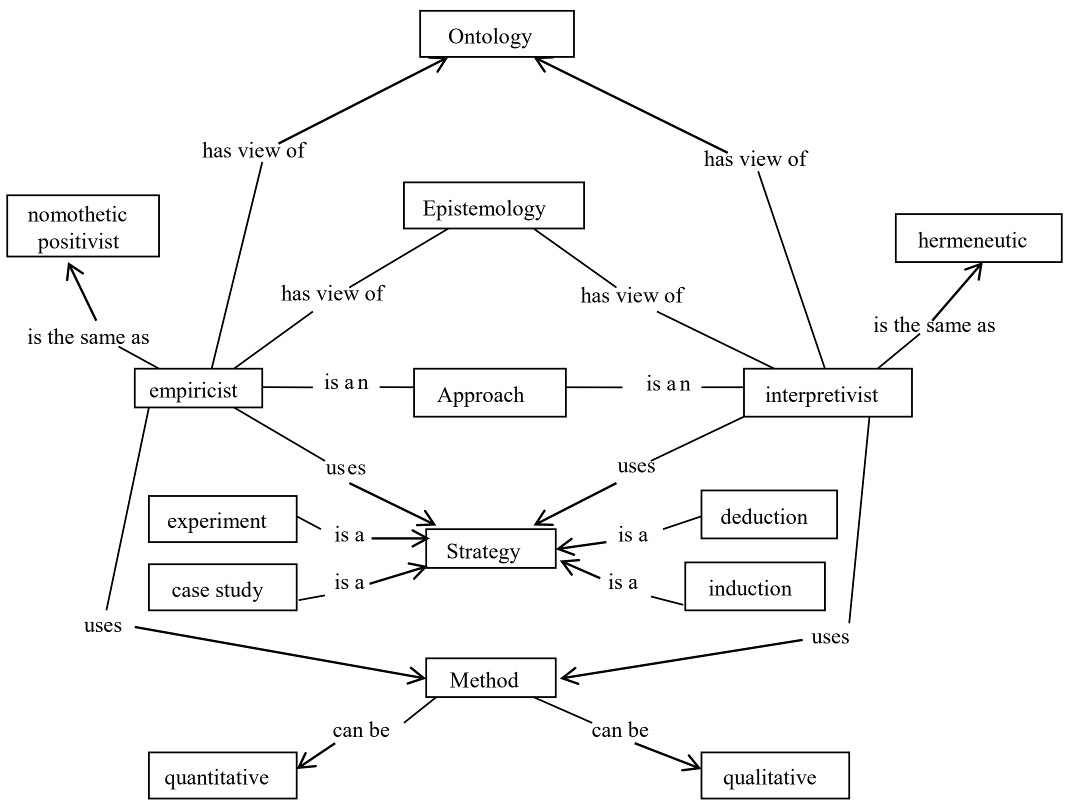

Figure 1: Research Paradigm in Business and Management

Finally, we consider Morgan’s (2007) definition which states that a research paradigm is a collection of beliefs and practices that defines a researcher’s view of the world. Taking these three definitions into consideration, we define a research paradigm as ‘a researcher’s view of the reality (ontology), knowledge (epistemology) and values that a researcher places upon his or her study (axiology)’.

Accordingly, the discussions of this section proceed surrounding three basic elements of research paradigms: ontology, epistemology and axiology. Paradigm occupies a central place in business and management studies, especially in interpretive research (Sefotho, 2015). The research paradigm is the main philosophical framework that guides the complete research process (Tuli, 2010). Dudovskiy (2017) explored how the 'research paradigm' influences the research methodologies through a graphical illustration. See Fig. 1.

Ontological Perspective

Ontology is the springboard of all research (Grix, 2002) that deals with the study of being (Crotty, 1998). From the research perspective, ontology is also concerned with reality (Gray, 2009). Understanding a researcher's ontological position is critical in a given field of study as it portrays his or her comprehension of "how things really are and how things work" (Scotland, 2012). Generally, in business and management research, ontology is studied in a subjective-objective continuum. Researchers with objective ontology believe that reality is external to social actors (Saunders et al., 2012) and thus researchers are independent of the research process. In objectivism, researchers emphasize that the phenomenon under inquiry is palpable and quantifiable. This ontological position largely characterizes positivism (Breen & Darlaston-Jones, 2013). Researchers with a subjective view, on the other hand, hold the assumption that reality is made by socially constructed events (Dudovskiy, 2017). In subjectivism, interpretations of human actions exert significant implications in understanding the critical insights of the research problem. Accordingly, subjectivism is related to interpretivism to a large extent.

Epistemological Perspective

Epistemology is the study of the nature and sources of knowledge (Cohen et al., 2007). Alternatively, it defines what adds up to admissible knowledge in a discipline (Wilson, 2014). Epistemology in business research decides what acceptable knowledge is and how this knowledge can be created, acquired and communicated (Guba & Lincon, 1994; Soini et al., 2011). Epistemology largely portrays the relationship between the researcher and research. In business and management research, a researcher's epistemological position is to be known to validate the research process and findings. Epistemology largely defines the research paradigm used in business studies. Some researchers, for instance, believe that the research process must be carried out in a scientific nature, and true knowledge can only be acquired through empirical procedures. This type of researcher holds a positivism paradigm in their studies. In contrast, some researchers stress that social aspects of business are complicated and thus, researchers must need close interaction with the research subject and participants (Wilson, 2014). These epistemological assumptions belong to the interpretivism research paradigm.

Axiological Perspective

Axiology is a branch of philosophy that deals with the nature of value (Wilson, 2014) or judgments about value (Saunders et al., 2012). A researcher's axiological position gives the answers to 'what is important in a study?'. More specifically, axiology refers to the values and perceptions of the researchers that play an important role at all stages of the entire research process (Li, 2016). Business and management studies differ in terms of the axiological positions of the researchers.

The above-mentioned philosophical assumptions collectively define a research paradigm followed in business and management research. Sound understanding of these philosophical assumptions are therefore critical to choosing an appropriate paradigm for a specific research project. Notably, the research paradigm incorporating these three philosophical assumptions largely influences the choices of research approaches, strategies, and research methodologies.

6. INTERPRETIVE RESEARCH PARADIGM

The section of the paper deals with two issues. At first, we present a critical discussion of the concepts, characteristics and principles of the interpretive research paradigm. Then, we provide a comparative analysis between interpretive and other research paradigms.

An interpretive paradigm holds a subjective view of reality i.e. the reality is socially constructed by human actors (Eliaeson, 2002) and accordingly it rules out the methods applied in natural science (McIntosh, 1997). Thus, the objective of interpretive research is to integrate human interests into a study. Oates (2006) provided a list of six characteristics of interpretive research in his writing Alternative Philosophical Paradigms, such as (i) multiple subjective realities; (ii) dynamic and socially constructed meanings; (iii) researcher's reflexivity; (iv) study of people in their natural social settings; (v) qualitative data analysis; and (vi) multiple interpretations. Notably, although these characteristics are not unique, they are largely observed in interpretive business research. In highlighting the nature of interpretive research in business and management, we agree with the comments of Putnam (1983): "interpretive researchers construct interpretations or explanations that account for the way that subjective meanings are created and sustained in a particular setting".

In discussing the aspects and principles of interpretive business research, Saunders et al. (2012) identified two intellectual traditions: phenomenology and symbolic interactionism. Phenomenology is a branch of philosophy that seeks to understand the universe through directly experiencing the occurrences (Littlejohn & Foss, 2009). Symbolic interactionism, proposed by Blumer in 1969, is the process of interaction in the construction of meanings for persons. In essence, human beings are best understood within their cultural settings. Accordingly, symbolic interactionism is based on three principles: meaning, language and thought (Griffin, 1997). Hermeneutics, which refers to the philosophy of interpretation and understanding based on biblical texts and wisdom literature, is another prominent part of interpretivism (Dudovskiy, 2018).

Positivism

In social science studies including business and management, the two most well-known and opposing research paradigms are positivism and interpretivism (Wilson, 2014). Positivism is a branch of philosophy that works with observable social reality and ends with law-like generalizations (Remenyi et al., 1998). Thus, positivists use a highly structured methodology in their research requiring quantifiable observations that lead to statistical analyses (Gill & Johnson, 2002). In essence, positivism holds an atomistic and objective view of the world (Collins, 2000).

Several grounds differentiate interpretivism from the positivism research paradigm. In positivism, a researcher's values have no part in the research endeavor. Interpretivism, on the other hand, focuses on multiple realities to portray different meanings and stories involved in the study. Accordingly, an interpretive researcher is highly engaged in the research process through a high level of interaction as opposed to positivism. From a theoretical perspective, interpretive researchers attempt to develop or revise the theory. Positivists, in contrast, testify the existing theory. Despite the distinct differences between these paradigms, both paradigms have merits and demerits. For example, positivism is largely criticized due to its high reliance on the status quo i.e., the outcomes of positivism research are generally descriptive that lack critical insights into in-depth issues (Dudovskiy, 2018). Contrarily, the proponents of positivism criticize interpretive research for its subjective nature and a wide room for bias on the part of the researcher. Considering the disadvantages associated with positivism and interpretivism, researchers tend to use a blending of both methods what they term as 'pragmatism'.

Pragmatism

The research philosophy of pragmatism emphasizes that there are various ways to interpret the world. (Saunders et al., 2012). In pragmatism, the research question is the most important determinant behind choosing an appropriate research philosophy. In business and management research, pragmatists combine both the positivism and interpretivism research ingredients within the same piece of study. Morgan (2007) illustrated how pragmatic research takes place in social science studies. See Table I.

Table I: Pragmatic Research Paradigm in Social Science

A Pragmatic Alternative to the Key Issues in Social Science Research Methodology

	Qualitative Approach	Quantitative Approach	**Pragmatic Approach**
Connection of theory and data	Induction	Deduction	Abduction
Relationship to research process	Subjectivity	Objectivity	Intersubjectivity
Inference from data	Context	Generality	Transferability

Source: Adopted from Morgan (2007)

As illustrated in Table I, unlike positivism and interpretivism, pragmatism research comprises both quantitative and qualitative research aspects and thus focuses on both statistical generalizations and contextual interpretation. Pragmatism is therefore considered the popular paradigm in mixed-methods research in business and management (Green, 2007). However, pragmatism should be considered the occasional need for researchers (Dudovskiy, 2018).

7. INTERPRETIVISM IN BUSINESS RESEARCH

In this section of the paper, we intend to explore three different perspectives of interpretive research: theory, strategy and methodology. Alternatively, we examine how the interpretive philosophical stance of a researcher affects the theoretical orientation as well as the choice of research strategies and methodologies in a given field of study.

Research Approaches

By research approach, we mean the theoretical orientation of a study. All research is involved in theory with different degrees of extent. Business studies are concerned with two common theoretical approaches:

inductive and deductive (Wilson, 2014). According to Hyde (2000), inductive is a theory-building approach in which research starts with specific observations and ends with making generalizations about the phenomenon under investigation. More specifically, a researcher with an inductive approach investigates the patterns of observations and develops a new theory or at least contributes to an existing theory. The prime objective of the inductive approach is to discover and explain the patterns, relationships, and meanings of the research problems. The deductive approach, on the other hand, is concerned with developing a hypothesis from the existing theory and setting a strategy to test the hypothesis. Thus, researchers using a deductive approach tend to deduct conclusions from premises or propositions.

Table II: Deduction, Induction and Abduction Approaches

Attribute	Focus	Theory	Ontology	Epistemology	Axiology
Inductive	Specific to the General	Theory Building	Subjective	Interpretive	Value-laden
Deductive	General to the Specific	Theory Testing	Objective	Positivism	Value-free
Abductive	Interactions between the Specific and the General	Building/testing theory	Multiple view	Pragmatism	Value-driven

Deductive and inductive approaches differ on several grounds. See Table II. The inductive approach moves from general to specific, whereas deductive research moves from specific to general. Inductive is concerned with 'building theory' and deductive is associated with 'testing theory' (Saunders et al., 2012). The deduction begins with an expected pattern "that is tested against observations, whereas induction begins with observations and seeks to find a pattern within them" Babbie (2010). In addition to deductive and inductive methodologies, some researchers in business management prefer to use an 'abductive' approach to study. In an abductive approach, researchers begin with 'unexpected facts' or 'puzzles' after which they seek to select the 'best' clarification on how to explain those unexpected facts (Dudovskiy, 2018). Researchers who use abduction reasoning go back and forth between induction and deduction (Wilson, 2014). The adoption of a theoretical approach largely depends on the research paradigm chosen at the beginning of the research process because researchers who adopted an interpretive research paradigm are likely to employ an inductive approach in their research.

Research Strategies

Research strategies are the plans of action detailing the research direction, the rationale for conducting the research, and the experiments that will be applied to accomplish the desired goals. Qualitative and quantitative are the two most common business research strategies. Qualitative research is primarily an interpretive and naturalistic approach to the subject (Denzin & Lincoln, 1994). In qualitative studies, researchers tend to explore the research problems in their natural settings to interpret or make sense of meanings. Thus, in business and management, the ultimate objective of qualitative research is to understand the behaviors, attitudes and perceptions of individuals and groups within their cultural settings. Accordingly, active participation of the researcher is required in qualitative business studies. Quantitative research, in contrast, attempts to quantify the research problems by generating numerical data based on statistical analysis. Thus, quantitative business researchers use measurable data to formulate facts and uncover the patterns of business and management problems.

Table III: Qualitative, Quantitative and Mixed Strategy in Business Research

Factors	Qualitative Strategy	Quantitative Strategy	Mixed Strategy
Philosophy	Subjective and interpretive	Objective and descriptive	Followed in pragmatism paradigm
Theory	Induction	Deduction	Abduction
Objective	To explore the critical insights into the research problems.	To quantify attitudes, opinions, behaviors and other defined variables.	To provides a better understanding of the research problem.
Relationship	High participation between the researcher and the research is required.	Participation is at the minimum level.	Participation depends on the nature of research problem.
Nature of Study	Exploratory	Explanatory	Both exploratory and Explanatory
Techniques	Unstructured or semi-structured data collection techniques are used.	The data collection techniques are highly structured	Both structured and unstructured techniques are followed.

As stated in table III, business research strategies differ from both theoretical and philosophical perspectives. Both the qualitative and quantitative strategies are confronted with some shortcomings. Qualitative research, for instance, does not generally draw samples from large-scale data sets resulting in the criticism of inadequate validity or reliability. Quantitative business research does not take place in natural settings. As a result, it does not allow the research participants to explain their emotions and choices. Considering the importance and shortcomings of both quantitative and qualitative strategies, researchers have started to adopt a 'mixed-strategy' depending on the nature of the research problem.

Since the interpretive research paradigm requires a researcher to discover reality through participants' views, their background and experiences (Creswell, 2003; Yanow & Schwartz-Shea, 2011), individuals and groups are needed to be studied in their natural settings. This basic requirement of interpretive research is fulfilled by using qualitative strategy to a large extent.

Research Methodologies

In business studies, research methodology is the process of collecting required information to make business and management decisions. In essence, research methodology answers two basic questions: how the data will be collected? And how the collected data will be analyzed? In interpretive business studies, researchers must employ those data collection and analysis methods that help them to explore critical insights into business and management problems. The choices of research methodologies are directly related to the research strategy adopted in a study. Since the interpretive paradigm is largely attached to qualitative strategy, the common data collection methods include an in-depth interview, focus group discussions, observations, documents review, and so on. Accordingly, the data analysis techniques in interpretive research should be endlessly creative and interpretive. The most common interpretive data analysis techniques are framework analysis, content analysis (Bray, 2006), grounded theory (Glaser & Strauss, 1967), thematic analysis (Braun & Clarke, 2006), and discourse analysis.

8. NOTE ON INTERPRETIVE PARADIGM

The impact of the interpretive paradigm on business research from theoretical, strategical and methodological perspectives is graphically presented in fig. 2. As shown in fig. 2, the subjective view of reality and the value-laden axiological position drive a researcher to adopt an interpretive paradigm in business and management research. This interpretive philosophical stance of the researcher requires choosing an inductive approach to make theoretical generalizations of the phenomena under investigation. To explore an in-depth understanding of the research problem, a prerequisite of the interpretive paradigm, researchers employ a qualitative research strategy in their studies. Keeping in mind the ultimate objectives of the interpretive paradigm, researchers use extensive participation-oriented data collection methods, such as in-depth interviews, focus group discussions, documentation reviews, observation, and so on. Finally, the collected qualitative data are analyzed through different techniques including content analysis, narrative analysis, grounded analysis, discourse analysis, and framework analysis.

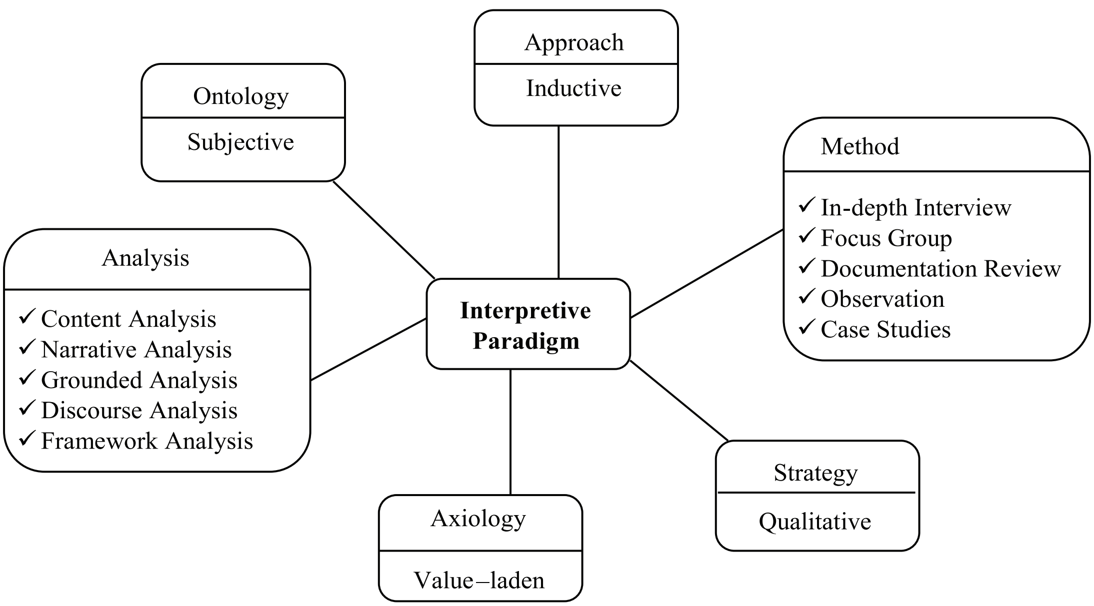

Figure 2: Interpretive Paradigm in Business Research

Several points justify the rationale for choosing an interpretive paradigm in business studies. First, when the research problem is somewhat critical to define, it requires a comprehensive understanding of the phenomena under investigation. Second, interpretive research is required when the research problem requires the active involvement of the researcher. Third, interpretive research is effective where the participants are different in terms of language, race, age and culture. Fourth, it is applicable where the research domain is frequently changeable and complex to predict. Fifth, researchers should adopt an interpretive paradigm when a critical investigation of experiences, understandings and perceptions of individuals and/or groups is required. Finally, if the researcher intends to develop a theory based on critical observations, interpretive research is the best option.

