

# GLOBAL JOURNAL

OF MANAGEMENT AND BUSINESS RESEARCH: A

---

## Administration and Management

Banking Sector of Bangladesh

Corporate Social Responsibility

Highlights

Study on AB Bank Limited

Gas for Industrial Development

Discovering Thoughts, Inventing Future

VOLUME 15

ISSUE 7

VERSION 1.0



GLOBAL JOURNAL OF MANAGEMENT AND BUSINESS RESEARCH: A  
ADMINISTRATION AND MANAGEMENT

---



GLOBAL JOURNAL OF MANAGEMENT AND BUSINESS RESEARCH: A  
ADMINISTRATION AND MANAGEMENT

---

VOLUME 15 ISSUE 7 (VER. 1.0)

OPEN ASSOCIATION OF RESEARCH SOCIETY

© Global Journal of  
Management and Business  
Research. 2015.

All rights reserved.

This is a special issue published in version 1.0  
of "Global Journal of Science Frontier  
Research." By Global Journals Inc.

All articles are open access articles distributed  
under "Global Journal of Science Frontier  
Research"

Reading License, which permits restricted use.  
Entire contents are copyright by of "Global  
Journal of Science Frontier Research" unless  
otherwise noted on specific articles.

No part of this publication may be reproduced  
or transmitted in any form or by any means,  
electronic or mechanical, including  
photocopy, recording, or any information  
storage and retrieval system, without written  
permission.

The opinions and statements made in this  
book are those of the authors concerned.  
Ultrapublishing has not verified and neither  
confirms nor denies any of the foregoing and  
no warranty or fitness is implied.

Engage with the contents herein at your own  
risk.

The use of this journal, and the terms and  
conditions for our providing information, is  
governed by our Disclaimer, Terms and  
Conditions and Privacy Policy given on our  
website [http://globaljournals.us/terms-and-conditions/  
menu-id-1463/](http://globaljournals.us/terms-and-conditions/menu-id-1463/)

By referring / using / reading / any type of  
association / referencing this journal, this  
signifies and you acknowledge that you have  
read them and that you accept and will be  
bound by the terms thereof.

All information, journals, this journal,  
activities undertaken, materials, services and  
our website, terms and conditions, privacy  
policy, and this journal is subject to change  
anytime without any prior notice.

Incorporation No.: 0423089  
License No.: 42125/022010/1186  
Registration No.: 430374  
Import-Export Code: 1109007027  
Employer Identification Number (EIN):  
USA Tax ID: 98-0673427

## Global Journals Inc.

(A Delaware USA Incorporation with "Good Standing"; Reg. Number: 0423089)

Sponsors: *Open Association of Research Society*  
*Open Scientific Standards*

### *Publisher's Headquarters office*

Global Journals Headquarters  
301st Edgewater Place Suite, 100 Edgewater Dr.-Pl,  
Wakefield MASSACHUSETTS, Pin: 01880,  
United States of America  
USA Toll Free: +001-888-839-7392  
USA Toll Free Fax: +001-888-839-7392

### *Offset Typesetting*

Global Journals Incorporated  
2nd, Lansdowne, Lansdowne Rd., Croydon-Surrey,  
Pin: CR9 2ER, United Kingdom

### *Packaging & Continental Dispatching*

Global Journals  
E-3130 Sudama Nagar, Near Gopur Square,  
Indore, M.P., Pin:452009, India

### *Find a correspondence nodal officer near you*

To find nodal officer of your country, please  
email us at [local@globaljournals.org](mailto:local@globaljournals.org)

### *eContacts*

Press Inquiries: [press@globaljournals.org](mailto:press@globaljournals.org)  
Investor Inquiries: [investors@globaljournals.org](mailto:investors@globaljournals.org)  
Technical Support: [technology@globaljournals.org](mailto:technology@globaljournals.org)  
Media & Releases: [media@globaljournals.org](mailto:media@globaljournals.org)

### *Pricing (Including by Air Parcel Charges):*

#### *For Authors:*

22 USD (B/W) & 50 USD (Color)  
Yearly Subscription (Personal & Institutional):  
200 USD (B/W) & 250 USD (Color)

INTEGRATED EDITORIAL BOARD  
(COMPUTER SCIENCE, ENGINEERING, MEDICAL, MANAGEMENT, NATURAL  
SCIENCE, SOCIAL SCIENCE)

---

**John A. Hamilton, "Drew" Jr.,**  
Ph.D., Professor, Management  
Computer Science and Software  
Engineering  
Director, Information Assurance  
Laboratory  
Auburn University

**Dr. Henry Hexmoor**  
IEEE senior member since 2004  
Ph.D. Computer Science, University at  
Buffalo  
Department of Computer Science  
Southern Illinois University at Carbondale

**Dr. Osman Balci, Professor**  
Department of Computer Science  
Virginia Tech, Virginia University  
Ph.D. and M.S. Syracuse University,  
Syracuse, New York  
M.S. and B.S. Bogazici University,  
Istanbul, Turkey

**Yogita Bajpai**  
M.Sc. (Computer Science), FICCT  
U.S.A. Email:  
yogita@computerresearch.org

**Dr. T. David A. Forbes**  
Associate Professor and Range  
Nutritionist  
Ph.D. Edinburgh University - Animal  
Nutrition  
M.S. Aberdeen University - Animal  
Nutrition  
B.A. University of Dublin- Zoology

**Dr. Wenying Feng**  
Professor, Department of Computing &  
Information Systems  
Department of Mathematics  
Trent University, Peterborough,  
ON Canada K9J 7B8

**Dr. Thomas Wischgoll**  
Computer Science and Engineering,  
Wright State University, Dayton, Ohio  
B.S., M.S., Ph.D.  
(University of Kaiserslautern)

**Dr. Abdurrahman Arslanyilmaz**  
Computer Science & Information Systems  
Department  
Youngstown State University  
Ph.D., Texas A&M University  
University of Missouri, Columbia  
Gazi University, Turkey

**Dr. Xiaohong He**  
Professor of International Business  
University of Quinnipiac  
BS, Jilin Institute of Technology; MA, MS,  
PhD,. (University of Texas-Dallas)