Interpretive research allows a researcher to understand the multiple realities of the world by directly experiencing the phenomena. Researchers are therefore largely in a position to address the practical managerial and organizational issues, such as workforce diversity, multiculturalism, customer relationship, and strategic movements which are generally difficult to address through other research paradigms. Despite these advantages of the interpretive paradigm, researchers and academics must be cautious about the different aspects of this paradigm. Researchers, especially early career researchers and doctoral students, should be well-informed on the implications of choosing an interpretive paradigm in their studies.

9. IMPLICATIONS OF INTERPRETIVE PARADIGM

First and the most important implication is that researchers must understand when they should adopt an interpretive philosophical stance in their research. If a researcher's focus is on exploring the critical insights and different dimensions surrounding a research problem, an interpretive paradigm appears to be suitable. Researchers must understand the impact of choosing an interpretive paradigm on the research process ranging from research questions to data analysis tools and techniques. Interpretive research, for instance, requires that participants should be studied within their cultural settings and thus active participation of the researcher is required. This ultimately leads a researcher to adopt a qualitative research strategy.

Second, interpretive research requires a high level of expertise from the researcher. Researchers using an interpretive paradigm must be capable of handling a vast amount of unorganized data and subsequent messy and iterative data analysis processes. Third, time and budget are considerable issues in interpretive research. Since an in-depth understanding is required in interpretive research through direct observation and interpretation, the research takes time and incurs substantial costs on the part of the researcher/donor. There must be an alignment between the research questions and the paradigm adopted in a given study. Thus, the nature of the research problem and questions must match the concepts and principles of the interpretive research paradigm. A good technique, in this regard, is to conduct an extensive literature review before deciding philosophical stance. Fourth, triangulation is important in interpretive research. Interpretive researchers are required to use multiple methods or data sources to ensure the validity of the research findings.

Finally, a researcher's perceptions (judgments about value) play an important role throughout the entire research process (Wilson, 2014). This is particularly applicable in interpretive studies in which researchers work within a value-embedded framework. Hence, interpretive researchers should incorporate a separate section, especially in doctoral dissertations and theses, outlining the ins and outs of interpretive philosophical stance in the research reports. The philosophical stance of a researcher is clearly to be known to decide that research questions and methodologies are properly developed and research findings are appropriately interpreted.

10. CONCLUDING THOUGHTS

Philosophical understanding is very important to make sure that research results are interpreted appropriately and meaningfully. The philosophical stance of a researcher largely guides the research process. Subsequently, researchers must build up a sound understanding of research philosophy. The complex, uncertain and rapidly changing nature of the business world poses daunting management challenges. Mere dependence on quantitative research seems inappropriate in many cases due to its inefficacy to address the critical insights of research problems. Unlike other disciplines of social science studies, business research is associated with practical and problem-solving approaches. Accordingly, the interpretive paradigm has emerged as a distinct philosophical standpoint for business researchers as they are more likely to incorporate the differences in human interests into their studies.

Whatever the case is, researchers must understand the impact and implications of choosing an interpretive research paradigm for their research. The interpretive research paradigm affects the choices of research approaches, strategies, data collection tools and techniques, and even the ethical policies used in a study. Since a researcher's philosophical stance is found scarce in dissertations in Bangladesh, academic institutions like universities and colleges should adopt a course on research philosophy at the graduate and post-graduate levels. It is observed that researchers rarely appreciate and properly lay down their philosophical stances. It is, therefore, important to encourage early career and doctoral researchers to clarify their philosophical stances in their respective research project.

Since the interpretive paradigm is less practiced in Bangladesh, there should have more workshops and seminars on the nature and importance of interpretive research. Interpretive research is undoubtedly important to develop an in-depth understanding of the complex organizational dynamics and to grasp a practical view of the ever-changing social, economic and political contexts. As such, separate journals on interpretive research are highly needed to provide a publication platform for early career and doctoral researchers. Finally, there has been an emphasis on statistical generalizations in Bangladesh, however, theoretical generalizations are critically important if we consider the knowledge creation perspective. Although positivism and pragmatism add value to the stock of reliable and consistent knowledge, interpretive research is considered one of the important venues for building theories. This in turn helps the positivists and pragmatists to test those theories to generalize the laws that govern human behavior.

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AUTHORS' BIOGRAPHY

Dr. Md. Rezaul Kabir

Dr. Md. Rezaul Kabir is an Associate Professor of Finance and Coordinator of MBA Program at the Institute of Business Administration (IBA), University of Dhaka. Before this, he was the Coordinator of Executive MBA Program at IBA. He received his MSc and PhD degrees from Aston University, UK. His principal research interest lies in areas of corporate reporting, corporate governance, and NGO accountability. Currently he is supervising a number of MPhil and PhD students in the above mentioned research areas. Dr. Kabir is also serving as an independent director for a number of listed companies in Bangladesh including bank, textile and financial institutions.

Md. Mamin Ullah

Md. Mamin Ullah is currently a doctoral researcher at the Institute of Business Administration (IBA) at the University of Dhaka. He is an Assistant Professor in the Department of Management Studies at the University of Barishal. He completed his graduation from the Department of Management Studies at the University of Dhaka. He also completed his post-graduate degree in Strategic and International Management from the same department of the University of Dhaka with the first position. He has published a good number of research papers in national and international journals.

North South Business Review, Volume 12, Number 1, December 2021, ISSN 1991-4938, DOI : 10.47126/J.NSBR.1991-4938

MEN IN A MATRILINEAL SOCIETY: CONSTRUCTION OF MASCULINITY AMONG GARO MEN IN BANGLADESH

Naveed Ferdous[1], *Subah Samara*[2]

ABSTRACT

To analyse the social dynamics between men and women in a society, it is very important to understand masculinity and precisely how masculinity is constructed. Generally, we have discussed about masculinity from the lens of a patriarchal society. However, this paper, with support of the relevant theories, aspires to understand the masculinity from the perspective of a matrilineal society. It endeavours to examine how construction of masculinity is being shaped up and influenced in a matrilineal society – the psycho-social construction of men living in a matrilineal society. It then emphasizes how the social norms and practices, including interaction with some factors shape up the masculinity construction of a man.

Keywords: Matrilineal society; Garo; Masculinity

INTRODUCTION

Academics and researchers through their previous studies suggests that there is no single defined form of masculinity that can be found across different culture and societies. Different cultures, and different periods of history, construct masculinity differently (Connell, 2001).

Our world mainly follows the patrilineal lineage of family. Almost all the societies, except a handful number, existing in the current times traces family lineage from the father. From our findings and review of numerous literatures, the previous studies which focused on the construction of masculinity among men, were mainly analysed from the perspective of a patrilineal society. The patrilineal kinship system promotes patriarchy (Maseno and Kilonzo, 2010). Wably (1990), defined patriarchy as a social system, identifying the practices of a society, where men dominate, oppresses and exploits women. It provides a clear indication, that within a patrilineal society, men hold a superior position. Connell (2009), discussed about patriarchal dividend – the advantage that men, as a group, experiences within a society, allowing them to practice and promote unequal gender order. These, social and cultural, norms and practices define the attributes of the men with the society – shapes us and constructs their masculinity.

In this study, to understand the construction of masculinity, we shift our focus away from the majority of the societies which are patrilineal; and emphasise on a matrilineal society – the Garo , from the Birisiri union of Netrokona, Bangladesh. The Garo maintains the matrilineal family lineage.

Imtiaz (2009) asserted how masculinity remains to be an under researched area across the world and Bangladesh. We should prioritise more on this issue since masculinity defines the traits what the society imposes on the men and thus gives us the understanding of the gender discrimination prevailing in any

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1. Project Coordinator, British Council in Bangladesh
2. Lecturer, Department of Public Administration, Jaganath University.

society. The existing studies and literatures on masculinity has been discussed from the perspective of a patriarchal society. But in this paper, we tried to analyse masculinity and its construction in a matrilineal setting. Based on the findings, we will be able to comprehend that whether construction of masculinity differs in different societies – i.e., influenced by different social web of thoughts and practices. The study will enable us to understand how men's values and behaviour are influenced by social settings and how do we address the change. The difference in masculine traits in different cultural settings will pave the way to establish that patriarchal dividend which men exercise are not universal, and change can be brought if we can promote fair practices within our societies. This study will therefore be important to contribute to key understandings that will help to eradicate men's perpetration of violence and discrimination against women and increase support for gender justice.

Morell (1998) termed masculinity as a fluid concept. By the concept fluid, he emphasised that there is no single form of masculinity rather it changes, depending on the social contexts, i.e. masculinity is a plural concept which can be explained in different forms, in different contexts. Criticizing the conventional definition of masculinity, Collision and Hearn stated, "The concept of masculinity is blurred, is uncertain in its meaning and tends to deemphasize issues of power and domination" (Connell: 2005). Connell (1995) discussed and defined every man as equally masculine but internalising different forms. She brought into light, four different forms of masculinity:

- Hegemonic Masculinity
- Complicit Masculinity
- Marginalised Masculinity
- Subordinate Masculinity

Hegemonic Masculinity is the most appreciated and expected form of masculinity in our society. A hegemonic masculine man is a person who is powerful in all aspects, who inherits the leadership qualities, who is successful. According to Imtiaz (2009), a hegemonic man is also heterosexual. Whereas complicit masculinity comprises of the people who appreciates the hegemonic qualities but doesn't perform all the tasks required to be hegemonic. Subordinate masculinity is defined when one man is dominated by another man. Since hegemonic masculinity is heterosexual, a gay man is not accepted by the society and thus dominated by other heterosexual men of the society and thus the gay man automatically internalizes the subordinate masculinity. Marginalized masculinity is comprised of men from different ethnic group or race.

The major objective of this paper is to analyse the forms of masculinities found among Garo men living in a matrilineal society. In the process, the study will try to explore the living realities of Garo men and will make an effort to assess the construction process of masculinities among Garo men. The paper also takes an attempt to analyse the enactment of masculinities among Garo men living in a matrilineal society.

To achieve the research outcome, focusing only on the concepts of masculinity will not suffice, rather concepts and theories related to social learning and identity shifts needs to be taken into consideration.

Albert Bandura (1977), theorised the social learning theory in which he asserted that human beings' behaviour is shaped up from the surrounding environment through the process of observational learning. He discussed how our behaviour is shaped up by our surrounding influential models – family members, peer groups, print or electronic media etc. Our learnings are also influenced through the observation of punishment and rewards, i.e. the acts which are appreciated by the society and the acts which are disregarded.

Kearney and O Sullivan (2003) discussed how identity shift occurs. Their theory is helpful to understand the behaviour pattern of an individual and aids to explain the change in behavioural pattern of an individual. Their theory proposes that change or shift identity is initiated by dissatisfaction with the current situation.

METHODOLOGY

The first step of the study is to understand that construction of masculinity varies in distinct social settings. This part of the study was backed by numerous literatures. Some of the studies are discussed below, as conducted in patriarchal societies, which asserts that masculinity construction is completely contingent on different cultural and social settings.

Robert Morell (1998) in the article 'Of Boys and Men: Masculinity and Gender in Southern African Studies', evidently acknowledged that masculinity construction is completely built on the cultural and social norms. Supporting which, James W. Messerschmidt (1999) in the article "Making bodies matter: Adolescent Masculinities, the body, and varieties of violence' discussed how school had played a major role in building two completely different forms of masculinity. On the other hand, Debbie Epstein, Mary Kehily, Martin MacanGhaill and Peter Redmen (2001) in their article 'Boys and Girls Come out to play: Making masculinities and femininities in school playgrounds' discussed how playgrounds in school can be effective in constructing one's masculinity or femininity. Also, Pounting and Donaldson (2005) in their article Snakes and Leaders Hegemonic Masculinity in Ruling-Class Boys' Boarding Schools highlighted how small institutions in a society can be enough to construct one's masculinity. Interestingly, David Gadd (2003) in his article Reading between the lines: subjectivity and men's violence discussed how men masculine construction varies depending on specific situations. Finally, Robert A. Nye (2005) in the article 'Locating Masculinity: Some Recent Work on Men' displayed some interesting facts about how different places and different cultures construct masculinity in a different way.

After getting a grasp of the concept that, masculinity construction is dependent on social settings, now comes the turn of revealing the construction of masculinity among the men, living in a matrilineal society – for this study, it is to get an insight of the Garo men and their life experiences.

There are few areas in Bangladesh, where the Garo people lives in cluster. This study was conducted in a village of Birisiri union under Durgapur Upazila, in Netrokona district, Bangladesh. The rationale to choose to work in this village was because here we had Garo men from diversified background. Some of them were farmers, some were day laborers, while we also had men running businesses and among others were educated working men etc. To add on, in the same village there were Bengali families residing – which gives easy access to the Garos to mix with people from traditional patriarchal societies.

As this study will emphasise on analysing the construction of masculinity among Garo men, the nature of the study demands a complete qualitative approach. Adopting the qualitative approach helped us to understand the reality of the individuals of their society. Construction of masculinity of every man is different. Conversations with our respondents, helped us to o generate picture of individual life experiences of the population in our study area.

Before travelling to our study location, we spent hours to find out information in the online sources and printed versions of existing literatures of journals, news, research papers etc. The available information helped us more to understand the social settings of the Garo society, the norms and rules of the society and the cultural variables of their society. The fact that surprised us the most was that there were almost no indicative work about the construction of masculinity of men living in the matrilineal society.

From the very beginning we knew that our respondents come from Garo population. We tried adopting the Participatory Rural Appraisal tool in this research and before conducing the in-depth interviews and focus group discussions we had done a social mapping of the village and also did try to locate some key informants for the study. The sampling was initially a purposive sampling but in the course of the field work we dealt with respondents who were founded through snowball sampling method. Our initial source of the respondents was a tea stall that seemed to be quite popular among the residents of the village which we observed during the village transact walk.

Being a qualitative study, initially the research adopted purposive sampling for conducting the focus group discussions and in-depth interviews. But before that, the research team tried to develop a social map of the village and also did try to locate some key informants for the study. The sampling method though initially was purposive, but during study, it had to adopt the snowball sampling method as well. Altogether, there were twenty-three (23) respondents – where four (4) were female respondents while the rest nineteen (19) were male respondents. Though the study dealt with men and masculinity, to ensure the validity of the findings, some women were interviewed too. This also enabled us to get a more detailed picture of the society and the social dynamics. These women helped us to understand the situation and socially expected roles of men and also gave us a glimpse of their opinion on their social system about men.

For the purpose of the research, the two basic tools of qualitative data collection were adopted – focus group discussions (FGD) and in-depth interviews. In all, there were two (2) focus group discussions sessions – one with local youths and the other with NGO officials, and fourteen (14) in-depth interview sessions.

One of the focus group discussions was with the youth of that region. The discussion session was conducted with six (6) youths from the same village who were all students. They were enrolled either in a college or university. None were from school. Thus, the age of the respondents of this focus group discussion session was from 17-23 years.

Our last FGD was with the officials of the INGO (international non-government organization) Compassion. The FGD was conducted with three officials of Compassion who belonged to the Garo Community.

Among the 14 respondents of the in-depth interview session, 10 were male while 4 were female. There was only one respondent who was present in both FGD and the in-depth interviews. For effectively conducting the interviews, we adopted snowball sampling method or purposive sampling to ensure that we get respondents from diversified background. We interviewed people of different social status – including local and religious leaders, political figures, doctor, government officials, businessperson, farmers, day labourers etc.

KNOWING THE GAROS FROM BIRISIRI

Before the paper discusses about the construction of masculinity, it presents about the Garo people living there and their social settings which the researchers understood while conducting the field work of the study, from the Garo people residing there.

A brief history of Garos and Birisiri - In the present days, not only the Garos are residing in Birisiri but we also find the Bengali people here. But situation was not the same even few decades back. According to people there, during the ruling years of the British Empire in this region, they ensured that the Garos clustered in a single region since they have a complete different social setting and they also felt that the Garos might demand a land of their own. But the Garos did not get a land of their own since their leaders' voices were not that much strong and effective. When the British left they divided this region into Pakistan and India. This division led to a boundary in between the area of the Garo society. One section of the Garos then resided in India while the rest resided in Pakistan, now Bangladesh. Then in 1965 a huge number of Muslims were deported from India to Pakistan who then had to live in the Garo area of Bangladesh. This was the aftermath of a riot between India and Pakistan. Thus Muslims, got into the areas of Garo community, and since they belonged to the major religion of the country, they started to have a powerful voice in these areas.

The social system - The Garo people of Birisiri follows the matrilineal system of family lineage. But this society is not matriarch. The individuals take their clan titles from their mothers. Traditionally, the daughters inherit the property from her mother. According to Garo rule the sons are not entitled to own any property. After getting married, the man leaves his parental home and permanently resides in his wife's house. The traditional religion of the Garo's is SANGSARIK.

The practiced religion - Currently at Birisiri the population of the Garos is now around 25,000. Here majority is Garo people with almost all of them practicing Christianity. Previously, the Garos had a religion of their own named "SANGSARIK". But over the years they accepted Christianity as their religion. Currently only a handful families of the study village are still practicing the SANGSARIK religion.

The scenario of the Educational Sector - A completely different scenario prevails among the population of Garos compared to the rest of Bangladesh. In the Garo society of the Goraith village women are more educated than the men. Approximately 65% of the population who availed higher education is female while the rest of the 35% is the male. This information was provided from one of the officials working in an international NGO in that area. But with time the situation is changing and this gap between male and female availing higher education is decreasing. Moreover, during the course of my research, it has been found that males in this society faced severe obstacles in case of receiving higher education.

The pattern of livelihood - We find people of diverse professional background. There are people who are engaged in the government sector, the non-government sector, the business sector and also in the agricultural sector. The NGO based jobs seemed to be the most popular among the Garo men who are educated. Some are involved with government organization. There are also farmers and day laborers. The educated women are involved mainly in the NGO sector or some run small businesses. The rest are usually involved in the domestic affairs of the household.

The inheritance of property according to the Garo Laws - The inheritance of the property might be a bit complicated. From the responses of the residents and local leaders we understood that the Garo laws are established in such a manner that is very difficult for males to inherit or own properties. Usually, the females are entitled to all the properties. The properties bought by males, will be entitled to their female family head or spouse. Usually only daughters inherit properties from their mothers. If one family does not have any girl child, the sisters of the female head of that family will inherit her properties, in her absence.

FINDINGS AND DISCUSSIONS

To understand the construction of masculinity among men from a matrilineal society, more specifically - the Garo community of Birisiri, we need to analyse the in-depth conversations with the 23 respondents of this study, in light of the theories and concepts related masculinity and its construction, social learning, identity shifts etc. (Pseudo name is used in the discussion process) Also, we need to recall the four types of masculinity discussed by R W Connell – Hegemonic masculinity, Complicit masculinity, Subordinate masculinity and Marginalised masculinity. The patriarchal society and its social setting support the practice of hegemonic masculinity. This is ensured by the patriarchal dividend which also ensures that hegemonic masculinity if practiced is associated with uncountable number of privileges form the society.

The Garo society promoting the practice of non-hegemonic masculinity

Garo society is a matrilineal society. Therefore, without the desired patriarchal social setting and the unavailability of patriarchal dividend, it becomes quite tough for a man to practice the hegemonic form of masculinity.