**Burcin Becerik-Gerber**  
University of Southern California  
Ph.D. in Civil Engineering  
DDes from Harvard University  
M.S. from University of California, Berkeley  
& Istanbul University



**Dr. Bart Lambrecht**

Director of Research in Accounting and Finance  
Professor of Finance  
Lancaster University Management School  
BA (Antwerp); MPhil, MA, PhD  
(Cambridge)

**Dr. Carlos García Pont**

Associate Professor of Marketing  
IESE Business School, University of Navarra  
Doctor of Philosophy (Management),  
Massachusetts Institute of Technology (MIT)  
Master in Business Administration, IESE,  
University of Navarra  
Degree in Industrial Engineering,  
Universitat Politècnica de Catalunya

**Dr. Fotini Labropulu**

Mathematics - Luther College  
University of Regina  
Ph.D., M.Sc. in Mathematics  
B.A. (Honors) in Mathematics  
University of Windsor

**Dr. Lynn Lim**

Reader in Business and Marketing  
Roehampton University, London  
BCom, PGDip, MBA (Distinction), PhD,  
FHEA

**Dr. Mihaly Mezei**

ASSOCIATE PROFESSOR  
Department of Structural and Chemical  
Biology, Mount Sinai School of Medical  
Center  
Ph.D., Eötvös Loránd University  
Postdoctoral Training,  
New York University

**Dr. Söhnke M. Bartram**

Department of Accounting and Finance  
Lancaster University Management School  
Ph.D. (WHU Koblenz)  
MBA/BBA (University of Saarbrücken)

**Dr. Miguel Angel Ariño**

Professor of Decision Sciences  
IESE Business School  
Barcelona, Spain (Universidad de Navarra)  
CEIBS (China Europe International Business School).  
Beijing, Shanghai and Shenzhen  
Ph.D. in Mathematics  
University of Barcelona  
BA in Mathematics (Licenciatura)  
University of Barcelona

**Philip G. Moscoso**

Technology and Operations Management  
IESE Business School, University of Navarra  
Ph.D in Industrial Engineering and  
Management, ETH Zurich  
M.Sc. in Chemical Engineering, ETH Zurich

**Dr. Sanjay Dixit, M.D.**

Director, EP Laboratories, Philadelphia VA  
Medical Center  
Cardiovascular Medicine - Cardiac  
Arrhythmia  
Univ of Penn School of Medicine

**Dr. Han-Xiang Deng**

MD., Ph.D  
Associate Professor and Research  
Department Division of Neuromuscular  
Medicine  
Department of Neurology and Clinical  
Neuroscience  
Northwestern University  
Feinberg School of Medicine

**Dr. Pina C. Sanelli**

Associate Professor of Public Health  
Weill Cornell Medical College  
Associate Attending Radiologist  
NewYork-Presbyterian Hospital  
MRI, MRA, CT, and CTA  
Neuroradiology and Diagnostic  
Radiology  
M.D., State University of New York at  
Buffalo, School of Medicine and  
Biomedical Sciences

**Dr. Roberto Sanchez**

Associate Professor  
Department of Structural and Chemical  
Biology  
Mount Sinai School of Medicine  
Ph.D., The Rockefeller University

**Dr. Wen-Yih Sun**

Professor of Earth and Atmospheric  
SciencesPurdue University Director  
National Center for Typhoon and  
Flooding Research, Taiwan  
University Chair Professor  
Department of Atmospheric Sciences,  
National Central University, Chung-Li,  
TaiwanUniversity Chair Professor  
Institute of Environmental Engineering,  
National Chiao Tung University, Hsin-  
chu, Taiwan.Ph.D., MS The University of  
Chicago, Geophysical Sciences  
BS National Taiwan University,  
Atmospheric Sciences  
Associate Professor of Radiology

**Dr. Michael R. Rudnick**

M.D., FACP  
Associate Professor of Medicine  
Chief, Renal Electrolyte and  
Hypertension Division (PMC)  
Penn Medicine, University of  
Pennsylvania  
Presbyterian Medical Center,  
Philadelphia  
Nephrology and Internal Medicine  
Certified by the American Board of  
Internal Medicine

**Dr. Bassey Benjamin Esu**

B.Sc. Marketing; MBA Marketing; Ph.D  
Marketing  
Lecturer, Department of Marketing,  
University of Calabar  
Tourism Consultant, Cross River State  
Tourism Development Department  
Co-ordinator , Sustainable Tourism  
Initiative, Calabar, Nigeria

**Dr. Aziz M. Barbar, Ph.D.**

IEEE Senior Member  
Chairperson, Department of Computer  
Science  
AUST - American University of Science &  
Technology  
Alfred Naccash Avenue – Ashrafieh

## PRESIDENT EDITOR (HON.)

---

### **Dr. George Perry, (Neuroscientist)**

Dean and Professor, College of Sciences

Denham Harman Research Award (American Aging Association)

ISI Highly Cited Researcher, Iberoamerican Molecular Biology Organization

AAAS Fellow, Correspondent Member of Spanish Royal Academy of Sciences

University of Texas at San Antonio

Postdoctoral Fellow (Department of Cell Biology)

Baylor College of Medicine

Houston, Texas, United States

## CHIEF AUTHOR (HON.)

---

### **Dr. R.K. Dixit**

M.Sc., Ph.D., FICCT

Chief Author, India

Email: [authorind@computerresearch.org](mailto:authorind@computerresearch.org)

## DEAN & EDITOR-IN-CHIEF (HON.)

---

### **Vivek Dubey(HON.)**

MS (Industrial Engineering),

MS (Mechanical Engineering)

University of Wisconsin, FICCT

Editor-in-Chief, USA

[editorusa@computerresearch.org](mailto:editorusa@computerresearch.org)

### **Sangita Dixit**

M.Sc., FICCT

Dean & Chancellor (Asia Pacific)

[deanind@computerresearch.org](mailto:deanind@computerresearch.org)

### **Suyash Dixit**

(B.E., Computer Science Engineering), FICCTT

President, Web Administration and

Development , CEO at IOSRD

COO at GAOR & OSS

### **Er. Suyog Dixit**

(M. Tech), BE (HONS. in CSE), FICCT

SAP Certified Consultant

CEO at IOSRD, GAOR & OSS

Technical Dean, Global Journals Inc. (US)

Website: [www.suyogdixit.com](http://www.suyogdixit.com)

Email: [suyog@suyogdixit.com](mailto:suyog@suyogdixit.com)

### **Pritesh Rajvaidya**

(MS) Computer Science Department

California State University

BE (Computer Science), FICCT

Technical Dean, USA

Email: [pritesh@computerresearch.org](mailto:pritesh@computerresearch.org)

### **Luis Galárraga**

J!Research Project Leader

Saarbrücken, Germany



## CONTENTS OF THE ISSUE

---

- i. Copyright Notice
  - ii. Editorial Board Members
  - iii. Chief Author and Dean
  - iv. Contents of the Issue
- 
1. Corporate Social Responsibility in the Banking Sector of Bangladesh: A Case Study on AB Bank Limited. *1-8*
  2. Optimizing uses of Gas for Industrial Development: A Study on Sylhet, Bangladesh. *9-17*
  3. Work-Life Balance of Female Garment Workers in Bangladesh: An Empirical Investigation. *19-25*
  4. Integrating Human Resource Management with Organizational Strategies. *27-31*
  5. Empirical Study on why Expatriates Fail in Different Environments: Case from Workers Working in Muslim Environment *33-38*
- 
- v. Fellows and Auxiliary Memberships
  - vi. Process of Submission of Research Paper
  - vii. Preferred Author Guidelines
  - viii. Index



GLOBAL JOURNAL OF MANAGEMENT AND BUSINESS RESEARCH: A  
ADMINISTRATION AND MANAGEMENT  
Volume 15 Issue 7 Version 1.0 Year 2015  
Type: Double Blind Peer Reviewed International Research Journal  
Publisher: Global Journals Inc. (USA)  
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

# Corporate Social Responsibility in the Banking Sector of Bangladesh: A Case Study on AB Bank Limited

By Jhumur Deb Roy & Md. Abdul Latif Mahmud

*World University of Bangladesh, Bangladesh*

**Abstract-** The aim of our article is to scrutinize the practices of corporate social responsibility (CSR) of AB Bank in Bangladesh as well as give some suggestions based on findings. The study found that total CSR expenditure of AB bank has been increasing over the years but the growth rate of total CSR expenditure is seen decreasing trend. The study also found that growth rate of CSR expenditure on education and environment sector decreased in 2013 compared to the previous years. So for the wellbeing of the society CSR expenditure of AB Bank should increase much more. This study further found that the CSR practices of Bangladesh are confined within some selected sectors. Therefore this study suggests some possible areas should be considered for CSR activities. This Study further suggests that a proper guideline by Government regarding CSR contribution, involvement of large corporation in CSR activities and mandating CSR disclosures in the annual report will fulfill the intended goals of the corporate organizations and also ensure a successful and sustainable development of the society.

**Keywords:** corporate social responsibility (CSR), wellbeing, growth rate, sustainable development and education & environment.

**GJMBR - A Classification :** JEL Code: E59



*Strictly as per the compliance and regulations of:*



RESEARCH | DIVERSITY | ETHICS

# Corporate Social Responsibility in the Banking Sector of Bangladesh: A Case Study on AB Bank Limited

Jhumur Deb Roy<sup>α</sup> & Md. Abdul Latif Mahmud<sup>σ</sup>

**Abstract-** The aim of our article is to scrutinize the practices of corporate social responsibility (CSR) of AB Bank in Bangladesh as well as give some suggestions based on findings. The study found that total CSR expenditure of AB bank has been increasing over the years but the growth rate of total CSR expenditure is seen decreasing trend. The study also found that growth rate of CSR expenditure on education and environment sector decreased in 2013 compared to the previous years. So for the wellbeing of the society CSR expenditure of AB Bank should increase much more. This study further found that the CSR practices of Bangladesh are confined within some selected sectors. Therefore this study suggests some possible areas should be considered for CSR activities. This Study further suggests that a proper guideline by Government regarding CSR contribution, involvement of large corporation in CSR activities and mandating CSR disclosures in the annual report will fulfill the intended goals of the corporate organizations and also ensure a successful and sustainable development of the society.

**Keywords:** corporate social responsibility (CSR), wellbeing, growth rate, sustainable development and education & environment.

## I. INTRODUCTION

Corporate Social Responsibility is an ethical or theory that has an entity, be it an organizational or individual, has an obligation to act, to benefit society at large. CSR involves commitment to contribute to the economic, environmental, and social sustainability of communities through the ongoing engagement of stakeholders, the active participation of communities impacted by company activities and the public reporting of company policies and performance in the economic, environmental and social areas.

The Corporate Social Responsibility of a company is inevitable for many aspects. The corporate social responsibility tells the company how to observe duty to the society well, as well as the employees, exactly how well the company is maintaining social responsibility.

In today's competitive world CSR is very important for an organization. CSR can promote respect for an organization in the marketplace which can result

in higher sales, enhance employee loyalty and attract better personnel to the firm. Also, CSR activities focus on sustainability issues may lower costs and improve efficiencies as well. CSR practice in Bangladesh is a new dimension which is the main focus point of this paper. AB bank Bangladesh Limited is dedicated itself towards the welfare for the society.

Corporate Social Responsibility is a form of corporate self-regulation integrated into a business model. CSR is about the relationship of corporation with society as a whole. The multinational company are working all most every area of society that bring social welfare. Generally, they work in the area of human development, environmental development, urbanization, protection of customer rights, educational sector, and cultural sector, community development etc. In Bangladesh, there are so many banks are available that are performing CSR activities, especially; AB Bank Limited is pioneer of them.

AB Bank is known as one of leading bank of the country since its commencement 28 years ago. It continues to remain updated with the latest products and services, considering consumer and client perspectives. As a part of the commitment to create real value in a changing world, ABBL is determined to hold accountable for the social, environmental and economic impacts of the operations. ABBL mainly focuses their CSR activities on Education, Health, Environment, Disaster management, Art and culture and Socio-Economic Development.

## II. OBJECTIVES OF THE STUDY

- To analyze the CSR activities of AB Bank in Bangladesh.
- To suggest some measures to AB Bank Ltd. to improve CSR activities based on the research findings.