We can start the initial phase of discussion based on the lack of economic independence. Previously, we discussed how properties were solely inherited by the daughters of a family only. According to the rules of the Garo society men are not entitled to own any property. Only females are legally entitled to own properties.

"In the Garo Society men are not legally entitled to own any property. In the recent years it has been found that the parents are preparing will paper of their assets and distributing these assets among their daughter as well as son. But if the daughter, at any point claims her brother's assets which he inherited according to the deed of their parents and calls for the Garo rule then he will need to hand over his assets to her since according to the Garo rules only females will inherit the property. In the society when the Garo law is enacted the deed will not remain effective" **Tony (ex-member of union parishad)**

Not that only the women are only entitled to property but in some cases, it has been found that the husband needs to hand over the money he earns to his wife. Therefore, we also need to take a look at the economic resource distribution pattern prevailing in the society.

"I need to hand over the money I earned to my wife. She then determines the expenditure of the family" **Debashish (farmer)**

"The men usually misuse the money. They waste a lot of money behind alcohol and playing cards. Therefore, I prefer to keep the money with me and not my husband" **Ranu (housewife)**

According to the concept of hegemonic masculinity, a hegemonic man needs to economically solvent enough to be self-dependent and also win bread for his family. But in case of the Garo men it is being found that they do not have access to any wealth and under certain circumstances they even do not have control over their income. These are contradictory to hegemonic masculinity.

Then if we take into consideration the aspect social security for men, we will find that they even lack the social security. Being unable to own any piece of property, the men here highly lack security. Before marriage they reside in their mothers' home and after marriage they reside in their wives' home. After

marriage, if they are forced to leave his wife's residence the man might not have anywhere to go.
"If a man's wife dies before him there might be situation when his wife's family members might force him to leave his wife's residence. Again, if there is any dispute or divorce had occurred between the husband and wife the husband will automatically be thrown out of the wife's residence. Under such circumstances, the man might not have anywhere to go. If his mother is alive then he could go to his mother's house, but if his mother is already dead then he might face huge problems. Because he does not have anything, and his mother's property now belongs to his sister." **Rakha (Businessman, furniture business)**

These feelings of helplessness arise in men particularly among those who had moved to their wives' residence permanently after their marriage.

Then if we take into consideration the decision making power, initially, majority of the respondents stated that the decisions of the family are taken after discussion between the male and female member of the household, i.e. the husband and wife both consults over the matter and then finalises a decision. But when we tried to dig deep into this particular scenario, in the daily matters, the men might take decisions on their own, but the major and important decisions are taken by the women. In this case the men try to convince the women in their favour as far as possible. Women plays the most vital position is terms of determining the future of the family since they are the one who decides how things will go on. In some cases, it has been found that if a man feels the need to buy anything then he should take permission from his wife.

"If I feel the need to buy a fan for the home, first I need to take permission from my wife." **Tony (ex-member of union parishad)**

Then again, if there is any dispute between the husband and the wife, it will be settled by the wife's family members. The husband's family members are never involved in these situations. Thus, the decision in majority of cases might turn out to be biased, favouring the wife.

"A serious dispute among the husband and wife is settled in a meeting which is held with the couple and the wife's senior family members. The decision that these family members take will be the ultimate decision" **Rakha (Businessman, furniture business)**

When we take a look at the basic facilities that one should avail as a human, availing education is one of the vital issues. Getting access to proper education is considered to be one of the universal human rights. But in the Garo society, for men, availing education was tough. The society before did not give much importance to education.

"In the recent time there are men and boys who are now getting educated, but our father or grandfathers were never into it" **Niranjan (Sociologist and researcher)**
But with time the situation had changed. Now people are aware about the importance of education in our life. Therefore, the Garos, in the present days are now much more involved in education. But during the course of the field work, in case of availing education and higher education we found out that males experience more bars from the society compared to females.

"I had faced some serious obstacles in the course of completing my higher education. My parents had to sell-off their lands to bear my educational cost. My parents were always discouraged by the members of the society. They said that that my parents' investment will go in vain. The struggle they are putting up to continue my education is completely a loss since after marriage, I will go to my wife's residence and reside

there permanently and serve that home" **Dr. Deb (Doctor)**
"In our society the number of women who have completed higher education is far more than the number of men who completed the higher education" **Antony (INGO official)**

These above discussed features of the Garo society clearly are against the traditional patriarchal norms. In any patriarchal society male domination over the females are promoted and expected. According to Mahtab (2012) under the circumstances of the patriarchal norms a man holds the supreme power in the society. Then Connell went to define the patriarchal dividend which the patriarchal society offers to the men in the society. Connell (2009) dividend – the advantage that men, as a group, experiences within a society, allowing them to practice and promote unequal gender order. The patriarchal dividend, of course, promotes the practice of the Hegemonic form of masculinity since it creates the opportunity to avail the traits of the hegemonic man (some of the basic hegemonic traits includes establishing authority, control over one's own life, affluent in terms of money, safety and security, etc.)

From the above cited quotations of the respondents of the study it is now quite evident that the Garo men, being unable to inherit property, lacking security, lacking the authoritative and decision making power and encountering obstacle to flourish in life, does not possess the hegemonic masculine trait since their society is not offering the scope to practice it.

But it will be unwise to conclude the masculinity based on the pre-determined social settings of this indigenous group. It is very important to take into account some other relevant factors and the current situation and trend in the society. This will help us to determine the exact pattern of the construction of masculinity here.

The Garo society promoting the practice of Hegemonic Masculinity

In a Garo society, family lineage is traced through the mother, female owns the properties and to a great extent has complete control of the economic resources, which makes the females the head of their families. The society, at the same time, demands the males to look after these properties, work on these properties and earn the living for their families. The social norms expect the men to earn the money for the family and use his muscle power to ensure the protection of these properties and assets.

" I need to work on the land and earn the money for living of my family. Also, I need to look after these lands and maintain it" **Debashish (farmer)**

According to the defined characteristics of hegemonic masculinity by Connell, earning the money to run the family and using the muscle power to ensure protection are the traits of a hegemonic masculine man. Thus, only under some specified circumstances the traditional Garo society expects the men to be hegemonic.

The rise of the Contradictions

In the broader horizon, the Garo society, demands their men to perform non hegemonic and at times, also hegemonic masculine roles. This leads to a contradiction and a confusing situation for the Garo men which affects their identity.

J. W. Scott (1986) emphasised how certain factors influence to shape up one's gender construction. The social norms, social symbols, social institutions and one's own learning process are some of the factors that influence one's identity construction. Connell in 1995 discussed how masculinity in a society influences the gender relations. Therefore, to understand the construction of masculinity it is very important to take into account the factors that shapes up one's gender construction since this eventually leads to the construction of one's masculinity. Previously we had discussed about the social norms prevailing in the Garo society and how it defines the roles of the men in their society. While dealing with the social institutions and its impacts, we mainly focused on two major social institutions that has an extremely vital role in shaping up one's identity - Religion and Educational Institutions. The impact of media was also considered.

Religion: According to Kamla Bhasin (1993) all modern religions are patriarchal which defines the male authority as supreme. According to Oxford Dictionary (2002) Religion is the belief of existence of a God or Gods and the activities that are connected with the worship of them. From this we can infer that religion defines the way of life which is believed to be the way that God orders.

Previously the Garos had followed a religion of their own, the SHANGSHARIK. But in the last few decades the majority of Garo of Birisiri has converted into Christians. Only a handful number of families are still practicing the SHANGSHARIK religion. Therefore, it can be stated that this region is Christian dominated.

One of the local religious leaders from Birisiri stated that "Christianity as a religion prefers males as the head of the families". He believes this as an order of life set by God. The rules of the Garo society contradict with the religious belief.

Educational Institution: Kamla Bhasin (1993) discussed how the control over the educational institutions has always belonged to men. They promoted patriarchal practices in it. She believes that these institutions shared knowledge from men's perspective where the writings are also written by men. Here the men are shown in the dominant and supreme position and the women are either absent or shown in the subordinate position.

We found that the only school operating in the area is Saint Xavier School, a Christian missionary school which is governed according to the Christian norms. Thane is no college or university for the locals in the area. So, if a person wants to avail higher education then he/she has to move out of the community. Once they move out of their community they enter into the patriarchal settings. Here the curriculum is patriarchal, the environment is patriarchal, and their classmates are even patriarchal in nature.

"While I was enrolled in the medical college most of friends were the Bengali people" **Dr. Deb (Doctor)**

Media: According to Kamla Bhasin (1993) media plays a vital role to promote ideology and she asserts that the media is also controlled by men, which promotes the male supremacy. The films, the programs in the televisions, magazines, newspapers, radio, etc. everywhere the male supremacy in the society is highlighted.

"The exposure to the media is leading to the change in our society. We are basically trying to adopt the western culture" ***Abhishek (undergraduate student)***

According to one of the respondents they are trying to adopt the western culture. Basically, the change is being brought about by the patriarchal thoughts that are highlighted. The media being patriarchal in nature promotes the supremacy of the male.

J. W. Scott (1986) discussed how social institutions influences gender construction and leading to construction of masculinity among me. Our findings affirm that the social institutions are patriarchal in nature, whereas the Garo society is upholding its matrilineality. The teachings of the social institutions encouraged the Garo men to attain the hegemonic masculinity but at the same time their social setting enforces them to perform the non-hegemonic roles. Again, as discussed before, according to the need of the society and social norms, under specific circumstances only, the Garo society expects their men to perform the hegemonic roles.

According to the social learning theory of Albert Bandura (1977), we act according to the things we learn and observe from our surroundings. The socialization process tells us to follow the social norms that are being practiced, to the learn the practices of their institutions and also to observe the surrounding and then act accordingly. But in case of the Garo men, their social practices and teaching of the institutions are in conflict. The social practices and the observed behaviour of individual at these institutions or with the outer world also contradict.

The concept of Real man

Previously we have discussed how the traditional social norms and the social institution in this particular area differs in their ideology. The study area is a matrilineal society while all the institutions revolving around this area are based on patriarchal norms. The social norms bar the men from performing the hegemonic masculine acts while the social institutions promote the hegemonic masculine acts. The difference in the ideologies gives rise to a contradiction which affects the construction of masculinity of the Garo men. Therefore, during the course of the study we tried to explore their perception about "real man"

"A real man is someone who is well educated and is respected by all. He needs to have enough money for ensuring a comfortable life. A real man should work to bring about positive change in the society" **Abhijeet (NGO staff)**

"A real man is someone who has a beautiful wife and earns a lot of money" **Mark (College Student)**

"A real man is someone to whom people will look up to. He should be well educated and earn a lot of money. He needs to be someone that will influence others. He should possess the leadership qualities in him" **Anirban (INGO official)**

"Real man is someone who is well educated and have a good job so that he can earn a lot of money. He needs to be an influential person so that everyone listens to him. He should fight to establish his rights. He should be involved in acts so that he will be considered as an Icon" **Abhishek (undergraduate student)**

From the above responses about the idea of a real man, it is evident that the majority of the respondents believes in a similar set of characteristics that a real man should possess. Again, when we look back to Connell's idea about a hegemonic masculine man, we will find that the hegemonic man inherits all these desired characteristics that the respondents highlighted. Therefore, it can be stated that the idea of the "real man" is highly influenced by the patriarchal thoughts which promotes and celebrates the practice of hegemonic masculine men.

The feeling of being devalued

The male respondents developed a strong sense of being devalued by their society. This sense of being devalued is constructed from one's own consciousness. This devalued sense of feeling is being generated because of the learning of the patriarchal society and the interaction with patriarchal society.

"We feel like we are slaves. Before marriage we need to serve and work for our parents in their home and after marriage we need to work and serve our wives' home. But in return we do not get any reward. After all the hard work we do, we cannot even own a single piece of property. We have nothing that is ours. All we get is food and shelter in return of our hard work." **Abhijeet (NGO worker)**

"The bengali men are in a far better condition than of ours." **Rakha (Businessman, furniture business)**

"During my medical college years, my friend made fun of me and said in the future will become a GHOR JAMAI (GHOR JAMAI= a husband who permanently resides in his wife's residence) why are you working so hard with medical. Under that circumstances it really hurts" **Dr. Deb (Doctor)**

This sense of being devalued arose primarily because of the interaction with the patriarchal society and learning of the patriarchal institutions. In the last cited quotation, had the respondent not interacted with the outer world, there could have been a chance that he might not have any problem to go to his wife's residence. The second last quotation clearly implies that he is feeling devalued compared to the Bengali people. In the first cited quotation it is quite clear that he is disturbed since he is not getting any value for his works. In the patriarchal society the men get rewarded and is valued for his works and contribution.

Frustration leading to Aggressive acts

The Garo men admires the characteristics of a hegemonic masculine men which they confirmed while they were asked about their ideas of a real man. But in reality, they are not able to practice hegemonic masculinity. Their social norms do not allow them to inherit property and the stereotyped ideas of the society bars them from availing higher education. The social system of the Garo society makes women the head of the family. Thus, the social system bars the Garo men to become the men they desire to be.

"We can live on our own, we earn money, we are educated, we should get the respect we deserve" **Abhijeet (NGO worker)**

"In our society we cannot exercise the freedom of life. We cannot accept this situation; it hurts our ego" **Dr. Deb (Doctor)**

"In our society, the men are being victims of exploitation and are holding a subordinate position in the society. Our condition can be termed as PURUSH NIRJATON, the complete opposition scene of the patriarchal society." **Rakha (Businessman, furniture business)**

The men of this society feel that they are not getting the respect they deserve; they are not getting the value of their work. Inheriting the title of the mother is not an issue but the way the society treats the men is not acceptable. They resent the fact that being the only earning member of the family they are not entitled to own any property. They also find it hard to accept the fact that they are forced to live in their wives' residence permanently. If unfortunately the wife passes away before the husband, the husband becomes homeless and my have to live on the street. All of these possibilities contribute to the frustration of Garo men. From the frustration-aggression theory coined by Dollard, et. al. 1939, we understood that frustration leads to aggression and aggressive acts.

The prevalence of committing violence against women is significant with the study area. The violence usually follows a similar pattern. After men return home from their informal on the street drinking socializations, inebriated men take their frustration on their wives. Consuming alcohol is part of daily life of

Garo people.*"It is usually found that quarrel between men and women usually start after the men return home after consuming alcohol. They quarrel at times turns into fight. The main reason of these fights are about the property issues or difference in thoughts"* **Srizan (Local religious leader)**

Shifting identities, shifting masculinities

The feeling of being devalued in the society, lacking the decision-making power, or being deprived of economic resources sparks dissatisfaction among the men. This is even more intensified when these men interact with their peer groups and other social institution ensuring male supremacy and patriarchal dividend. These frustrated men are desperate to bring about a change in their lives.

The social system of the Garo society gives rise to a certain level of dissatisfaction among the Garo men. According to the Identity shift theory of Kearney and O'Sullivan (2003) a rise of dissatisfaction is followed by some actions to bring about change in the situation. The Garo men due to the dissatisfaction with their social setting are taking initiatives to get over these social norms that are hindering them to flourish in life.

There are some men in this village who went against these social norms. The most common action in case of rejecting the social norms is not going to the wife's residence after marriage.

"In the present days there is a common trend among the Garo men. After marriage they are not going to their wives' residence rather, they are now forming a neo local residence. That is after marriage the wife and the husband neither resides permanently in the wife's residence nor in the husband's residence rather they are forming a complete new residence of their own" **Niranjan (Sociologist and researcher)**

Few of the male respondents even reported that they had brought their wives to their parental residence. Among all the male respondents, there were a strong stance against men moving to their wives' residence after marriage. Those who had moved to their wives' residence plan to ensure that their sons do not move to their wife's residences rather they will bring their son's wife in their home.

"For my son, I will definitely bring his wife to my home. For my daughter, it is up to her whether she wants to move to her husband's residence or bring her husband in my home" **Srizan (Local religious leader)**

A major reason behind the dissatisfaction of men with the traditional Garo society is that it does not allow the men to inherit properties. None of male respondents inherited property from their parents while all four female respondents inherited property from their parents. The Garo men are now trying to overcome this obstacle.

"I did not inherit any property from my parents. I do not want my son to experience the same situation. Therefore, I will distribute all the properties, I will own, equally between my son and my daughter" **Dr. Deb (Doctor)**

"Now more men are availing higher education compared to the past. In the past, more women availed higher education. But the situation is changing. This gap is narrowing. I hope in the near future there will be no gap at all." **Antony (NGO Official)**

The change is being introduced by those men who are involved in the service sector and had availed education. Since they are self-dependent, they know they can lead a life on their own. They are now forming nuclear family where they try to establish their decisions and gain control over their earned money. Ensuring that men are not living in their wife's residence is quite a freedom from being subordinated. Getting the opportunity to avail higher education, gives them a secure future. They are practicing a way of life where their thoughts are important; even they are earning money and owning property. They are trying to change their situation in which they are admiring the hegemonic masculine traits.

Though these acts are against the social norms of the traditional Garo society but we still find that these traits are getting the acceptance and turning into the modern trends of this society. It is quite obvious that men will readily accept these changes. The women in the Garo society are losing their upper hand due to this transformation but still they are accepting this change. The only reason behind the acceptance is that the broader society of Bangladesh follows this social system.

CONCLUDING REMARKS

The traditional Garo society expects that women will only inherit the properties. Men will go to their wives' residence and reside there permanently. These men will earn money by working on the land owned by their wives and also ensure the protection of that land.

But at the same time in Birisiri, the social institutions that are prevailing in that village are dominated and surrounded by the patriarchal thoughts, which defies men being in an inferior position within the society. To add on, interacting with the outer world and their peer groups, the Garo men encounters a sense of dissatisfaction with their traditional practices. This frustration and dissatisfaction lead to certain actions which they undertake to bring about a change.

Connell (1995) classified that the men in the ethnic minority group possess the marginalized masculine traits. But the scenario of the Garo community in Birisiri at time challenges this classification of Connell. In the previous section of this paper we discussed how the Garo men lacks economic independence, lacks the decision-making power, the lack of social facilities and privileges, etc. Taking these into consideration, it is justifiable to state that the men here possess the marginalized traits of masculinity. But the society, at times demands its' men to perform hegemonic traits. Adopting different form of masculinities at different circumstances, proves that masculinity is fluid.

The social institutions surrounding the locality follow the patriarchal way of life. The villagers here internalize the patriarchal thoughts which they learn from these social institutions. The patriarchal norms promote the practice of hegemonic masculinity. Thus, the Garo men also admire the practice of the hegemonic masculine man which promotes them to bring changes in their way of life enabling them to practice hegemonic masculine traits. Though, the men here are appreciating the hegemonic masculine traits and are also internalizing some of its traits while due to social barrier they are being barred from certain practices of the hegemonic traits. It can be summed up that in the recent time, the Garo men in Birisiri are possessing the complicit masculine traits.

To wrap up, we should realise that the construction of masculinity and masculine traits are not universally same. It is moulded and influenced by the culture, the society and the practices we are part of. To address the gender-based injustices, we need to capitalise on this concept. We need to discard the thought and belief that complements the traditional masculine traits which the patriarchal society urges to be believed as universal and natural. To promote change, we need to promote and imbibe the practices which promotes the type of masculinity that appreciates the contribution of women in our society and believes in establishing a fair and equal society. This can significantly help us to build a society which will be appreciated by people at different levels.