## III. LITERATURES REVIEW

CSR is how companies manage the business processes to produce an overall positive impact on society. The World Business Council for Sustainable Development in its publication "Making Good Business Sense" by Lord Holm and Richard Watts used the following definition. "Corporate Social Responsibility is

*Author α:* Senior Lecturer, Department of Business Administration, World University of Bangladesh. e-mail: [jhumur.debroy@yahoo.com](mailto:jhumur.debroy@yahoo.com)

*Author σ:* Lecturer, Department of Business Administration, World University of Bangladesh. e-mail: [Latif049@gmail.com](mailto:Latif049@gmail.com)

the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large". Philip Kilter and Kevin Lane Keller urge that, "Raising the level of socially responsible marketing calls for a three-pronged attack that relies on proper legal, ethical, and social responsibility behavior."

CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interactions with their stakeholders on a voluntary basis. (Green Paper, 2001) Socially responsible means not only fulfilling legal expectations, but also going beyond compliance and investing 'more' into human capital, the environment and in rapport-building with stakeholders. It is relevant in all types of companies and in all sectors of activity, from MSMEs to Multinational Enterprises (MNEs). "A number of companies with good social and environmental records indicate that these activities can result in better performance and can generate more profit and growth. (Green Paper, 2001) Research (Industry week, 15 January 2001) has shown that about one half of the above average performance of socially responsible companies can be attributed to their CSR image while the other half is explained by their performance. Socially responsible companies are expected to deliver above-average financial returns. (Green Paper, 2001) CSR has some internal dimensions such as: human resources management, health and safety at work, adaptation to change and management of environmental impact and natural resources. The external dimensions include local communities, business, partners, suppliers and consumers, human rights and global environmental concerns. Again, CSR may be as simple as sponsoring social service oriented entertainment events. In essence, 'CSR is positive rapport with the society'. In a Bangladesh context, several multinational companies and local companies practice CSR. While the multinationals are influenced by their own ESRB disposition, most of the business concerns in Bangladesh do not rate high in practicing CSR unless being pressured by the foreign buyers in case of export oriented business.

The role of business worldwide and specifically in the developed economies has evolved over the last few decades from classical „profit maximizing“ approach to a social responsibility approach, where businesses are not only responsible to its stockholders but also to all of its stakeholders in a broader inclusive sense. Because of global competitiveness and demand, the CSR practices and standards are being implemented in Bangladesh (Alimullah, 2006). Wise and Ali (2009) pointed out that CSR is still an evolving concept that enables corporate executives to create and apply self-determined policies to best meet the needs

and demands of its stakeholders. Hackston and Milne (1996) used six categories: environment, energy, human resources, product and safety, community involvement, and other. A technique commonly used in social responsibility research to measure the significance of content is to count the number of words used to describe a particular issue (Hackston and Milne 1996). Wartick and Cochran (1985) depicted the evolution of the corporate social performance model by focusing on three challenges to the concept of corporate social responsibility: economic responsibility, public responsibility, and social responsiveness. It is one of interest in our study to identify whether corporate social responsibility disclosures made in the Bangladesh banking sector focus on economic responsibility, public responsibility or social responsiveness. Further research of a similar nature might be able to find where Bangladesh lies in terms of Cochrane's evolutionary model.

#### IV. METHODOLOGY OF THE STUDY

This paper is based on secondary data which were collected from the various annual reports of AB Bank from 2009 to 2013. Five years data of AB Bank have been presented in an easy and understandable form. Tabular and graphical analyses were done with the collected data to achieve the objectives of the study. Microsoft Office and Microsoft Excel package have been used in tabular and graphical representation of data.

#### V. DATA ANALYSIS AND FINDINGS (CSR EXPENDITURES BY AB BANK)

The banking sector of Bangladesh has a long history of involvement in benevolent activities like donations to different charitable organizations, to poor people and religious institutions, city beautification and patronizing art & culture, etc. Recent trends of these engagement indicates that banks are gradually organizing these involvements in more structured CSR initiative format, in line with BB Guidance in DOS circular no. 01 of 2008. The June 2008 BB Guidance circular suggested that banks could begin reporting their CSR initiatives in a modest way as supplements to usual annual financial reports, eventually to develop into full blown comprehensive reports in GRI format. Information on CSR expenditure available from annual reports of AB bank, compiled together, bring up the following picture of sectorial patterns.

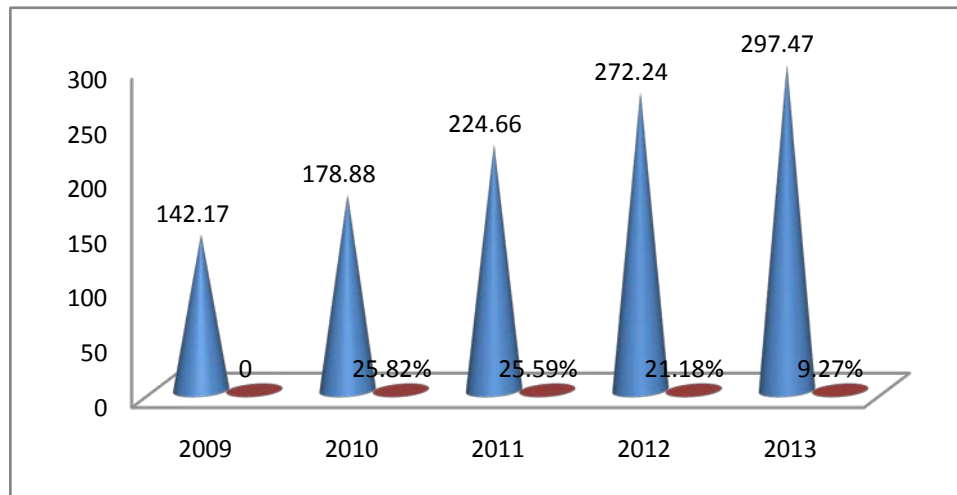
In the year 2007, large concentration in the field of disaster relief, both in participation and expenditure wise, was observed mainly because of the cyclone 'Sidre'. Whereas, in the year 2009, the 'Education' and 'Health' sectors were getting more attention and appeared to be the most popular area for CSR activities as huge investments are being made by several bank in these segments. These shifts point to the

responsiveness of the banking community to the changing need of the society.

*Table 1* : Total CSR Expenditure of AB Bank

Year	Expenditure (in million)	Growth Rate
2009	142.17	
2010	178.88	25.82%
2011	224.66	25.59%
2012	272.24	21.18%
2013	297.47	9.27%

*Source: Annual report of AB Bank (2009-2013)*



*Source: Annual report of AB Bank (2009-2013)*

*Figure 1* : Total CSR Expenditure of AB Bank

According to the above figure, it has been observed that ABBL expended their CSR activities which increased year by year. Total CSR expenditure of AB bank limited was 142.17 million, 178.88 million, 224.66 million, 272.24 million and 297.47 million in 2009, 2010, 2011, 2012 and 2013 respectively for educational infrastructure development program, health, environment, art & culture, sports etc.

## VI. SECTORAL CSR EXPENDITURES BY AB BANK

### a) Education

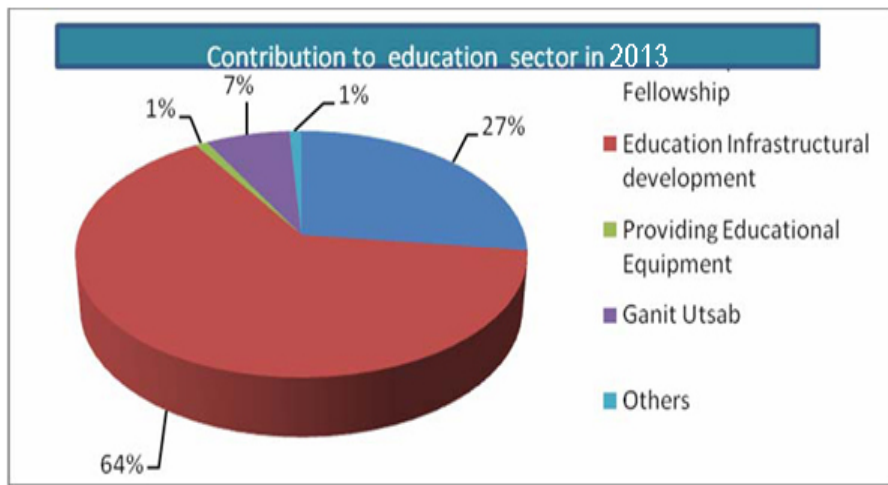
AB Bank has long been practicing CSR in education sector through scholarship for poor and brilliant students, education promotion scheme, education for underprivileged children, donations to educational institution etc.

A donation was given to the 'One degree Initiative' to facilitate learning associations for poor children in April 2011. Since children from poor and unfortunate families lack opportunities in having education and proper recreation in our country, it is

urgent to take proper and adequate initiatives for the development of this less fortunate group. ABBL and One Degree Initiative jointly made an attempt to conduct a learning session consisting of a series of intra and inter-schools quiz competition as well as several recreational events in 11 different schools.

Financial assistance was provided to Department of Applied Chemistry and Chemical Engineering, University of Dhaka for enhancing their modern educational facilities during January 2012.

ABBL always encourages the participation of students in extra-curriculum activities. Therefore, a donation was made to St. Joseph Higher Secondary School for arranging their Annual Science Fair 2011 on February 2013. A donation was also made to Shikkhar Manunnayane Shammilito Pracheshta, a joint endeavor of the major schools and colleges of greater Dhaka for arranging a fair as part of their ongoing education program named 'Education & Cultural Fair 2011' on February 07, 2013.



Source: Annual report of AB Bank (2009-2013)

Figure 2 : CSR Spending of ABBL to Education Sectors (in 2013)

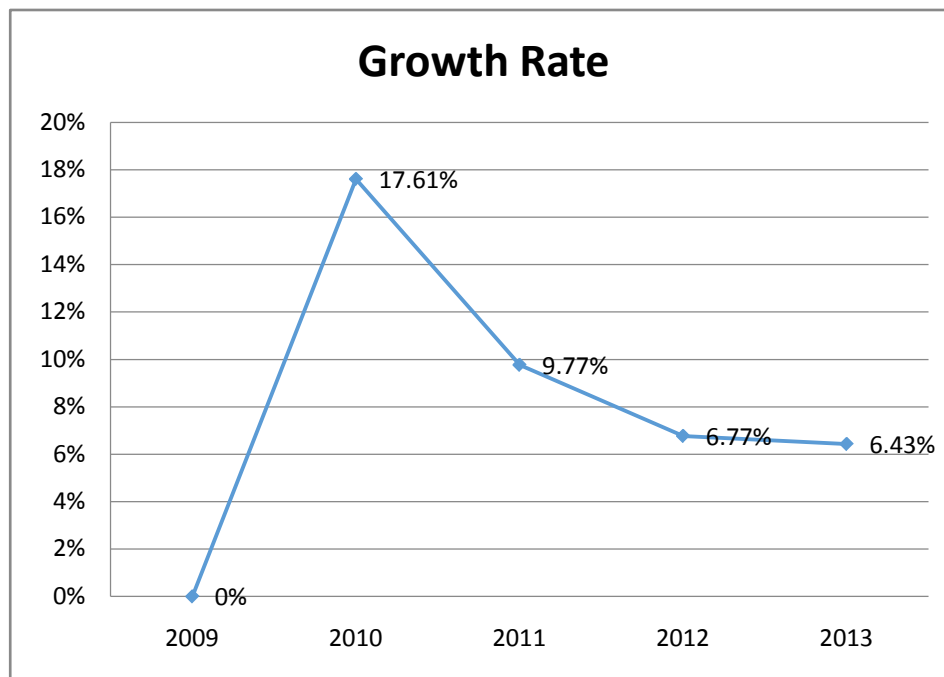
Education is a pre-requisite for the overall development of the country. Keeping this view in mind, AB Bank Limited has been giving priority to the education sector. Awarding scholarship and fellowship to meritorious students, helping development of infrastructural facilities, providing essential educational equipment etc. are some of the aspects included in the program. In 2013 ABBL spends Tk. 50.16 million in education sector. From the diagram we see that ABBL spends 27% amount for scholarship program, 64% for educational infrastructural development program, 1% for providing educational equipment, 7% for Ganit Utsab

and 1% in miscellaneous purpose out of total Tk. 50.16 million in 2013.