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AUTHORS' BIOGRAPHY

Naveed Ferdous

Naveed Ferdous has around 6 years of professional experience in different national and international development organisations working around themes related to Gender, Maternal and Adolescent Health, Education and Skills. He is currently working as a Project Coordinator at the British Council. Prior to entering into his professional career, he completed his graduate and post graduate degree from the University of Dhaka, where he majored in Women and Gender Studies and Public Policy.
Email: naveedferdous@gmail.com

Subah Samara

Subah Samara is involved in the field of academia for around 4 years. She is currently working as a Lecturer at the Department of Public Administration in Jagannath University, Dhaka. Prior to joining Jagannath University, she was a faculty member of Daffodil International University in its Development Studies department. Her research interest revolves Public Policy, Women Empowerment, Social Policy. Subah completed her Bachelor of Social Sciences and Master of Social Sciences from the University of Dhaka under Public Administration department. Email: subahsamara@pad.jnu.ac.bd

North South Business Review, Volume 12, Number 1, December 2021, ISSN 1991-4938, DOI : 10.47126/J.NSBR.1991-4938

SUSTAINABLE GREEN MARKETING: INCREASING AWARENESS OF RECYCLABLE ITEMS

Mehe Zebunnesa Rahman[1], Farhana Ferdousi[2]
Shabnin Rahman Shorna[3], Tanya Ahmed Chowdhury[4]

ABSTRACT

Managing waste has become a crucial issue in Bangladesh, especially at the advent of COVID 19 Pandemic. In Dhaka alone, approximately 6500 metric tons of waste are produced every day, with only 40% of this waste is correctly disposed of and managed. Bangladesh is aspiring to become a middle-income country within a few years, and waste management plays a vital role in ensuring that happens. The main objectives of this paper are to understand the nature of recyclable materials, the demand for these materials in the local market, business trends, and how to maintain sustainable economic growth through business. It also outlines the contribution of the informal recycling sector to the national economy and provides some policy recommendations regarding this sector. The study is aimed to assess recyclable eco-friendly product producers and build a green platform to combat global warming. This paper examined a method aligned with business principles that investigated whether this method would be effective and plausible in empowering those who are currently involved in waste management, and encouraging them to recycle and produce eco-friendly products, simultaneously encouraging sustainable development in the community, while also letting them earn a decent livelihood. This study utilized primary data through a questionnaire survey on 450 workers living in Bangladesh. The sample collections followed a purposive random sampling. The two latent exogenous constructs, namely training of recyclable items collections and attitude towards green marketing, are significant variables to achieve sustainable livelihood vis-à-vis economic growth.

Key Words: Recycling, Solid Waste Management, Sustainability

INTRODUCTION

Bangladesh has the eighth largest population globally and is the twelfth most densely populated Dhaka, the capital city of Bangladesh, covers 347 sq km and has more than 15 million inhabitants. It is one of the fastest-growing megacities in the world. Inadequately planned, haphazard urbanization, along with industrial and commercial activities, contribute to the substantial quantity of waste produced in Bangladesh. Dhaka, the capital city of Bangladesh, had strong economic growth over the last two decades. It is one of the most densely populated urban areas in the world, at 19,447 people per square mile (BIDS 2020), with a total population of 16 million and a population growth of 6 percent per year. Urban solid waste management is considered one of the most critical environmental problems in developing countries, including Dhaka, Bangladesh. Improper solid waste management in these cities is impairing human health and causing economic, environmental and biological losses (Moghadam et al., 2009) and is rendering the local authorities of these cities a daunting task (Damghani et al., 2008). Solid waste pollution is a pollution

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1. Director, BBA Program and Associate Professor of Department of Management, School of Business and Economics, North South University, Bangladesh.
2. Assistant Professor and Director, Institute of Research & Training (IRT) at Southeast University, Bangladesh.
3. Senior Lecturer, Department of Management, North South University, Bangladesh.
4. Lecturer, Department of Management, School of Business and Economics, North South University, Bangladesh.

produced and generated by human activities (Niessen in Wilson, 1977 and Tchobanouglous et.al, 1993). Solid waste is non-hazardous solid and semi-solid materials or non-liquid waste material arising from domestic, industrial, public services, agricultural, commercial and public street (Flintoff, 1976).

The first and foremost of these goals is to halve the proportion of people living on less than US$1 per day, and those suffering from hunger, by 2015 (UN Millennium Declaration, 2000).Social enterprise is a new form of business entity, which not only operates a business but also pays attention to reducing society's major problems such as unemployment, malnutrition, poverty, education, environmental pollution, etc. through the means of business (Farhana, 2017).

Recycling follows innovative, effective, and systematic processes for used materials that could be further utilized as the raw materials for producing new products, in order to prevent and reduce waste and decrease potential environmental risks(Mehe et.al 2017). Nowadays, recycling is considered a key component of SWM. The objectives of this paper are to provide information on recyclers their socio-economic and socio-demographic characteristics and the benefits of their activities, and to identify their contribution to the national economy and promoting green marketing . Least developed countries (LDCs) are prone to suffer from the potential increase in natural disasters such as droughts and floods caused by climate changes. The LDCs have neither the adequate financial, institutional, and economic capability to manage the impacts of climate change nor the ability re-develop their infrastructures if they are destroyed by natural disasters (Sokona & Denton, 2009).

Several factors affect the recycling activities and the productivity. Price of recyclable items, traders' behaviour, regulations, and diseases and infection have been observed. Thus, research is required to seek out the means to guide and educate the recyclers properly, covered the area of SWM being a formidable challenge in Bangladesh. These constructs are selected in light of prior research on the determinants of engagement in recycling and sustainability.

H1: There is a direct relationship between economic growth and training for recyclable items collections.
H2: There is a significant relationship between economic growth and attitute/awareness devlopment towards green marketing.

LITERATURE REVIEW

A critical issue associated with urbanization is solid waste generation. In rapidly urbanizing developing nations such as Bangladesh, the origin of the recycling industry is to some extent related to the origins of solid waste management. This problem has become more severe over the last few years, with the amount of solid waste generated in the cities being significantly higher than in rural areas. Recycling is a key factor, which is considered as a serious issue for reducing, re-using and managing everyday generated wastes in systematic manners. Recycling follows innovative, effective and systematic processes for used materials, which might further utilize as the raw materials for producing new products to prevent and reduce waste and decrease the potential environmental risks. Nowadays, recycling is considered as a key component of solid waste management, which is basically promoting three "R" - "Reduce, Reuse, and Recycle" of waste according to the hierarchy. Global warming and natural resource depletion are issues of international concern (Chen et al., 2018). To address them, the optimal usage of natural resources, is essential for simultaneously reducing environmental load and natural resource consumption in an economically feasible way. While the recycling of waste plastics and paper has been increasingly observed in several developing countries, they believe that there was much room for improvement.

Wilson et al (2015), has stated that thousands of people in developing country cities depend on recycling materials from waste for their livelihoods. Solid waste recycling practices in Bangladesh are mainly dominated by the informal sector, and Afroze et al (2013)have shown that recycling income is playing an increasingly important role in the national economy of Bangladesh. In Japan, Chen et al., (2018) proposed a "smart recycling system" that uses existing industrial facilities that have high energy efficiency, for establishing a cost-effective and robust recycling system which would be particularly beneficial for high energy-intensive industries such as steel.

In the USA the green market counts about $250 billion, with 63 million consumers directed towards products that either protect the environment contrary to the conventional ones, or have been produced with processes that respect the society and the environment. The same consumers are prone to spend an additional 7-20% in order to buy pure green products and reject the non-viable alternatives offered to them by the conventional market (Reitman 1992, Papadopoulos et al. 2012).

While improvements for waste management infrastructure in developing countries do not receive as much attention as healthcare infrastructure or structural reform in educational infrastructure, there are several reasons why improving waste management is a priority in developing countries such as Bangladesh. (Malhotra, 2020) A number of negative consequences exist due to current waste management practices in countries, from improper waste disposal leading to marine pollution. Consequently, in nations such as Bangladesh, proper waste disposal and recycling is of the utmost importance to ensure the optimal usage of the limited resources available. Waste workers in Bangladesh in particular, need this support; currently, most of them can barely earn a proper livelihood, due to there not being enough infrastructural facilities and implementation. The importance of recyclable items to underprivileged workers below the poverty line cannot be emphasized enough; recycling can increase the lifespan of products that are used, and can curb increases in waste generation and reduce the energy required to process the waste.

One such way of increasing the production and recycling of eco-friendly products is to support and invest in the creation of social businesses; A social business is a business that pays no dividends. It sells products at prices that make it self-sustaining. The owners of the company can get back the amount they have invested in the company over a period of time, but no profit is paid to investors in the form of dividends. Instead, any profit made stays in the business to finance expansion, to create new products or services, and to do more good for the world (Yunus, 2007).

Chen et al., (2018) investigates the business models of two waste recycling companies in Thailand and Taiwan. First, the basic micro and macro environmental factors were analyzed, including the period of firm's business operations, location of the firm, space for separating and storing recyclable waste and various types of recyclable waste purchasing affecting the firms' performance in these two economies. Second, different recyclable waste materials, volumes and price strategies between the case companies were compared. Third, this study also investigates the impacts of factors regarding resource characteristics, a firm's capabilities and an entrepreneur's abilities to improve a firm's performance all compose a critical business model. The results showed that there were an increasing number of owners of waste recycling businesses developing and adapting to new business models. Detailed comparisons are reported and discussed in the article to shed light on managerial and policy implications (Chen et al., 2018).

THEORITICAL FRAMEWORK: CONSTRUCTS FOR THEORETICAL FRAMEWORK OF STRUCTURAL EQUATION MODEL

The following constructs have been considered in the research. All constructs are relevant to the study based on literature and social context.

This study presents a framework to analyse and consider the nature and functions of different factors and to examine the relationship between these factors. The framework identifies two basic factors which facilitate the efforts of the low-income group to build their livelihood assets.They include such things training for small business development with recyclable items and awareness towards green marketing. Therefore, based on the theoretical linkages between economic growth and factors, this study developed the following workable framework (Figure no 1). A list of variables from the literatures as well as from the field was used to facilitate the analysis.

Based on the comprehensive literature reviewd this study presented the relationship between economic growth and different affecting factors.

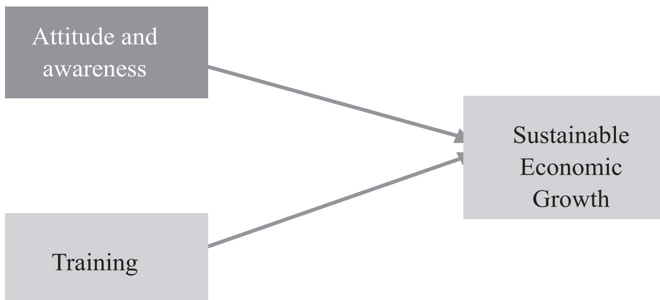

Figure 1: Theoretical Model

MATERIALS AND METHODS

SEM is a class of multivariate techniques that combine aspects of factor analysis and regression, enabling the researchers to simultaneously examine relationships among latent constructs (Zinuddin 2015). SEM is one of the most prominent statistical analysis techniques. Particular interest is on the question whether some of the factors, namely training and awareness actively play a role in sustainable economic growth. This issue is particularly significant since it has been addressed in the various relevant literature. There is potential for the recycling sector to play an important role in alleviating poverty of the waste workers and contributing in economic growth.

STUDY AREA, SURVEY DESIGN AND SAMPLING METHOD

This research provides the empirical evidence for answering this question by estimating a Structural Equation Model (SEM) using primary data gathered within Dhaka, the capital city of Bangladesh. Structural Equation Modeling (SEM) is among the most advanced statistical analysis techniques that emerged in recent decades. The theoretical framework shows the dependent construct is sustainable growth of economy, and the independent constructs are a training for   recyclable items collections and selling and awareness development towards green marketing .

This study employed self-administered questionnaires for data collection. The structured questionnaire and stratified random sampling were designed to measure all constructs involved in the theoretical framework. A total of 450 respondents were selected from two urban areas in Dhaka city ,namely Dhaka North City and Dhaka South City . It is to be mentioned that Dhaka city has been divided into two administrative corporations, namely Dhaka North City Corporation (DNCC) and Dhaka South City Corporation (DSCC) under the

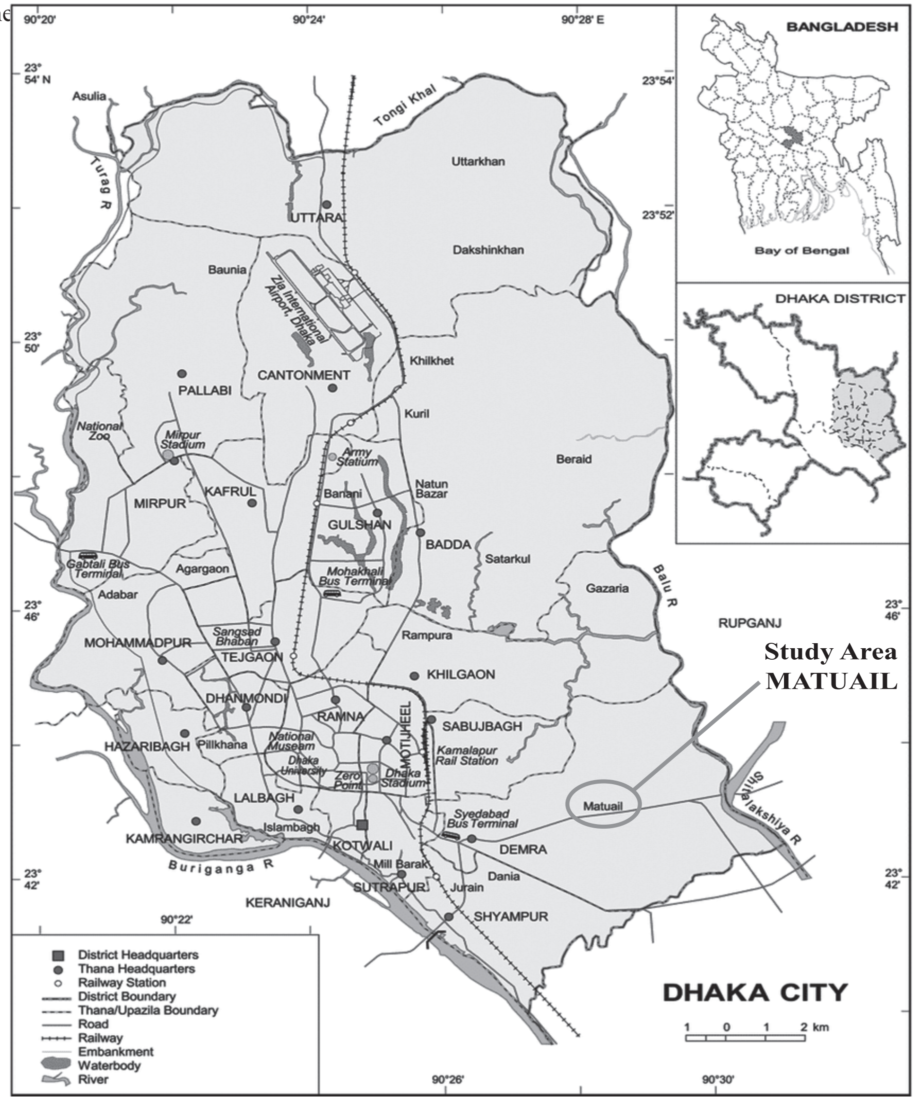

Figure 2: Map of The Study Area

One of the study areas is the largest government-approved sanitary landfill located at Matuail in DSCC. with another located in DNCC. These areas are chosen based on the availability of waste workers and recyclers. There were three possible methods for the survey: face-to-face interview, telephone interview, mail and google form. Among these methods, this study chose face-to-face interviews and mobile phone conversation because the quality of the data obtained by this method has been found to be the most complete, comprehensive, and meaningful. All the responses were measured on a 10-point "Likert" scale with 1 = Strongly Disagree and 10 = Strongly Agree. Structural Equation Modeling (SEM) is the second generation statistical method widely employed by researchers nowadays to analyze the interrelationships among variables simultaneously in a model. The general SEM model is composed of two sub-models: a measurement model and a structural model. The most popular estimation technique for SEM, which is the Maximum Likelihood (ML) estimation, uses the assumption that the following conditions are addressed: i) the sample is very large; ii) the distribution of the observed variables' multivariate is normal; iii) the hypothesized model is valid; and iv) the scale of the observed variables is continuous. The study's data were verified to address these conditions; as such the ML method was utilized to estimate the model and the parameters. The Confirmatory Factor Analysis (CFA) is a specialized form of factor analysis. It is used to examine if the measurements of a construct are consistent with the researcher's comprehension of the construct's nature. The identified and selected items were analyzed to decide if they converge to the domains to which they were specified. Factors with Eigenvalues of more than one are regarded as significant and utilized for further analysis in this study. suggested that items with factor loadings of at least 0.50 are significant. The number of scale points in the questionnaires has been an area of much debate. Out of the 450 questionnaires 400 were completed and used for analysis where (74%) were male and (26%) were female. Most of the respondents hold a non professional degree while the rest have primary degree. A majority of them have experience above 3 years.

As suggested by four decision criteria were used in evaluating the results generated from measurement models: internal consistency (composite reliability), indicator reliability, convergent validity (average variance extracted-AVE) and discriminant validity. Convergent validity was assessed based on factor loading, composite reliability, and variance extracted.

The factor loading for all items in this study exceeded the recommended level of 0.6. Root Mean Square Error Approximation (RMSEA) values less than 0.08 indicate good fit. The values larger than 0.10 are indicative of a poor fit. RMSEA values ranging from 0.05 to 0.08 indicate fair fit. The values ranging from 0.08 to 0.10 are indicative of mediocre fit. This research has received .07 RMSEA which indicates very good fit.. Composite reliability which depicts the degree to which the construct indicators indicate the latent construct ranged from 0.770 to 0.875, exceeding the recommended level of 0.7 which was suggested by. In the data mining process, all skewness values lie between -1.0 and 1.0, and is considered normally distributed and acceptable to proceed with the parametric analysis procedure. Zainudin (2015) suggested Kaiser-Meyer-Oikin (KMO) measure of sampling adequacy if the seven variables is close to 1.0. These KMO values exceed the recommended value of 0.6 and this suggests that the data is appropriate to proceed with data reduction procedure (Table 1).

As indicated in the analysis section, the results of this study were generated and confirmed at two successive stages, a) Pilot test and b) field survey. Exploratory factor analysis (EFA) is recommended for use in pilot study whereas Confirmatory factor analysis(CFA) is use in final field surveys. The values of composite reliability for all constructs were above 0.80 which are sufficiently higher than the threshold value (0.60). The AVE values were also satisfactory, as they exceed the minimum accepted level of 0.50 for all constructs in measurement mode.