Table 2 : CSR spending of ABBL in education

Year	Expenditure (in million)	Growth Rate
2009	34.19	
2010	40.21	17.61%
2011	44.14	9.77%
2012	47.13	6.77%
2013	50.16	6.43%

Source: Annual report of AB Bank (2009-2013)



Source: Annual report of AB Bank (2009-2013)

Figure 3 : CSR spending of ABBL in education



From the above table, it has been observed that ABBL disbursed 34.19 million amount in 2009, 40.21million in 2010, 44.14 million in 2011, 47.13 million in 2012 and 50.16 million for scholarship program, educational infrastructure development program, providing educational equipment Ganit Utsab and in miscellaneous purpose. Though CSR expenditure of ABBL bank is increasing but growth rate is not so good.

#### b) Health

ABBL has always been directly or indirectly involve in projects for improvement in health sector of Bangladesh. As a continuous effort, ABBL made a donation of BDT 15, 00,000 (Taka Fifteen Lac) to BIRDEM Dental Department to install a complete dental unit and implant surgical kit. BIRDEM Dental Department serve people since 1987, on that note, with a social responsibly aspect, this financial support was provided with an objective of better treatment of mass people.

ABBL also made a donation on March 6, 2009 to SIED Trust, a nongovernment organization working in the arena of assisting disable and disadvantaged children. It is worth mentioning that ABBL has been providing financial assistance to SIED Trust for last couple of years on a regular basis with an objective to

provide better health facilities to disabled and underprivileged children.

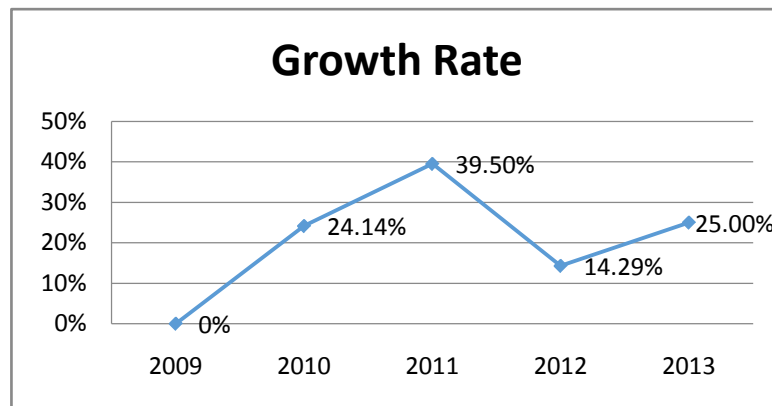
A donation of Taka 25 Lac was also given to Chittagong samitee for establishment of a hospital in Chittagong on December 2010. A donation was also made for Sandhani, a voluntary institute of medical students of Faridpur Medical College Unit for supporting their voluntary activities in January 2011.

A donation was made for "Gono Bishwabidyaly Unit" Samaj Vittik Medical College, Gonoshasthaya Kendra, Savar, on January 2012. The bank also made a donation to "Khulna Surgical & Medical Hospital (Pvt) Ltd. on humanitarian ground on 20<sup>th</sup>, April, 2013 for the treatment of 12 years aged boy Md. Alimun, who was a victim of a road accident.

*Table 3 : CSR spending of ABBL in health*

Year	Expenditure (in million)	Growth Rate
2009	20.21	
2010	25.09	24.14%
2011	35.00	39.50%
2012	40.00	14.29%
2013	50.00	25.00%

*Source: Annual report of AB Bank (2009-2013)*



*Source: Annual report of AB Bank (2009-2013)*

*Figure 4 : CSR spending of ABBL in health*

It has been revealed from the table that ABBL spends 20.21 million amount in 2009, 25.09 million in 2010, 35.00 million in 2011, 40.00 million in 2013 and 50.00 million for the development of the health sector of our country.

#### c) Environment

As a conscious corporate citizen, ABBL is not only promoting environment friendly projects, but also advising its clients to make their projects compliant as regards environmental issues. Consequently, the corporate were ABBL financed – be it large or small – are becoming fully aware of environmental impacts and complying with the bank's requirements. Besides, ABBL

also provided financial support for a number of environmental causes last year.

A donation was made to Bangladesh Poribesh Andolon (BAPA) and Bangladesh Poribesh Network (BEN), who are non-political, non government and voluntary social organizations working in the field related to environment. ABBL, BAPA and BEN jointly arranged a special conference in association with different Universities and environmental organizations on 'Urbanization, Traffic Jam and Environment' in Dhaka on January 8, 2011.

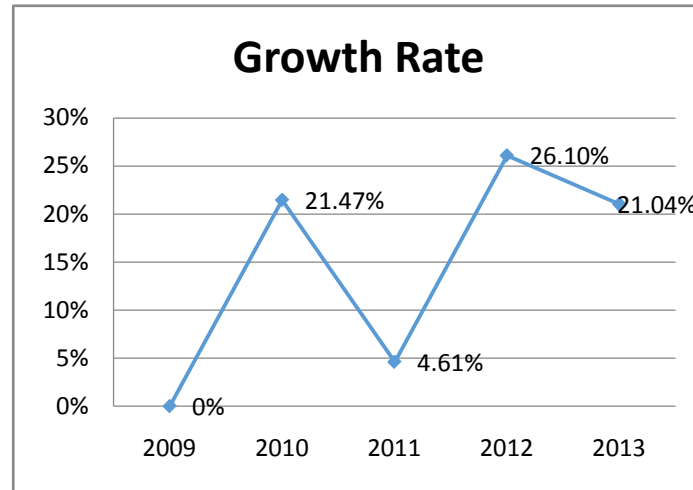
A donation was also provided for to the Department of Soil, Water and Environment, Dhaka

University during June 24-26, 2013 with an objective to enhance their environmental research work.

*Table 4 : CSR spending of ABBL on environment*

Year	Expenditure (in million)	Growth Rate
2009	18.21	
2010	22.12	21.47%
2011	23.14	4.61%
2012	29.18	26.10%
2013	35.32	21.04%

*Source: Annual report of AB Bank (2009-2013)*



*Source: Annual report of AB Bank (2009-2013)*

*Figure 5 : CSR spending of ABBL on environment*

The above figure demonstrates that ABBL spends 18.21 million amount in 2009, 22.12 million in 2010, 23.14 million in 2011, 29.18 million in 2012 and 35.3 million in 2013 for the development of the environment of our country.

#### *d) Art and culture*

Over the years ABBL has been contributing for the development of 'Art & Culture' sector in Bangladesh which includes donating to different cultural institutions, financial assistance to young and budding talents, promoting art & culture in grass-root etc. Accordingly, a donation (Taka Nine Lac) was made for Bangladesh Shishu Academy, Chittagong to construct the main entrance gate, boundary wall and a room adjacent. Almost 2800 students are getting trained on different grounds of arts and aesthetics in this academy. To promote the future artist, ABBL came forward with financial support to this academy as part of Bank's social responsibility.

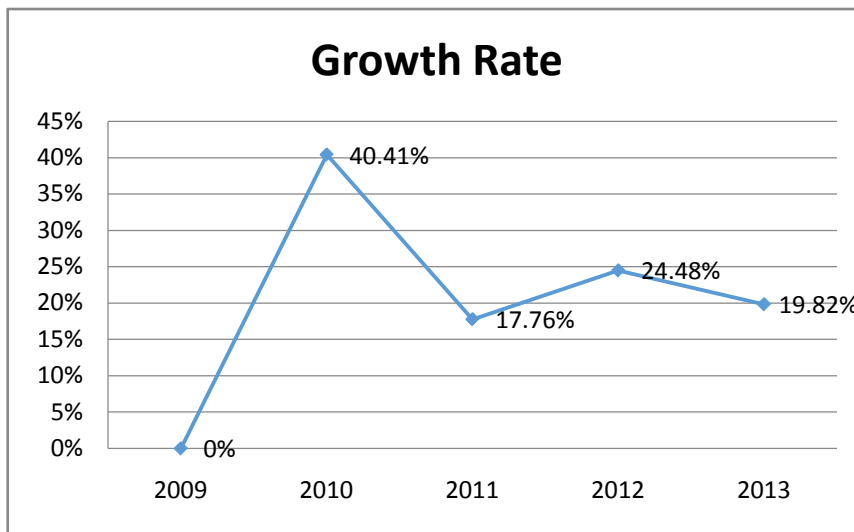
Financial assistance (Taka Seventeen Lac Ninety Five Thousand) was provided to a theater troupe named 'Bangla Theater', as they went to participate in Edinburgh Fringe Festival, held from 1<sup>st</sup> week to August 2011 till the end of the month. They performed a play

"The Distance Near" which was about Shakespeare through the eyes of Rabindranath, whose 150th birth anniversary was being celebrated all over the world at that time. This was a unique opportunity for ABBL to promote our country's art & culture, since it was the first time for a Bangladeshi Theater group to perform a play on an international stage.

*Table 5 : CSR spending of ABBL in Art and Culture*

Year	Expenditure (in million)	Growth Rate(in percentage)
2009	15.12	-
2010	21.23	40.41
2011	25.00	17.76
2012	31.12	24.48
2013	37.29	19.82

*Source: Annual report of AB Bank (2009-2013)*



Source: Annual report of AB Bank (2009-2013)

Figure 6 : Growth rate of CSR spending of ABBL in Art and Culture

The above figure demonstrates that ABBL contributes 15.12 million amount in 2009, 21.23 million in 2010, 25.00 million in 2011 & 31.12 million in 2012 and 37.29 million in 2013 for the development of the 'Art & Culture' sector in Bangladesh which includes donating to different cultural institutions, financial assistance to young and budding talents, promoting art & culture in grass-root etc.

e) Sports

ABBL is currently highlighting on youth development and sports. ABBL takes initiatives mostly to grass level so that the talents and skills may come from rural and district level.

Financial assistance (Taka Seventy Five Lac) was provided to organize 5 day ODI series between Bangladesh-Zimbabwe in Zimbabwe, held during 12-21st August, 2011. Over the last 1 decade, our cricket has reached to a respectable height. And ABBL has always been a huge supporter of Bangladesh Cricket. So whenever there is any cricket event, ABBL always

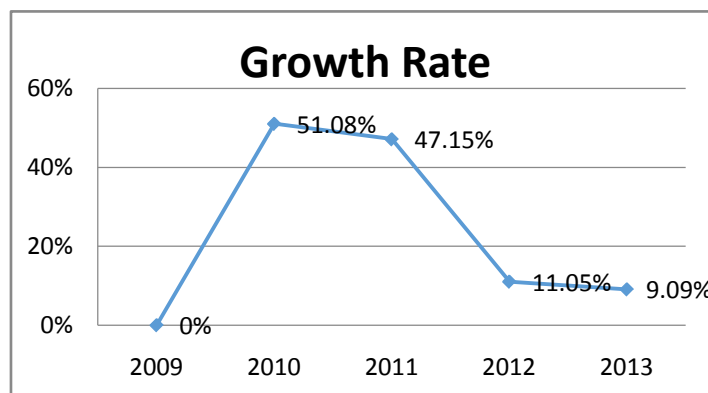
reaches its arms with financial and emotional support. In this connection it is worth mentioning that during the world cup, an amount of taka (83.52 Lac) was spent to promote the image of the Captain of the National Cricket Team of Bangladesh, Mr. Shakib Al Hasan with an objective of promoting the image of the Bangladeshi Cricket team simultaneously.

Again, a donation was also given to organize Bijoy Dibosh Hockey Tournament 2013 held during 10-20 the December, 2013 at Maulana Bhashani Hockey Stadium, Dhaka.

Table 6 : CSR spending of ABBL on Sports

Year	Expenditure (in million)	Growth Rate
2009	33.83	
2010	51.11	51.08%
2011	75.21	47.15%
2012	83.52	11.05%
2013	91.11	9.09%

Source: Annual report of AB Bank (2009-2013)



Source: Annual report of AB Bank (2009-2013)

Figure 7 : CSR spending of ABBL on Sports

It has also been observed from this table that ABBL spends 33.83 million amount in 2009, 51.11 million in 2010, 75.21 million in 2011, 83.52 million in 2012 and 91.11 million in 2013 for the highlighting on youth development and sports. ABBL takes initiatives mostly to grass level so that the talents and skills may come from rural and district level.