Table 1: Fitness Index

Name of category	Name of index	Index full name	Literature	Level of acceptance	comments
1. Absolute fit	Chi-square	Discrepancy chi square	Wheaton et.al (1977)	P > 0.05	Sensitive to sample size >200
	RMSEA	Root Mean Square of Error Approximation	Browne and Sorbom (1984)	RMSEA < 0.08	Range 0.05 to .1 acceptable
	GFI	Goodness of Fit Index	Joreskog and Sorbom (1984)	GFI > 0.90	GFI= 0.95 is a good fit
2. Incremental fit	AGFI	Adjusted Goodness of Fit	Tanaka and Huba(1985)	AGFI > 0.90	AGFI= 0.95 is a good fit
	CFI	Comparative Fit Index	Bentler (1990)	CFI > 0.90	CFI= 0.95 is a good fit
	TLI	Tucker-Lewis Index	Bentler and Bonett91980)	TLI > 0.90	TLI= 0.95 is a good fit
	NFI	Normed Fit Index	Bollen (1989b)	NFI > 0.90	NFI=0.95 is a good fit
3. Parsimonious fit	Chisq/df	Chi Square / Degree of Freedom	Marsh and Hocevar(1985)	Chi square/df< 5.0	The value should be less than 5.0

*Source: *** one could ignore the absolute fit index of minimum discrepancy chi-square if the sample size obtained for the study is greater than 200 (Hair et al 1996, Joreskog and Sorbom , 1996) (Zainudin 2015)*

Table 2: Cronbach and Items with Variable

Variables	No of items	Cronbach
Training	5	.788
Economic growth	5	.744
Attitude	5	.854

Structural Equation Modelling (SEM)

Structural Equation Modelling using AMOS 22.0 confirmed two significant findings

1. There is a direct relationship between economic growth and training for recyclable items collections
2. There is a significant relationship between economic growth and awareness development towards green marketing

Finally, Structural equation modeling (SEM) has been placed with latent variables, training for recyclable item collections and attitude towards green marketing dependent variable is achieving sustainable livelihood (SLV) along with economic growth (growth of economy). Results showed that the training, (motivation to do work properly) and attitude were positively significant (table no 3)

Reliability Test

Reliability level for each variable was determined using Cronbach's Alpha. The alpha value for each variable exceeded 0.7 and this is considered acceptable for further analysis. Correlation test was conducted to test the correlation of each independent variable (namely training and attitude) with sustainable livelihood. Two variables with the highest correlation value are training and attitude are (0.56), which is <0.85.(Fig 2). This indicates that there is no multicolinrarity problem. Thus, this research decided to focus on these variables for further analysis.

SEM is a confirmatory method providing a comprehensive means for validating the measurement model of latent constructs. The validating procedure is called Confirmatory Factor Analysis (CFA) The CFA method has the ability to assess the Unidimensionality, Validity and Reliability of a latent construct. The researcher could run the CFA for every measurement mode, allowing them to confirm the unidimentionality, validity and reliability for the all constructs involved before modelling their inter relationship in a structural model.

Systematic training happens to be an important element in many successful waste management systems that facilitate efficient financial management through minimum energy and labour inputs in the downstream process. Municipal waste, given its diverse sources, will contain a combination of materials. Nevertheless, of late, it has been observed that recyclables with economic value such as waste paper, plastic, broken glass, metal, etc., are not segregated and are thrown out on the streets by people along with domestic/trade/ institutional waste.

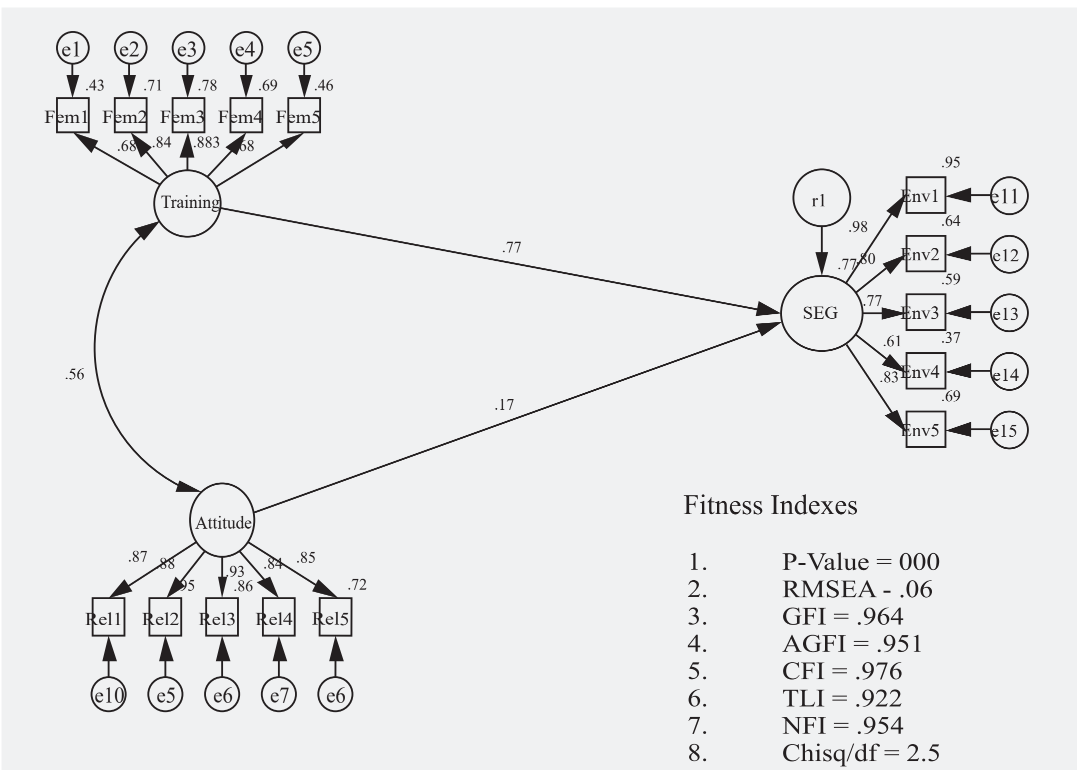

Figure 2: The graphical representation of structural equation model (SEM)

Table 3 : Rule of Thumb

Name of category	Name of Index	Level of acceptance	Comments
1. Absolute fit	Chisq	p> .05	Sensitive to sample size >200
	RMSEA	RMSEA<.08	Range .05 to .1 is acceptable
	GFI	GFI>.90	GFI=.95 is a good fit
2.Incremental fit	AGFI	AGFI> .90	AGFI=.95 is a good fit
	CFI	CFI> .90	CFI=.95 is a good fit
	TLI	TLI> .90	TLI=.95 is a good fit
	NFI	NFI> .90	NFI=.95 is a good fit
3. Parsimonious fit	Chis W	Chi/df< 5	The value should be less than 5

Source: (Zainudin 2015)

Table 4: Regression Weight

Items	Estimate	S.E.	C .R.	P	Result
Sustainable economic growth (economic ← Training)	0.77	0.062	12.4	***	Significant
Sustainable economic growth (economic ← Attitude)	.17	.061	2.78	***	Significant

The goodness of fit index

The result showed that the GFI of the model is 0.964 in Table 3. It shows the model is acceptable based on however the structural model fits the observed data, since the value of the Normed Chi square (CMIN/DF) was 2.5, the recommended value by the statistician is below 5 is acceptable and good fit. Similarly other fit indices showed good indicators for the revised model (CFI= 0.971 and RMSEA = .06) and following the table by scholars (table rule of thumb) (Bryne, 2010) and (Hair, 2010). Normed fit index (NFI) = 0.954 and TLI=0.912 on Table 3. For the incremental fit measures, Comparative fit index (CFI), Normed fit index (NFI), and Incremental fit index (IFI) were performed well. The values of these met the recommended Root mean square effort of approximation (RMSEA) were adequate value.

Training and sustainable livelihood

The β value of 0.77 in table 4 between training for recyclable items and sustainable economic growth indicates that training as an important factor affecting their satisfaction level. Thus, the study agrees that training program has a significant impact on sustainable economic growth.

Attitude and sustainable livelihood

The β value of 0.17 in table 4 between attitude towards green marketing and sustainable economic growth indicates that attitude towards eco friendly as an important factor affecting their satisfaction level. Thus, the study agrees that attitude has a significant impact on sustainable economic growth.

CONCLUSION AND RECOMMENDATION

From the aforementioned investigation that was conducted, we were able to find that an increase in recycling will lead to an increase in income and sustainability of livelihoods for waste workers and others involved in recycling. However, the provision of special training is required for efficiency in every stage of waste management. Providing the necessary training to this underprivileged group, and will help in poverty reduction. Providing the "Social Business Fund" decreases poverty (Ferdousi. F., 2018). This would help alleviate the lack of credit which is faced by many small recycling workers, who cannot produce high-quality products due to scarce technical resources- various fund will aid in employment creation and encouraging enterprise. This will help fulfill one of the primary objectives of every social business- mitigating a societal problem successfully. Furthermore, with this support, there will be an increase in production of eco-friendly products by those involved in recycling, which would go a long way in reducing carbon emissions For these reasons, our recommendation is to provide training, loans and infrastructural support, while also increasing public awareness about the necessity of such initiatives. Poverty alleviation and economic growth have been some of the main agendas for development in most developing countries. The findings of this study imply that industrialization with the formal sector, will have a positive impact on efforts of the nation to reduce poverty and obtain economic growth. Hence, the study's findings suggest that participation of the Waste Pickers in non-waste picking activities does not necessarily reduce their likelihood of being poor. The findings of our study support the view that planned, monitored, and supported waste picking activities can be a viable option for reducing poverty among the urban poor. Organizing and training informal recyclers in Municipal Solid Waste Enterprises (MSWE) was a very effective way to upgrade their ability and add value to the materials collected. Health awareness, hygiene, and nutrition intake by the respondents vary based on a person's attitude, behaviour, and food habit. In addition, several essential variables were found to be insignificant with unexpected results, but further investigation was not carried out given the scope of this study. In Bangladesh at present, there is a lack of a comprehensive research on SWM, particularly from the economic point of view. This study aims to assess the current status of waste management and to focus on how it helps to reduce poverty among waste workers/recyclers, as well seeking to provide some economic analyses regarding solid waste management focussing on the potential benefits from SWM.

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AUTHORS' BIOGRAPHY

Dr. Mehe Z. Rahman is the Director of the BBA Program and Associate Professor of Department of Management North South University. She has published many research articles in various peer-reviewed international indexed journals and proceedings of international conferences. She is focused on Sustainable Development and Climate Change and actively involved in women entrepreneurship, SMEs, and development program. She served the instructor of the Training Program Women-Owned Businesses in Bangladesh, supported by World Bank and We Connect International. She is also involved in developing entrepreneurship in Bangladesh, and has been with the City Bank.

Dr. Farhana Ferdousi is an Assistant professor of Southeast Business School and Director, Institute of Research & Training (IRT) at Southeast University, Bangladesh. Her research interests are Sustainable Development, Entrepreneurship, Microenterprise, Social Enterprise and Human Resource Management. She has authored several book chapters published from the UK and Croatia. She has also published many research articles in various peer-reviewed international indexed journals and proceedings of international conferences. She is also working as the strategic research partner of Center for Emerging Market Research, Nan Yang University, Singapore and as a consultant with various international projects.

Shabnin Rahman Shorna is an academic and currently in the position of Senior Lecturer at Department of Management, School of Business & Economics. And, she is also a Member Secretary of NSU Accreditation Project Team (APT). Besides, Shabnin is one of the course instructors of We Connect Project, City Aloe Women Entrepreneurship Certification Program and City Aloe Rural Development Program. She did her Bachelors (BBA)from North South University and M.Sc. in Entrepreneurship in applied technologies from University of South Florida. Her research interest areas are Entrepreneurship, Strategic Management, Small Business finance, International Business Management etc. Prior entering to academic world, Shabnin used to work in corporate sectors both in home and abroad.

Tanya Ahmed is a Lecturer, teaching Management and Business Communication at the School of Business and Economics, North South University, Bangladesh. She received her Masters of Business Administration from one of the top business schools, De La Salle University, Philippines. Her professional experience includes working as a Consultant and Teaching Japanese students. She is also working as a reviewer in an International Journal (IJRISS). Ahmed served as a Faculty Advisor for a cultural club (NSUSS) at North South University and led various cultural programs.

North South Business Review, Volume 12, Number 1, December 2021, ISSN 1991-4938, DOI : 10.47126/J.NSBR.1991-4938

A STUDY OF HRM PRACTICES IN THE APPAREL INDUSTRY IN BANGLADESH: A SOCIAL PERSPECTIVE

Muzdalifa Anzum[1]

ABSTRACT

The article examined the current HRM practices in the manufacturing industry in Bangladesh, most prominently in the apparel sector which is the most important booster of economic growth for the country. Unfortunately, research has shown that the industry has observed lack of leadership and managerial proficiency which has led to various devastating accidents and fierce labour protests. The study was able to scrutinize the gap and some future managerial implications based on analysis of information from different scholarly resources. The entire article was constructed and analysed from a social perspective to pinpoint the under covered societal issues which leads to different other problems in countries like Bangladesh where the societal structure is the base for most of the management practices locally. The Government and many international organizations like IMF, World Bank have lent hand and given immense support to the industry, but the development path is still hindered. Since most of the researches earlier conducted research on the health and safety issues in this industry and general HRM practices, this paper will allow readers to further perceive the concerned issues from societal viewpoint in terms of leadership and management from the very core that has allowed spread of all other branches of complications and unrest. The findings of this paper have indicated that there is no standard HRM structure practiced in factories and the core issue is the absent role of efficient leaders and motivating executives.

1.0 BACKGROUND AND CONTEXT

In an underdeveloped country like Bangladesh, taking into consideration the inadequate avaibility of technology as importing machineries is very expensive and not easily affordable because of high tariff rates; the manufacturing industry tends to be extremely labour intensive. The manufacturing industry comprises of many industries- Food & Beverages, Tobacco, Cement, Ceramics, Steel, Footwear & Leather, Pharmaceutical & Chemical, Electronics and many other types but the notable branch under the manufacturing industry in Bangladesh is the Apparel sector which comprises 80% of the export sector (Tanvir, Goswami, Muqaddim, 2015). This sector has a contribution of 11.17% to total GDP in the fiscal year 2017-2018 (Textile Today, 2019). Besides receiving remittance from the expatriates, the Ready-Made Garments (RMG) sector has contributed a huge portion in the economic growth of the country. In the year 2019, Bangladesh exported $30.14 billion worth of garment products (Textile Today, 2019). Hence, the government has embraced export-oriented industrialization and invited more involvement by the private sectors to contribute to the national development (Hossain, Cheng, 2002).

Taking the boosting growth into consideration in the manufacturing sector, Bangladesh decided to switch to a mixed economy from a social economy in the 1990s as it wanted to turn the focus on industrial economy rather than agrarian-based economy (Abdullah et al., 2011; Ahmed and Peerlings, 2009; Farooque et al.,

1. Lecturer, Independent University (IUB), Bangladesh

2007; Siddiqui, 2011). By the support from the government for more private investments, a recognizable growth was observed in many industries like- garment, jute, textile, leather, and pharmaceuticals (Fernandes, 2008). Additionally, a sum of $17,185.23 million was invested by 1,597 foreign companies in different industrial sectors (GOB, 2010). UNCTD (2019) revealed in the World Investment Report (2019) that Bangladesh has shown an increased rate of investment from 2.15 billion dollar in 2017 to 3.31 billion dollars in 2018 (Nordea, 2020). Japan Tobacco's acquirement of Akij Group's major trade, tobacco business is worth mentioning as it is the most notable investment till date. Besides, other countries are investing in Bangladesh as well, such as UAE, United Kingdom, China, Malaysia, India, Egypt, Norway, and South Korea (Nordea, 2019). And now, it has a big plan called Bangladesh Vision 2021 which focuses on eight goals and goal six talks about, global integration and creating a commercial hub. Also, JP Morgan claimed Bangladesh to have a hopeful growth and as one of the "Frontier Five" economies. (Investors Chronicle, 2008). In addition to this, the International Monetary Fund (IMF) mentioned Bangladesh to have the second fastest growing economy in year 2016 with a 7.1% growth rate (The Economics Times, 2018). But in recent times, a declining trend has been observed due to the novel cause, Covid-19. The World Bank is expecting that the GDP growth rate of 8.15% will come down to just 1.6% by the end of this fiscal year (TBS, 2020).

Therefore, as we realise the significance of the manufacturing sector in the economic growth of the country, it is a pre-requirement to ensure efficient leadership and managerial practices, the roots of HRM practices to ensure a productive team of human resources and maintain a continuous growth of the industry. But unfortunately, HRM practices in this industry requires more attention to discover the fundamental under covered concerns which has led to lot of unrest and devastating incidents in the labour industry. Most of the past researchers have highlighted the health and safety issues, political impact on the industry and other external disputes. A gap is still visible as much of research have not been conducted yet from a social perspective in the manufacturing industry to scrutinize the under lying societal issues which led to very weak leadership and mis management in the labour market of the industry. Moreover, some unethical practices during this pandemic and employers' pressure on labours have resulted into more extreme demotivation of the labours as well. Therefore, this paper will highlight the current HRM practices in the industry and underline the lack of leadership and mismanagement of human resources from a social perspective and the effect it established on the market, labours and the companies itself.

1.1 Objectives of the Study

The research content has been structured as an attempt to fulfil the above-mentioned research gap. The current study has aimed to accomplish the following objectives:

1. To overview the current HRM practices in the industry from a social perspective.
2. To draw attention to the underlying causes of mismanagement from Sociologists theoretical paradigms, absent role of HRM execution and prevalent lack of leadership in the industry and what impact it created on the organizations itself, market, and the labours.
3. Some managerial implications have been suggested as a future direction to solve the issues raised on the HRM practices in Bangladesh in the apparel industry.

2.0 RESEARCH METHODOLOGY

A qualitative approach, that is, literature survey was performed to accomplish the research objectives. To accomplish an in-depth study from a social viewpoint on different issues in the labour market, scholarly opinion and research work was read from a functionalist perspective and setting the conflicting theory and findings were discussed accordingly. This theory suggests perceiving the different groups of the society being strongly correlated and functioning unitedly (Levin, 2004). This has allowed to discover the root causes of the managerial or leadership problems in the industry. The experimental studies and surveys of different researchers were collected from libraries, universities, and scholars were contacted as well. To present an overview of the literature review, experimental and theoretical studies were equally prioritized to present in a sociological paradigm.

3.0 A SOCIAL PROSPECTIVE: HRM PRACTICES IN THE MANUFACTURING INDUSTRY IN BANGLADESH

In the late 1990s and early 2000s, the ‘social clause debate’ was called up by many scholars and few of the notable elements raised in the debate surrounding the issues in Bangladesh labour market were-setting minimal labour standards based on the legislation passed by International Labour Organization (ILO), banning of child labour and involuntary labour, allowing the labours address their problems during and collective bargaining and lot more (Berik, 2017). Besides, such an environment is much observed in countries like Bangladesh because of poverty, exploitation of poor people by the rich, high density of population, wastage of resources, shift in distribution process and sadly self-indulgence (Uddin, 2013). In contradiction to all these factors, Uddin (2013) added that, a disorganized growth process can be held responsible for such an unsteady process. As we attempt to view the situation from sociological perspective, the concept of conflict theory can be related here. The theory perceives the society in an imbalanced form where the rich and authoritative group dominates the weak and insolvent group (Sanderson, 2007). As Karl Marx introduced this concept, with the passage of time, industrialization kept on evolving and the concept of economic inequality became more visible and turned into to the root cause of social disputes (Eseban et.al, 2012).

3.1 Work-Force Legislation of Bangladesh

The HRM practices in the public sector are controlled by PSC (Public Service Commission). Government officials are categorized into 29 grades (horizontally) and 6 ranks (vertically) and a competitive exam, named as BCS (Bangladesh Civil Service) is conducted and ranks are awarded based on the results. Primarily, practices in the government sector are polluted due to-lobbying, pressure from higher authority, corruption, political leaders prioritizing people of their parties, hence leading to inconsistency and irregularity (Bhuiyan, 2011; Ehsan, 2008; Karim, 2007; TIB, 2007) which has caused into recruiting incompetent people in the government sector and the after effect has been, HR policies and regulations not being implemented and monitored properly which is leading to an alarming ‘work culture’. Additionally, the pay structure is designed by the National Pay commission (NPC) - this department focuses on the salary and benefits of the non-manufacturing employees (Mahmood, Absar, 2015).

Labour Law Legislation of Bangladesh was last updated in the year 2006. Because of the incompetency of the concerned authority, and lack of moritoring led to big mishaps like the ‘Rana

Plaza Incident' and 'Tazreen Fashion Fire Accident'. For all the industries, the implementation of labour laws in mandatory and some distinct laws have been designed for the labourers working in the sensitive sites of the factories (Bangladesh Labour Act, 2006). The National Wages and Productivity Commission (NWPC) formulates wage structure for employees in the manufacturing industry (Mahmood, Absar 2015). The law was rewritten with the aim to ensure improved working conditions via social aspect and a good communication system between employers and workers (Nasim, 2013).

Mahmood and Absar (2015) mentioned, NWC and NWPC both formulate strategies based on four pillars-

i. The benchmark should be set in a way which will fulfil the basic needs of the families of the workers consisting of three adult feeding units.
ii. The wages for industrial sectors must be set at a higher grade than agro or rural wages and those of office employees.
iii. Wages and Productivity must be aligned.
iv. The financial capacity of the companies to be considered to make the payments duly.

This consideration for the manufacturing industry was reasonable enough as they tend to input more physical labour compared to non-manufacturing industries.

(in 000)

Age Group	Rural			Urban			Bangladesh		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
				Working age population					
15-29	13856	14661	28517	5777	6959	12736	19633	21620	41254
30-64	20863	21531	42394	8993	8498	17491	29856	30029	59885
65+	3575	2604	6179	1015	721	1736	4591	3325	7915
Total	38295	38796	777091	15785	16178	31961	54080	54974	109054
				Force					
15-29	9198	4740	13938	3898	2247	6145	13096	6987	20083
30-64	19796	9976	29773	8474	2723	11196	28270	12699	40969
65+	1744	241	1985	418	48	467	2163	290	2452
Total	30739	14957	45696	12790	5018	17808	43528	19946	63504
				Employed					
15-29	4857	4064	12521	3560	1871	5432	12017	5936	17952
30-64	19609	9770	29379	8394	2650	11044	28002	12421	40423
65+	1744	241	1985	418	48	467	2163	290	2452
Total	29809	14076	43885	12372	4570	16943	42182	18646	60828

Figure 1: Statistical data regarding labour force by broad age group, gender and settlement (Bangladesh Bureau of Statistics, 2017)

3.2 Employers controlling the HRM practices

Not only laws and regulations but also social aspects play a vital role in ensuring proper implementation of HRM practices in any industry. The mind-set of the employers and, values and principles are the base for establishing HRM standards in countries like Bangladesh because people prioritize culture and values professionally as well. When we address the societal effects on organizational management, it includes- nepotism, prioritization of social capital, strong family networks and informality (Mueller, 1994). In Bangladesh, based on social contacts and personal preference, employee recruitment, promotion and evaluation are done and have also mentioned that, local companies consider training and development more of a cost than an investment (Mahmood & Absar, 2015). Apart from countries like India, Japan and China, Bangladesh emphasizes on social elements in their business system as well and these practices which are very dissimilar to western economies (Witt and Redding, 2013). According to Hofstede's study, Bangladesh rates high in power distance, masculinity, group orientation and uncertainty avoidance Most of the companies are owned by families privately. Accounting reigns and favouritism is much in practice in Bangladesh (Spence et al 2016).

According to a report by Daily Star, 2014 (A local daily newspaper)-

- While hiring employees, internal referral and word of mouth was used by 33% of the organizations.
- A background check is done and also references are prioritized by 40% of the organizations.
- The practice of providing training in not prevalent in around 25% of the companies.
- No structured reward and recognition programme is available in 55% of the companies

Hence, there are less competent people in the HR department, which is resulting into mismanagement, no proper HR planning, discrimination, interruption in the production process, no proper implementation and monitoring of labour laws and as a result it is leading to Employer-Labour union conflicts. In this regard, Khan et.al (2017) challenged that, the prevailing labour inefficiency is due to very ineffective HR system in the industry which has led to a very disordered working environment and least enthusiasm among employees. Hence, under this scenario, it is very clear that, employers are reluctant to initiate actions for employee development and motivational incentives dissemination. Again, when we observe the situation through the lens of conflict theory, the elites as employers are exploiting the workers as they are poor and weak, and exploiting the social order to benefit themselves.

3.3 Role of Labour Unions

A very important role is played by the 'labour unions' in the manufacturing industry as they can affect the whole production process. Collective bargaining is a way to let their voice be heard. According to Bangladesh Labour Act (2006), every company needs to have 'participation committee' but unfortunately it is neglected by most of the enterprises (Mahmood and Absar, 2015). Hence, it is weakening the effectivity of the committees and obliging them to perform responsibilities with no opportunities and incentives in return (Gosh et al., 2010, Mahmood, 2008). As a result, the government decided to make some changes to improve the employer-labour relations by periodically revising the benchmark for minimum wages in sectors like- garments and textile industries and made it compulsory for the Ministry of Labour and

Manpower to resolve all types of disputes (Absar, 2014). It has become more of a social practice by the employers because of nepotism and status quo for which challenging situation keeps on arising every now and then. Rather than considering all level of human resources as assets they tend to believe that employees and labours are obliged to serve them irrespective of the situation since they hold a 'powerful' status in the society.

3.4 How Female Labours are Positioned

Earlier, the participation of women in the labour-intensive industries could not be thought of but the practice is changing at a very fast pace with rapid industrialization. The gender gap has narrowed down to an extent in the labour market, to be more specific; in the export-oriented sector the prominent role of female labours is much visible. But unfortunately, division in occupations, discrimination in wage rates based on gender is still in practice. In the manufacturing industry, women are dominating in the apparel sector mostly comprising of mostly women, approximately 60.08% (Akter, 2019). But recently, a declining trend has been observed by many researchers because of various issues, such as- inefficiency in the technical side, lot of policies to be materialized as per commitment, stagnant efficiency position and no training facilities. 60% of the contracts are for western brands and most of the companies are owned by local employers and only 5% by foreign investors (Tanvir, Goswami, Muqaddim, 2015). When women were being encouraged to contribute in this sector initially, Majumder and Begum (2000) while carrying on their research, concluded that, women are being encouraged to work more in this sector because-

- Low wage rate of female workers
- Women can be dominated more in this patriarchal society
- Women are mostly expected not to stand up for their rights, raise their voice and involve themselves in any sort of disputes
- Also, sewing is more of a feminine profession

According to the surveys conducted in 1990s and 2000s, a prominent gender wage gap was observed (Berik, 2017). Majumder and Begum (2006) highlighted in their paper that, the wage rate for women workers tend to fall compared to men below the standard set by the government and they consider it to be 'deprivation and discrimination'. Hence, women had to work overtime to earn the equivalent pay which resulted in long hours of work, over stressed, problems in balancing family and work life especially for married women.

Categories	Male wages USD S/per month	Female wages USD S/per month
Operator	28.65	19.53
Cutting	50.02	15.00
Ironer	24.08	14.06
Sewing helper	15.25	9.69
Cutting helper	19.22	10.64
Finishing helper	15.37	13.00
Folder	19.42	14.71

Figure 2: Wage Discrimination in the Apparel Industry (Absar et.al , 2010)

Khatun, Rahman, Bhattacharya and Moazzem (2008) also added that, according to the survey conducted by CPD, the average income of women declined to the average earnings of women compared to men deteriorated from 95.4% in the 1991–1995 periods to 75.9% in 2005. Gender discrimination seems to be much prevalent in the work culture but, the concerned government authority seems to be reluctant about it as they are being bribed and controlled by the big conglomerates of the country. Additionally, technological advancement and women workforce has a negative correlation in this country. They are dominating the woven department constituting 68% of the total workforce while only 35% in the knitwear industry (Majumder, Begum 2000). Hence, when the recruitment takes place in, HR tends to avoid hiring women for the knitwear industry as they have a perception that women cannot contribute effectively to the technology-based sectors because of lack of education and skills. Again, young girls are more welcomed to work in the factories than married women as the absenteeism rate is high because of the physical problems they face when they are pregnant due to malnutrition and also, rise of marital problems because of male dominance (Kabeer & Mahmud, 2003).

3.5 Absence of leadership during Covid-19

Amid the nationwide Covid-19 lockdown, hundreds of factories have been permitted to reopen their operation with a strict health and safety guidelines from the health ministry (Business and Human Rights Resource Centre, 2020). Meanwhile, the question in here arises is, were these safety precautions maintained in real and was there a supervisory team from the government to have a check? Hundreds of labourers were infected initially after the reopening but the doubt still exits if the statistics are reliable or not (Financial Express, 2020). Factories failed to maintain the guidelines and moreover, to bring the labourers back to work, salary were cut down and lay off was done setting a reason of financial crisis and urgent meet up of orders by international companies (Financial Express, 2020). Hence, from the lens of conflict theory, it is transparent that the lives of these labourers are not counted rather money making has been prioritized more.

4.0 IMPACT OF HRM PRACTICES ON THE ORGANIZATIONS, MARKET AND EMPLOYEES

Majumder and Begum (2000) has mentioned that Favourable Working Environment (FEW) create a great impact on the overall production process as workforce feels motivated to perform at a higher speed when a safe and sound environment is ensured, and the employer makes them feel like assets of the company. It also includes a satisfactory remuneration package, safety and precautions at workplace, pure water and hygienic food, health related benefits and overall job security (Majumder and Begum, 2000). Giulian and Alfonsina (2009) have also found a positive correlation between this element and outcome and the gap between these two also narrows. Again, 'Societal Effects (SE)' talks about how social norms and values are implanted in the companies along with formal rules and regulations and the work system is moulded based on these societal practices (Majumder and Begum, 2000).

The statistical information gives a clear indication regarding the contribution of the manufacturing industry and the RMG sector in figure 3 and figure 4. Inspite of the economic development, Bangladesh is still not being able to implement SHRM practice rather relying on the traditional HR systems. As discussed earlier, it is mainly because of family dominance in the business (Farooque, 2007; et al. Mamun, 2008; Siddiqui, 2011). 'Rana Plaza Accident' is the worst of all disasters that took place in the history of industrial mishaps in the world (Hobson, 2013).

Industrial origin Sector	2014-15	2014-16	2014-17	2017-18(p)
A. Agriculture	**8.63**	**8.62**	**8.89**	**9.78**
1. AGRICULTURE AND FORESTRY	**7.64**	**7.83**	**7.93**	**8.99**
a) Crops & horticulture	6.97	6.50	6.98	8.33
b) Animal Farming	8.02	10.98	8.63	9.99
c) Forest and rclatcd services	11.39	11.38	12.44	11.26
2. FISHING	**12.47**	**11.55**	**12.34**	**12.50**
B Industry	**15.04**	**16.51**	**15.71**	**17.21**
3. MINING AND QUARRYING	**13.26**	**19.69**	**19.42**	**17.51**
a) Natural gas and crudc pctrolcum	12.65	16.52	12.11	12.32
b) Other mining & coal	13.65	21.68	23.80	20.32
3. MANUFACTURING	**14.01**	**15.96**	**15.83**	**17.68**
a) Largc & medium scalc	14.20	16.59	16.26	18.31
b) Small scalc	13.19	13.31	13.95	14.86

Figure 3 : Sectoral growth rate of GDP at current prices, 2013-2014 to 2016-2017 (Bangladesh Bureau of Statistics, 2017)

Fiscal year (July-June)	Number of RMG factories	Employment (million workers)	Export carnings (in billion USD)	Export carnings per worker (USD)	Share of RMG exports in total export eamings
1984-1985	384	0.12	0.12	1000	12.44
1989-1990	759	0.34	0.62	1824	32.45
1994-1995	2182	1.2	2.23	1858	64.17
1999-2000	3200	1.6	4.35	2719	75.61
2004-2005	4107	2.0	6.42	3210	74.15
2009-2010	5063	3.6	12.50	3472	77.12
2014-2015	4296	4.0	25.49	6373	81.71

Figure 4: Contribution of RMG sector in export earnings from 1984-2015 (BGMEA, 2016)

'Political connection' was one of the main reasons as the owner bribed the local Mayor to build extra three floors without the formal permission from the government (Taplin, 2014). It triggered the attention of the whole world in term of labour condition in Bangladesh as 1134 workers were killed due to the collapsing of the building (Berik, 2015). Earlier also mishaps took place in the industrial sectors which created a pressure on the organizations by European Union and North America to maintain standard work force conditions (Ahmed and Peerlings, 2009; Islam and Deegan, 2008).

Name of the factory	Year of the Mishap	No. of workers killed	Reason
Garib &Garib	2010	21	Fire
That's It	2010	29	Fire
Tazreen Fashion	2012	113	Fire
Rana Plaza	2013	1,134	Structural Failure

Table 1: Few worth mentioning industrial mishaps (Claeson, 2015)

Hence, it is clearly visible that the global reputation of Bangladesh is declining and if remains to continue so, the buyers might shut down their business and switch to other countries (Taplin, 2014). Also, the export rate has decreased gradually from the year 2012-2017 from 20.2% to 15% (The World Bank Group). Such attitude will not only decline the profit growth of the industries but also create an impact on the economy also. Employees and workers will feel less motivated to work due to absence of FEW. As a result, it can be concluded that, absence and improper implication of HR practices can create a prominent impact on the organizations, labours, and the market as a whole. Research also says that – implementation of HRM practices and market performance in Bangladesh has a strong positive correlation (Absar, Nimalathasan, Mahmood, 2012).

5.0 FINDINGS AND DISCUSSION

Once a manager of a reputed manufacturing company has mentioned, 'since it is a poverty-stricken country, it is cheaper to make labourers do the extra heavy load of work rather than investing on imported machineries'-this statement of his has left me disheartened. The HR practices in the local companies are considered more personal. The industry uses HRM synonymous to administrative work which is one of the root problems. Professional skills are comparatively less prioritized in companies and personal preference is prioritized more. In Bangladesh, to create an influential position in the market and to run the business smoothly, sadly it is important to have good political and family connections.

5.1 The Conflict Theory

Johir, Saha, & Hassan (2014) has found that without good management, profit growth cannot be expected. Moreover, the sense of sovereignty and equality reduce wastage of resources, increases productivity hence, resulting into expansion of business (Appelbaum et. al., 2000). But the managerial practices in this industry seem to not consider these empirical results for their sustainability. Even after some dreadful incidents and labour protests the situation did not get better. An inhuman situation during this pandemic was also observed. This oppressed group is being exploited and they cannot do much as they are all needy and the suppressed one as well in this social relationship. Hence, as we analyse more the scenario, the conflict theory is more visible here. As Marx defines employers as bourgeoisie who rule the production process and proletarians as labourers who are the oppressed one. In this realm of economy, labourers own nothing but have their physical effort to be sold and the employers control capital and exerts influence to earn excessive profit, but workers have been addresses as 'potential revolutionaries' by Marx as well (Ultee, 2007).

5.2 The Functionalist Perception

As we observe the negative impact and the declining trend the labour-employer relationship created on the economy and the businesses itself, the theory of functionalism can be fitted in here. This theory suggests that establishing values and beliefs in a society in a way that communities can realize how the whole societal system is interconnected and to maintain harmony, should be working unitedly. Sociologists from a functionalist viewpoint focuses on the strong correlation of all classes in a society and how inequality creates conflicting impact on each other due to disequilibrium of power and capital. Focusing on the future sustainability of the industry and considering the societal structure of the country, it is alarming that motivating leadership is barely present which is why labours remain extremely demotivated. There is where more research needs to be performed to study the employer-employee relationship culture in the industry and realise the effectivity of the strong correlation of these two parties. To ensure quality, sustainability and achieve the competitive advantage, the participation of employers' is vital and has a potential gap to look forward. From the lens of conflict theory, advancement in industrialization has suppressed the subordinates more resulting into excessive profit making for the employers and leaving the labour live the struggling life.

6.0 FUTURE MANAGERIAL IMPLICATIONS TO UPHOLD THE VALUE OF THE HUMAN RESOURCES

If we start from the roots, Bangladesh needs to substitute its authority with competent people who have enough knowledge in HRM, have strong ethical values and will be strictly monitoring the working conditions across the industries rather getting carried away by the bribe provided by the employers to handle the situation according to their needs.

'Accountability and Responsibility' are the key terms to be focused on this regard. A productive Research and Development department must be established to support the Government to find out the insights, the main reasons of the disputes arising now and then. Additionally, the term 'psychological contract' needs to be embedded in the roots of the business practices by these business conglomerates. This theory can be strongly connected with workplace behaviour and attitude of human beings as it elaborately describes the balance between, how employees are being treated by the employers and what employees are putting into the job (Business Ball, 2012). Furthermore, the employers must educate their next generation with these theories, keep them away from the prejudices and help them to have a better mind-set as per the prevailing social system, they will be taking over the chair of the business. On the contrary, the human resources need to be enlightened about their basic rights, giving safety and precaution training to avoid the seldom accidents taking place and also, routine health check- up facilities Moreover, hygiene factors such as-availability of pure water, hygienic food and, also sanitary pads in the toilet for women. Day care facilities must be arranged for the women as they cannot afford to hire a nanny to take care of the babies back at home.

Again, in a society where nepotism is prevailing and the business are being run by such kind of employers, they must be educated first. The organizational structure must be observed from a Sociologists perspective to abolish the root problems. *'Distributive Leadership'* is an effective concept that can help these employers to realise that- Labours are not objects rather Human Beings like them, as this concept teaches leaders to consider business system as a social course that needs to be embraced via communication with surrounding contributors in the business system (Uhl- Bien 2006).

To reduce the gender gap, women need to be trained with more technical skills so that they can work in the related sectors with the advancement in technology so that they can compete with the male labour force in other sectors under manufacturing industry (Kabeer, Naila & Mahmud, Simeen, 2018). New labour initiatives must be taken by the government to acknowledge their hard work, a new system must be introduced in terms of 'trade unions' for women so that they can gather enough confidence to stand up for themselves as well. Employers need to be more empathetic towards them and change institutional structure to empower female workers. Most importantly, gender democracy to be embraced both my managers and government to embed it into economic development culturally.

7.0 CONCLUSION

Like India and China, Bangladesh can be set as an example for having low-cost labour and under the manufacturing Industry, the export–oriented sector has a notable contribution. Bangladesh has a big dream of establishing honest governance which will be also efficient enough to create a new Bangladesh making it a 'prime marketable hub'. Absar and Mahmood (2012) added, the country is striving to build an economic environment with skilled workforce as a competitive advantage and dominate a position next to Malaysia. Hence, to create a safe and sound environment for the biggest considerable strength for Bangladesh, the 'labour workforce', the government and the business conglomerates need to contribute together from functionalist viewpoint. Apart from emphasizing on government rules and regulations, the social aspect needs to be highlighted as well- the cultural needs to be embraced but the negative ideologies need to be filtered out first and new opportunities must be created for this underestimated vulnerable workforce by being empathetic towards them. As disequilibrium and rebellion are mutually exclusive. The government has been showing immense support financially to ensure a sound production system along with other international organizations. But, firstly, nepotism and concept of 'labour exploitation' needs to be abolished from the work culture. As the absence of HR department is visibly observed in this industry, to achieve the competitive advantage and sustain in the long run, execution of HRM practices have become mandatory. But for this, the employers need to initially rethink the management system, perceive sustainability from functionalist perspective as it will allow them to realise how industries are heavily dependent on labours to keep the wheel of economy keep moving.

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AUTHOR BIOGRAPHY

Muzdalifa Anzum has pursued an MSc in International Human Resource Management and Development from the University of Glasgow and completed BBA from North South University with a major in Human Resource Management and minor in Marketing. She has supervised a project titled 'Improving Account Opening Process for New Customers' for a multinational bank in London. Currently, she is serving as an Adjunct Lecturer at Chittagong Independent University and a Monitoring and Documentation of Young Power in Social Action (YPSA). Additionally, she is the Research Coordinator of a Scottish research forum supporting equality for Scottish ethnic minorities. Her research interests lies in refugee integration in the labour market, gender and diversity in organizations, leadership and entrepreneurship and methodology to study silent voice of ethnic minorities.

North South Business Review, Volume 12, Number 1, December 2021, ISSN 1991-4938, DOI : 10.47126/J.NSBR.1991-4938

THE IMPACTS OF COVID ON MENTAL WELLBEING: AN EMPIRICAL STUDY ON STUDENTS AT TERTIARY LEVEL OF BANGLADESH

Ireen Akhter[1], Ahmed Pasha[2], Tanzila Mahmud[3]

ABSTRACT

The aim of this paper is to find out the mental status of the final year Business School students who have started exploring the job market, when the overall state of mental wellbeing of the students all over the world has been deteriorating due to the massive impacts of COVID-19 pandemic. To collect data Standard Google form and to measure mental status of the respondents the 14-items Warwick-Edinburgh Mental Well-being Scale (WEMWBS) were used. A left skewed distribution of WEMWBS score indicated poor mental states of the students in general. The overall females' score is less than males' score, which can be attributed to our patriarchal culture. Nonetheless, with the Spearman's Rank Correlation test, it is seen that many of the variables are strongly correlated with each other. The result of this paper may direct the corporate policy makers to develop some policies for this target audience.

Key Words: COVID-19, Mental status, Mental Wellbeing Stress, Warwick-Edinburgh Mental Well-being Scale.

1. INTRODUCTION

People all over the world have been experiencing devastating impacts of COVID-19, since it has been first reported from Wuhan, China on 31 December, 2019 (Wang et. al., 2020). In Bangladesh, COVID-19 case was first reported on March 8, 2020 (WHO, 2020), and the country announced emergency lockdown since March 26, 2020. Students all over the country have been maintaining social and physical distance since then (WHO, 2020). Though people are trying to adjust with the "new normal", the overall Mental Wellbeing (MWB) condition of the society is deteriorating continuously. A pandemic can have negative impacts on individuals as well as economies and societies (Macintyrea, 2020). Shigemura et. al., (2020) conduct a research in Japan with a target population and found negative consequences. According to (Worldometer, 2020), Coronavirus is the third deadliest pandemic people are facing all over the world. American Psychiatric Association (Worldometer, 2020) conducted a research in America, and found that 59% people felt that the virus has affected their daily lives, and 57% adults believed that they will be financially affected because of the coronavirus, will have serious negative impacts on their economic activity, whereas 36% Americans reported that coronavirus has had severe impacts on their MWB. People are also more likely to suffer from psychological distress such as, stress, anxiety, clinical depression, etc.

This pandemic has had severe impacts on the education system of Bangladesh as well. Students who were supposed to end their higher education and look for their preferable jobs are now living in anxiety fearing future unemployment, as lots of organizations had to reduce their operations here, and in some cases, shutdown. Many companies had to revise their human resource planning to adapt and survive. Layoffs,

1. Professor, IBA, Jahangirnagar University, Dhaka, Bangladesh, Mail: ireen@juniv.edu,
2. Chief Business Officer, Edison Real Estate, Mail: pasha.ahmed@gmail.com
3. Director, Banbiz Private Limited, Mail: tanzila.mahmud97@gmail.com

pay-cuts, and freezing for an uncertain period have become the common words uttering in everywhere. It is a reality that unemployment is associated with mental illness (Kasl and Jones, 2000). The reasons behind negative correlation between unemployment and physical & mental health are: (i) ill workers are more likely to lose jobs (Böckerman and Ilmakunnas 2009; García-Gomez et al. 2010), (ii) poor health causes long term unemployment (Stewart 2001), and (iii) unemployment itself can lead to a worsening of physical and mental health.

There are lots of researches have been found on mental well-being of people, very few researches have been done in the light of young generation, particularly who are at their final stage of education at business school and at the same time searching jobs. They are passing through uncertainty as because of delay in all process of classes, exams on one hand and job cut on the other hand. That is why their MWB should not be overlooked anymore. The focus of this study is measurement of MWB of under-graduate and graduate level students of Bangladesh who are in the final stage of their education and at the same time searching for employment. The result of this research may direct the policy makers both at tertiary level of education and at corporate level to develop some policies to understand and support this target audience.

2. RESEARCH QUESTION AND OBJECTIVES

It is assumed that COVID-19 has impacted the MWB of students. Thus, the research question of this paper is: what is the status of Mental-Wellbeing (MWB) of students at the time of COVID-19 in Bangladesh?

Following the research question, the objective of this paper is to know the status of MWB of students at the time of COVID-19, who are currently working or searching for jobs at different organizations. The specific objectives of this research paper are as follow:

- To analyze the current state of MWB of final year students at tertiary level.
- To determine the factors under WEMWB Scale which have major impacts on students during COVID-19.
- To determine whether gender has any influence on the MWB of students.
- To find out the correlations among different factors responsible for students' MWB under WEMWS.

3. RESEARCH HYPOTHESES

A hypothesis is a tentative statement about the relationship between two or more variables. It is formulated based on research question or research objective. The main research objective of this paper is to know the status of Mental-Wellbeing (MWB) of both male and female students at the time of COVID-19 in Bangladesh. In our patriarchal culture, it is theoretical that female go through more stress than their male counterpart and the status of mental well-being is different for them. Therefore, it is important to test the validity of this concept.

Thus the main hypothesis of this study is:

H0_covid: The mean value for all factors under WEMWBS is not equal for male and female students.
As WEMWBS consists of 14-items (factors scale) scale, 14 working hypotheses have been developed to support the main hypothesis.

4. LITERATURE REVIEW

Society often thinks of health as something biological and physical. A key component of health missing over here is MWB (Peterson, 2019), which is also an integral part of our overall wellbeing. It is important at every stage of our life, starting from childhood to adulthood (Mental health.gov, 2020). Even though, MWB does not have any operational definition yet, two approaches are used to understand MWB (Dodge et al. 2012) are: (i) the hedonic perspective which highlighted individual happiness and life satisfaction, that is, presence of positive affect, where 'affect' refers to pleasant and unpleasant moods and emotions; and (ii) the eudemonic perspective, which is an individual's ability to realize their own unique potential, such as positive psychological functioning, good relationships with others and self-realization (Janmohamed & Brown, 2008, Carruthers and Hood, 2004, Deci and Ryan, 2008). Keyes & Lopez, (2002) consider five social dimensions of wellbeing, such as: socially accepting others, creating positive comfort level for the society, contribution for the society, social unity, and feeling included in the society.

Most researchers now believe that MWB is a multi-dimensional construct (Michaelson, et. al., 2009; Stiglitz, et. al., 2009; Diener, E., & Suh, E., 1997), and it is more than just happiness, and contributing to the community (Shah and Marks, 2004). According to the World Health Organization (WHO, 2004), MWB is a state in which every individual realizes his or her own potential and can contribute to his or her community by coping with the normal stresses of life. MWB can be both positive and negative. Negative MWB is related with psychological distress, such as, depression and anxiety (Mirowsky & Ross, 2003; Payton, 2009); insomnia (Drapeau et. al., 2011; Marchand, 2004); mood disorder (Bonde, 2008); difficulty to cope with everyday responsibilities (Cummins et. al., 2015); in some cases, severe consequences like suicide (Beck & Alford, 2009).

To monitor the MWB of adults in Scotland, the Warwick-Edinburgh Mental Wellbeing scale was developed in 2006 led by Professor Stewart-Brown (2020) and supported by Professor Stephen Platt from the University of Edinburgh (NHS, 2006). The 14-items statements of WEMWBS was worded positively. The theoretical range of scores for WEMWBS is 14-70, with higher scores indicating a higher level of mental wellbeing (Stewart-Brown, n.d., 2020). This scale has been used widely for measuring MWB in adults in different countries. A Study conducted by Bianca (2012) at University of Bologna and found that students less than 40 score were probably depressed, and score between 40 - 44 are possibly depressed.

Recently, at the time of COVID-19, researchers all over the world, tried to work on MWB. A survey from Hubei province in China reported threefold cases of domestic violence since the pandemic started (Liu Y., 2020). The World Health Organization (2020) has emphasized on physical wellbeing as well as MWB, as people have started to maintain physical and social distance with their family members, and friends; students have started online classes, employees have started working from home (Brown, S. S. & Janmohamed, K. 2020). Staying in front of the screen for a longer than average period of time is likely to cause mental impacts due to boredom and repetitiveness. This is a new reality for everyone. Warwick Medical School (2020), WHO (2020), and Worldometer (2020) also tried to find out the psychological impacts of quarantine, and ways of reducing it by using WEMEBS.

A survey was done by NUS in 2015 on students related with unemployment issue and found that 78% of students in both further and higher education have felt stressed; 77% have suffered from anxiety and 33% have had suicidal thoughts in London. Mental health was shown to be a consequence of risk factor for unemployment (Olesen et. al., 2013) also. The major consequences during a pandemic identified by researchers are: (i) risk of infection, thus search for physical safely (Brooks et. al., 2020; Xiang et. al., 2020); (ii) unfamiliar diseases, thus not knowing probable solutions (Gao et. al., 2020; Garfin et. al., 2020); (iii) living in isolation (Qiu et. al., 2020; Wang et. al., 2020); (iv) social distancing (Xiang et. al., 2020) and (v) lastly, financial loss and job insecurity (Zhou et. al., 2020).

At this moment, students all over the world are in anxiety, as the world economy is heading straight to a recession due to the pandemic. Students who are graduating now, or have graduated recently are concerned about their future and fear about long time unemployment. In Bangladesh, still no research has been done in this pandemic situation so far on students to see their mental well-being score when they are searching jobs. Thus, the aim of this paper to see the status of mental well-being of the students of business at tertiary level.

Gender and MWB

Women in Bangladesh today have come a long way, since independence, and have proved their credibility in every sphere of life beside male counterparts, starting from school to workplace. However, women still face difficulties in balancing their own demand and the demand from their families and society, which may deteriorate their MWB. Moreover, the factors responsible for MWB may not be the same for men and women because of the nature of the roles played by them in a society.

5. RESEARCH METHODOLOGY

Variables for the study were identified based on literature review. For quantitative analyses, a questionnaire survey was done on MBA students at two public universities in Dhaka. The primary goal of this research was to focus on the mental state of final year students. The population of this study was final year students of these two public universities. Participants were initially briefed on the aims and objectives of the study, and informed about its confidential, anonymous and voluntary nature through online classes. The link to the questionnaire was sent to the participants, and they were allowed to complete the questionnaire within 20 minutes. The participation rate for of the students was 100%. The secondary data were taken from journals, websites and other references.

Responses were collected from 196 MBA students (125 male students and 71 female students), aged 24 to 30, who are in the last semester of their MBA program, and looking for job. A few of them have already joined different organizations. However, majority of them is facing job insecurity. The following table shows respondents' gender-based profile:

Table 1: Respondent's Gender-based profile

		Number of respondents
Gender	Male	125 (63.78%)
	Female	71 (36.22%)

The study used Warwick-Edinburgh Mental Wellbeing Scale (WEMWBS) developed by Professor Sarah Stewart-Brown and supported by Professor Stephen Platt from the University of Edinburgh (2006). In 2005, NHS Health Scotland provided the funding to develop this scale for improving and mental health and well-being in Scotland.

WEMWBS has two scales: the original 14-items scale and the short 7-items scale. The scales have been validated for use in: (i) a wide variety of different geographical locations regardless of their language and cultural contexts, and (ii) many different settings, such as, workplace, schools, health services and community.

The instrument consists of 14-items scale (Table 1 in Appendix) with 5 response categories, summed up to provide a single score. These items are worded positively and cover both feeling and functioning aspects of MWB. The respondents were asked to mark the scale (1-5), which best describes their experience over the last 2 weeks from that specific time. The theoretical range of scores for WEMWBS is 14-70, with higher scores indicating a higher level of MWB. Respondents indicated their level of agreement using a 5-point Likert scale ranging from 1 (1= strongly disagree) to 5 (5= strongly agree). All the items were coded at the time of analysis as shown in Table 2.

Table 2: Factors Responsible for Student's MWB under WEMWBS

Factors and Items		Factors and Items		Factors and Items	
F1	Feeling Cheerful	F2	Feeling Close to Others	F3	Feeling Confident
F4	Dealing Problems Well	F5	Feeling Good about Own-self	F6	Can make-up Own Mind
F7	Interested for Others	F8	Feeling Loved	F9	Interested in New Things
F10	Optimistic about Future	F11	Feeling Relaxed	F12	Have Energy to Spare
F13	Can Think Clearly	F14	Feeling Useful		--

For the study, both descriptive and inferential analyses have been used. Descriptive analysis (mean) has been used to measure MWB and the Independent Samples T- test has been used for hypotheses testing. A bivariate analysis was also done to find correlations among the 14 factors of MWB.

6. FINDINGS AND ANALYSIS

6.1 Reliability Test

Cronbach's alpha is used to test the reliability of the instruments used. Empirically, alpha can take on any value less than or equal to 1, including negative value. Some researchers suggested that generally, a social science research requires a reliability of 0.70 (Kothari, 1990). The value of Cronbach's Alpha for the questionnaire used in this research is 0.72989 for 14 items.

Table 3: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
0.73989	0.73989	14

6.2 Descriptive Analysis

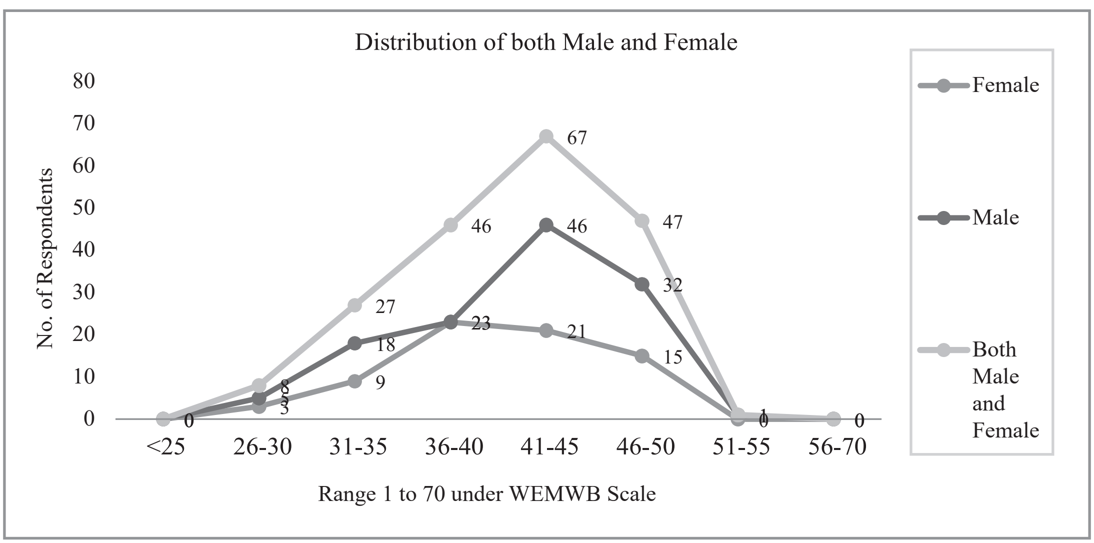
The theoretical range of scores for WEMWBS is 14-70, with higher scores indicating a higher level of MWB. Respondents indicated their level of agreement using a 5-point Likert scale ranging from 1 (1= strongly disagree) to 5 (5= strongly agree).

Table 4: Average Score of the Respondents under WEMWBS

Range	Both Male and Female	Percentag e of total	Male	Percen tag e of male	Percentag e of total	Female	Percentag e of female	Percentag e of total	
<25	0	0.00%	0	0.00%	0.00%	0	0.00%	0.00%	81
26-30	8	4.08%	5	4.00%	2.55%	3	4.23%	1.53%	
31-35	27	13.78%	18	14.40%	9.18%	9	12.68%	4.59%	
36-40	46	23.47%	23	18.40%	11.73%	23	32.39%	11.73%	
41-45	67	34.18%	46	36.80%	23.47%	21	29.58%	10.71%	67
46-50	47	23.98%	32	25.60%	16.33%	15	21.13%	7.65%	48
51-55	1	0.51%	1	0.80%	0.51%	0	0.00%	0.00%	
56-70	0	0.00%	0	0.00%	0.00%	0	0.00%	0.00%	
Total	196	100.00%	125	100%	63.78%	71	100%	36.22%	196

*Cutoff Point= 44/14= 3.1429, 40/14=2.875

According to this scale, scoring less than 40 (average mean= 2.85) indicates "probably depressed", and scoring between 40- 44 (average mean is between 2.85- 3.14) indicates "possibly depressed". Among the 196 students, 67 students' scores were between 41-44, who are "possibly depressed", and 81 students' scores were less than 40, which indicates that they are "probably depressed". Only one student's (male) score was found to be between 51-55. No the score was more than 55 (3.92 out of 5). According to this WEMWBS, the majority of these students are either depressed, or pessimistic about life (Table 4).



From this descriptive analysis (Table 5), the mean value for all the students is 2.942 (41.188 out of 70), for the males it is 2.958 (41.412 out of 70), and for the females it is 2.913 (40.782 out of 70). In majority of the cases, values are less than 2.85, and in only four cases, the values are more than 3.14. According to WEMWBS, scoring less than 2.85 are “probably depressed”, and scoring between 2.85- 3.14 are “possibly depressed”. That means, students are confident to deal with problems, or are interested in new things, or have energy to spare, but are not optimistic about their future. Students are not feeling cheerful or feeling close to others. It is very alarming for the young generation (aged between 24 to 30) who should be what does this mean confident about their future (2.368), should feel good about themselves (2.48), should be able to make up their own mind (2.488), can think clearly (2.472), etc. Again, 21.13% of females scored above the cut-off point, whereas it is 24.49% for the males.

Table 5: Individual Score under WEMWBS

Factors of MWB		Male		Female		Both	
		Average	Std. dev	Average	Std. dev	Average	Std. dev
F1	Feeling Cheerful	2.792	0.836	2.873	0.716	2.821	0.793
F2	Feeling Close to Others	2.872	0.933	3.042	0.901	2.934	0.923
F3	Feeling Confident	2.544	0.828	2.521	0.808	2.536	0.819
F4	**Dealing Problems Well**	**3.736**	**0.637**	**3.268**	**0.696**	**3.566**	**0.695**
F5	Feeling Good about Own-self	2.48	0.858	2.62	0.884	2.531	0.868
F6	Can make-up Own Mind	2.488	0.819	2.549	0.842	2.51	0.826
F7	Feeling Interested for Others	3.056	0.776	2.761	0.836	2.949	0.809
F8	**Feeling Loved**	**3.16**	**0.837**	**3.31**	**0.748**	**3.214**	**0.807**
F9	**Interested in New Things**	**3.816**	**0.409**	**3.451**	**0.604**	**3.684**	**0.518**
F10	Optimistic about Future	2.368	0.828	2.746	0.84	2.505	0.85
F11	Feeling Relaxed	2.936	0.716	2.887	0.785	2.918	0.74
F12	**Have Energy to Spare**	**3.648**	**0.663**	**3.282**	**0.614**	**3.515**	**0.668**
F13	Can Think Clearly	2.472	0.848	2.493	0.734	2.48	0.807
F14	Feeling Useful	3.048	0.851	2.986	0.686	3.026	0.794
Average		**2.958**	**0.408**	**2.913**	**0.365**	**2.942**	**0.393**
Total		**41.416**	**5.711**	**40.789**	**5.116**	**41.189**	**5.498**

Gender and WEMWB Scale

From the descriptive analysis (Table 5), we may conclude that factors accountable for students MWB are mixed between male and female in majority of the cases, though average score (2.913) of female is less than average score (2.958) of male. Among the 14 factors of the WEMWB scale, females scored less in cases of feeling confident, dealing with problems well, feeling interested for others, feeling relaxed, having energy to spare, and feeling useful.

6.3 Hypotheses Testing

The analysis of major hypotheses of this research is: H0_gender: Mean value of MWB is equal for both males and females.

Wellbeing consisted of 14 factors, thus, 14 working hypotheses have been developed to support the main hypothesis. These hypotheses have been tested by using Independent sample T-test (Table 6 and Appendix 2).

Assuming equal variance, the value of t-test is 0.000 (<0.05) for 'Dealing with problems well'; the value of t-test is 0.014 (<0.05) for 'Interested for others'; the value of t-test is 0.000 (<0.05) for 'Interested in new things'; the value of t-test is 0.003 (<0.05) for 'Optimistic about future'; and the value of t-test is 0.000 (<0.05) for 'Have energy to spare'. Hence, we rejected the null hypothesis at 5% level of significance for these five hypotheses.

Thus, the mean value of 'Dealing problems well'; 'Interested for others'; 'Interested in new things'; 'Optimistic about future'; and 'Have energy to spare' do not equal for all male and female.

Table 6: Summary Table Independent Samples Test

Factors responsible	Assumption of variances	LTEV*		t-test for Equality of Means					
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval	
								Lower	Upper
Dealing with Problems Well (F6)	EVA	6.662	**.011**	-4.784	194	**.000**	-.4684	-.6615	-.2753
	EVNA			-4.668	135.139	.000	-.4684	-.6668	-.2700
Interested in Others (F4)	EVA	3.814	.052	-2.491	194	**.014**	-.2954	-.5293	-.0616
	EVNA			-2.440	136.731	.016	-.2954	-.5349	-.0560
Interested in New Things (F13)	EVA	44.133	**.000**	-5.029	194	**.000**	-.3653	-.5086	-.2220
	EVNA			-4.536	107.096	.000	-.3653	-.5250	-.2056
Optimistic about Future (F1)	EVA	.244	.622	3.059	194	**.003**	.3785	.1344	.6225
	EVNA			3.046	143.839	.003	.3785	.1329	.6241
Have Energy to Spare (F5)	EVA	.002	.967	-3.818	194	**.000**	-.3663	-.5556	-.1777
	EVNA			-3.900	155.096	.000	-.3663	-.5519	-.1808

* *LTEV means Levene's Test for Equality of Variances.*
** *EVA= Equal variances assumed; and EVNA= Equal variances not assumed*

6.4 Bivariate Correlation Analysis

A bivariate correlation analysis was also done among 14 factors of MWB among students at the 0.05 and 0.01 level of significance. Details of the analysis have been presented in Appendix 3. Correlation also has been found significant (at the 0.01 level) between different factors of MWB (Table 8). All the 14 factors are positively correlated with other factors in most of the cases. No cases have been found negatively correlated here.

Table 7: Summary Table of Correlation at 0.01 Level of Significance

X=Pearson Correlation, Y=Sig. (2-tailed)								**Pearson's Correlations**							
		F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12	F13	F14
F1	X	1	.376**	.306**		.421**			.252**		.188**	.255**			.309**
	Y		.000	.000		.000			.000		.008	.000			.000
F2	X		1	.475**		.223**	.146*	.394**	.467**		.226**	.247**	.205**	.160**	
	Y			.000		.002	.042	.000	.000		.001	.000	.004	.025	
F3	X			1		.536**	.231**	.274**	.322**	.184**	.302**	.259**	.158*	.370**	.405**
	Y					.000	.001	.000	.000	.010	.000	.000	.027	.000	.000
F4	X				1	.237**							.186**		
	Y					.001							.009		
F5	X					1	.221**		.298**	.147*	.267**	.260**		.484**	.345**
	Y						.002		.000	.040	.000	.000		.000	.000
F6	X						1		.266**		.193**				.105*
	Y								.000		.007				.142
F7	X							1	.315**	.194**					.226**
	Y								.000	.006					.001
F8	X								1	.212**	.275**	.253**	.298**	.298**	.392**
	Y									.003	.000	.000	.000	.000	.000
F9	X									1			.296**		
	Y												.000		
F10	X										1			.228**	.247**
	Y													.001	.000
F11	X											1		.289**	.274**
	Y													.000	.000
F12	X												1	.053*	.159**
	Y													.461	.026
F13	X													1**	.189*
	Y														.008
F14	X														.1**
	Y														

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

Correlation at 0.05 level of Significance: Correlation has been found significant (at the 0.05 level) and positive between:

- ‘Feeling Cheerfulness (F1)’ and ‘Have Energy to Spare (F12)’;
- ‘Feeling Close to others (F2)’ and Can make-up Own Mind (F6)’;
- ‘Feeling Close to others (F2)’ and ‘Can Think Clearly (F13)’;
- ‘Feeling Confident (F3)’ and ‘Have Energy to Spare (F12)’;
- ‘Feeling Good about Own-self (F5) and ‘Interested in New Things (F9); and
- ‘Feeling Useful (F14)’ and ‘Have Energy to Spare (F12)’.

Table 8: Summary Table of Correlation at 0.05 Level of Significance

X=Pearson Correlation, Y=Sig. (2-tailed)						**Pearson’s Correlations**				
		F1	F2	F3	F5	F6	F9	F12	F13	F14
F1	X	1						.165*		
	Y							.021		
F2	X		1			.146*			.160*	
	Y					.042			.025	
F3	X			1				.158*		
	Y							.027		
F5	X				1		.147*			
	Y						.040			
F6	X		.146*			1				
	Y		.042							
F9	X				.147*		1		.168*	
	Y				.040				.018	
F12	X	.165*		.158*				1		.159*
	Y	.021		.027						.026
F13	X		.160*						1**	
	Y		.025							
F14	X							.159*		.1**
	Y							.026		

** Correlation is significant at 0.05 level (2-tailed); and ** Correlation is significant at 0.01 level (2-tailed)*

7. CONCLUSION

In Bangladesh, we lack knowledge about psychological aspects of people and we also emphasize less on MWB. It is pay attention to improve the MWB of students, who are the future leaders of this ever-growing country. According to Buchanan JL. (2012) university students are a special group of people who are going through a critical transitory period, when they are growing up from adolescence to adulthood. This can be one of the most stressful time in a person's life. This stress is much higher at the time of COVID-19. There is evidence to suggest that investment in wellbeing of people improves productivity for the wider society (Coast and Max, 2005; Dunham, 2001). Therefore, we should observe MWB and support mental well-being. Xiang et al. (2020) suggested timely mental health care during COVID-19 through telemedicine (Qiu et. al., 2020) and counselling by describing what is happening and what to do in that situation (Brooks et. al., 2020).

In this research it is marked to have mental stress in all students at business school. When they need to nurture their brain child of innovation, they are suffering to live their life. Students those are only earning member of their family are suffering from physical illness too. On average all student's mental well-being score is less than average. At this time positive it is very important for all policy makers to understand their need and to develop all policies considering these new generations too. Positive attitude from policy makers related with tertiary level and corporate level is very important and expected for the positive psychological health of this group. Exposure to positive news/events brings up a progressive psychological attitude. Family members and seniors must expose a favorable and positive attitude towards young generation. Sometimes online counselling also may work. In Ireland online counselling has increased by 10 times (Tarlton, 2020). A fearless, friendly, and affirmative environment is required for the students to stay positive and happy. Mass Media can improve MWB by spreading more positive news and events, instead of highlighting news that disseminates fear and anxiety.

Target audience of this article is predominantly students of tertiary level. Future researchers may focus on students of school and college level. Future studies may focus on different contingencies related with mental well-being rather than only 14-items of the Warwick–Edinburgh Mental Well-being Scale (WEMWBS) to minimize the gap of theoretical and practical aspects of mental well-being.

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Appendices

Appendix 1 : The Warwick–Edinburgh Mental Well-being Scale (WEMWBS)

Sl. No.	STATEMENTS	None of the time	Rarely	Some of the time	Often	All of the time
1.	I've been feeling optimistic about the future	1	2	3	4	5
2.	I've been feeling useful	1	2	3	4	5
3.	I've been feeling relaxed	1	2	3	4	5
4.	I've been feeling interested in other people	1	2	3	4	5
5.	I've had energy to spare	1	2	3	4	5
6.	I've been dealing with problems well	1	2	3	4	5
7.	I've been thinking clearly	1	2	3	4	5
8.	I've been feeling good about myself	1	2	3	4	5
9.	I've been feeling close to other people	1	2	3	4	5
10.	I've been feeling confident	1	2	3	4	5
11.	I've been able to make up my own mind about things	1	2	3	4	5
12.	I've been feeling loved	1	2	3	4	5
13.	I've been interested in new things	1	2	3	4	5
14.	I've been feeling cheerful	1	2	3	4	5

Appendix 2 : Independent Samples Test

Factors responsible	Assumption of variances	LTEV* F	LTEV* Sig.	t-test for Equality of Means t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval Difference Lower	Upper
Feeling Cheerful (F1)	EVA	5.003	.026	.688	194	.492	.0812	-.1516	.3141
	EVNA			.718	164.645	.474	.0812	-.1422	.3046
Feeling Close to Others (F2)	EVA	.059	.808	1.234	194	.215	.1703	-.0999	.4404
	EVNA			1.255	149.81	.211	.1703	-.0978	.4383
Feeling Confident (F3)	EVA	.044	.835	-.188	194	.851	-.0229	-.2635	.2177
	EVNA			-.189	148.544	.851	-.0229	-.2623	.2166
Dealing_Problems Well (F4)	EVA	6.662	.011	-4.784	194	.000	-.4684	-.6615	-.2753
	EVNA			-4.668	135.139	.000	-.4684	-.6668	-.2700
Feeling Good about Ownself (F5)	EVA	.118	.731	1.084	194	.280	.1397	-.1145	.3939
	EVNA			1.075	141.914	.284	.1397	-.1172	.3967
Can make-up Own Mind (F6)	EVA	.142	.707	.499	194	.619	.0613	-.1812	.3038
	EVNA			.495	142.360	.621	.0613	-.1836	.3062
Interested for Others (F7)	EVA	3.814	.052	-2.491	194	.014	-.2954	-.5293	-.0616
	EVNA			-2.440	136.731	.016	-.2954	-.5349	-.0560
Feeling Loved (F8)	EVA	2.016	.157	1.251	194	.212	.1497	-.0863	.3861
	EVNA			1.291	159.369	.199	.1161	-.0795	.3792
Interested in New Things (F9)	EVA	44.133	.000	-5.029	194	.000	-.3653	-.5086	-.2220
	EVNA			-4.536	107.096	.000	-.3653	-.5250	-.2056
Optimistic about Future (F10)	EVA	.244	.622	3.059	194	.003	.3785	.1344	.6225
	EVNA			3.046	143.839	.003	.3785	.1329	.6241
Feeling Relaxed (F11)	EVA	2.675	.104	-.442	194	.659	-.0487	-.2660	.1686
	EVNA			-.431	134.771	.667	-.0487	-.2722	.1748
Have Energy to Spare (F12)	EVA	.002	.967	-3.818	194	.000	-.3663	-.5556	-.1777
	EVNA			-3.900	155.096	.000	-.3663	-.5519	-.1808
Can Think Clearly (F13)	EVA	2.118	.147	.174	194	.862	.0210	-.2161	.2580
	EVNA			.181	163.301	.856	.0210	-.2072	.2491
Feeling Useful (F14)	EVA	10.083	.002	-.525	194	.600	-.0621	-.2952	.1710
	EVNA			-.557	171.637	.578	.0621	-.2821	.1579
Total	EVA	.582	.446	-.767	194	.444	-.6273	-2.2404	.9858
	EVNA			-.791	159.162	.430	-.6273	-2.1942	.9397

**LTEV means Levene's Test for Equality of Variances.*

***EVA= Equal variances assumed; and EVNA= Equal variances not assumed*

Appendix 3 : Correlation Matrix

X=Pearson Correlation, Y=Sig. (2-tailed)								**Pearson's Correlations**							
		F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12	F13	F14
F1	X	1	.376**	.306**	-.104	.421**	.132	.082	.252**	.074	.188**	.255**	.165*	.215	.309**
	Y		.000	.000	.147	.000	.065	.255	.000	.303	.008	.000	.021	.003	. 000
F2	X	.376**	1	.475**	.003	.223**	.146*	.394**	.467**	.085	.226**	.247**	.205**	.160**	.247*
	Y	.000		.000	.968	.002	.042	.000	.000	.239	.001	.000	.004	.025	.000
F3	X	.306**	.475**	1	-.022	.536**	.231**	.274**	.322**	.184**	.302**	.259**	.158*	.370**	.405**
	Y	.000	.000		.757	.000	.001	.000	.000	.010	.000	.000	.027	.000	.000
F4	X	-.104	.003	-.022	1	.237**	-.006	-.067	.057	.116	-.139	-.029	.186**	-.084	.132
	Y	.147	.968	.757		.001	.937	.351	.429	.107	.051	.683	.009	.239	.066
F5	X	.421**	.223**	.536**	.237**	1	.221**	.112	.298**	.147*	.267**	.260**	.092	.484**	.345**
	Y	.000	.002	.000	.001		.002	.118	.000	.040	.000	.000	.199	.000	.000
F6	X	.132	.146*	.231**	-.006	.221**	1	.131	.266**	.044	.193**	.119	-.079	.208	.105*
	Y	.065	.042	.001	.937	.002		.066	.000	.545	.007	.097	.269	.003	.142
F7	X	.082	.394**	.274**	-.067	.112	.131	1	.315**	.194**	.105	.079	.106	.187	.226**
	Y	.255	.000	.000	.351	.118	.066		.000	.006	.144	.273	.139	.009	.001
F8	X	.252**	.467**	.322**	.057	.298**	.266**	.315**	1	.212**	.275**	.253**	.298**	.298**	.392**
	Y	.000	.000	.000	.429	.000	.000	.000		.003	.000	.000	.000	.000	.000
F9	X	.074	.085	.184**	.116	.147*	.044	.194**	.212**	1	.004	-.081	.296**	.168	.232
	Y	.303	.239	.010	.107	.040	.545	.006	.003		.959	.259	.000	.018	.001
F10	X	.188**	.226**	.302**	-.139	.267**	.193**	.105	.275**	.004	1	.123	-.081	.228**	.247**
	Y	.008	.001	.000	.051	.000	.007	.144	.000	.959		.086	.257	.001	.000
F11	X	.255**	.247**	.259**	-.029	.260**	.119	.079	.253**	-.081	.123	1	.013	.289**	.274**
	Y	.000	.000	.000	.683	.000	.097	.273	.000	.259	.086		.857	.000	.000
F12	X	.165*	.205**	.158*	.186**	.092	-.079	.106	.298**	.296**	-.081	.013	1	.053*	.159**
	Y	.021	.004	.027	.009	.199	.269	.139	.000	.000	.257	.857		.461	.026
F13	X	.215**	.160*	.370**	-.084	.484**	.208**	.187**	.298**	.168*	.228**	.289**	.053	1**	.189*
	Y	.003	.025	.000	.239	.000	.003	.009	.000	.018	.001	.000	.461		.008
F14	X	.309**	.247**	.405**	.132	.345**	.105	.226**	.392**	.232**	.247**	.274**	.159*	.189**	.1**
	Y	.000	.000	.000	.066	.000	.142	.001	.000	.001	.000	.000	.026	.008	

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

AUTHORS' BIOGRAPHY

Ireen Akhter is a Professor at Institute of Business Administration, Jahangirnagar University, where she has been serving from 2005. She did her Masters and Bachelor of Business Studies in Management from Rajshahi University. She also did her MBA degree in HRM and PhD degree in Industrial Relations from Institute of Business Administration, Dhaka University. She has published 22 papers in reputed nationally and internationally recognized journals. Her research interests include employee relations, human-work-behavior, gender and leadership. She has presented papers in several international seminars and conferences and her papers got best paper awards for two times.

Ahmed Pasha is one of the prominent HR experts in Bangladesh with 20 years of experience in HR and other management domains. He did MBA in Marketing from Institute of Business Administration, Dhaka University and also did Masters in Economics from Dhaka University. He has one publication while working in Nielsen Bangladesh, in association with BRAC and HSC, Canada. He is a renowned trainer and facilitated many sessions in-country and abroad. He is also a guest faculty at IBA of Dhaka University and IBA of Jahangirnagar University. He loves to work on Employee Engagement, Organization Culture, and Leadership.

Tanzila Mahmud is currently doing her MBA from Institute of Business Administration, Dhaka University. Before that she did her Integrated Honours and Masters of Planning (MPlan) from School of Environment, Education and Development (SEED), University of Manchester in 2020. She worked with Edify Bangladesh, and Bangladesh Brand Forum as projects associate too. She was involved with different social activities at her university life as part of her social responsibilities. She has interest to work as freelance researcher on different issues related with human behavior.