## VII. CONCLUSIONS AND RECOMMENDATIONS

Banks always contribute towards the economic development of a country. Compared with other Banks ABBL is also playing leading role in socio-economic development of the country. From this analysis it can be easily said that CSR practices of AB Bank have greater role to bring close relationship between company and society by contributing education, health, sports and culture sectors. Though in Bangladesh most of the people think that all company are focused in their business growth rather than social commitment. By analyzing its performance it is observed that a potential growth might be accelerated through effective implications of some policy. Being an old generation bank it has an advantage compared to newly established bank in the form of wide range of activities. By analyzing all information it can be easily said that the amount contributed by AB Bank for CSR activities is increasing but the growth rate is not good. From the study it is also found that, ABBL contributes mainly in Education, Health, Environment, Disaster Management, Art & Culture, Sports and Socio Economic Development. ABBL is building reputation, brand value, customer loyalty, employee motivation and retention by CSR activities. Total expenditure on CSR activities of AB Bank is gradually increased and thus the bank is committed to the sustainable development of communities but growth rate of CSR expenditure is not good. If most of the companies come forward to contribute to the society like ABBL, it will help to create their social branding as well as helping the society. So it can be said that ABBL is a pioneer in Corporate Social Responsibility because the idea of CSR is vastly expanded by ABBL at first. The expectations of the common people must be reflected in the CSR policy. But from this study it has been found out that the practices of CSR activities mainly are confined within the health and safety, environment and disaster management, education and social awareness building, and sports sectors. This study further suggests some possible areas that corporate bodies may consider to incorporate in their CSR tasks and priorities. This can ensure the overall development of the country. For this reason, the Bangladesh Bank can monitor the CSR adoption and performance of banks and also give some directions to the banks and provide some priority areas for CSR practices.

## REFERENCES RÉFÉRENCES REFERENCIAS

1. Alam, S. M. (2010) Corporate Social Responsibility (CSR) of MNCs in Bangladesh: A case study on Grameen Phone Ltd. Journal of Potuakhali University of Science and Technology, Vol. 2: 112-127.
2. Annual Report of AB Bank ( from 2009 to 2013)
3. Backman, J. (1975) Social responsibility and accountability: New York: New York University Press.
4. Beesley, M.E., and Evans, Tom. 1978. Corporate Social Responsibility: A Reassessment. Taylor & Francis.
5. Davis, K. & Blomstrom, R. (1971) Business, society and environment: Social power and social response. New York: McGraw-Hill.
6. Du S, Bhattacharya CB, Sen S. Maximizing business returns to corporate social responsibility (CSR): the role of CSR communication. International Journal of Management Reviews 2010; 12(1):8-19.
7. Eells, R. & Walton, C. (1974) Conceptual foundations of Business. Burr Ridge, IL: Irwin; 1974: 247.
8. Hackston D and Milne M (1996). "Some determinants of social and environmental disclosures in New Zealand companies", Accounting, Auditing & Accountability Journal, Vol. 9, No.1, pp.77-108.
9. Khan M.H.U.Z, Halabi A and Samy M. (2009), "CSR Reporting Practice: A study of Selected Banking Companies in Bangladesh", Social Responsibility Journal, Vol.5 No.3, Pp.344-357.
10. Masud A. K (2011). "CSR practices of private commercial banks in Bangladesh: A comparative study"MPRA Paper No. 35496, posted 24. December 2011.
11. Miyan M Alimullah (2006), "Dynamics of Corporate Social Responsibility - Bangladesh Context "Journal of AIUB Bangladesh, August, Vol.3, No. 1, Pp.13-32
12. Preston, L. & Post, J. (1975) Private Management and Public Policy. Englewood Cliffs, NJ: Prentice Hall.
13. Sethi, S. P. (1975) Dimensions of corporate social performance - An analytical framework. California Management Review, Vol. 17: 58-64.
14. Wartick, S and Cochran, P (1985). "The Evolution of the Corporate Social Performance Model", Academy of Governance Review, Vol. 10, No. 4.



GLOBAL JOURNAL OF MANAGEMENT AND BUSINESS RESEARCH: A  
ADMINISTRATION AND MANAGEMENT  
Volume 15 Issue 7 Version 1.0 Year 2015  
Type: Double Blind Peer Reviewed International Research Journal  
Publisher: Global Journals Inc. (USA)  
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

## Optimizing Uses of Gas for Industrial Development: A Study on Sylhet, Bangladesh

By Md. Asfaqur Rahman

*Pabna University of Science and Technology, Bangladesh*

**Abstract-** Proper and planned industrialization for any country can help to earn its expected GDP growth rate and minimize the unemployment rate. Industrial sector basically consists of manufacturing, together with utilities (gas, electricity, and water) and construction. But all these components to establish any industry are not available concurrently that only guarantee Sylhet. Here this study is conducted to identify the opportunities to generate the potential industrial sectors into Sylhet that ensures the proper utilization of idle money, cheap labor, abundant natural gas, and other infrastructural facilities. This industrialization process in Sylhet will not only release from the hasty expansion of industries into Dhaka, Chittagong but also focuses it to be an imminent economic hub of the country. As a pertinent step, this study analyzed the trend of gas utilization in different sectors and suggests the highest potential and capacity for utilizing gas after fulfilling the demand of gas all over the country. Though Sylhet has abundant natural resources and enormous potentials for developing gas-based industries, it has also some notable barriers which could easily be overcome if all things go in the same horizontal pattern. This paper concludes with suggestions that Sylhet could undertake the full advantage of different gas distribution and transmission companies and proposed Special Economic Zone (SEZ) as well for sustaining the momentum.

**Keywords:** *contribution, demand and supply, distribution, gas, investment, sector, SEZ.*

**GJMBR - A Classification :** *JEL Code: M00*



*Strictly as per the compliance and regulations of:*





# Optimizing Uses of Gas for Industrial Development: A Study on Sylhet, Bangladesh

Md. Asfaqur Rahman

**Abstract-** Proper and planned industrialization for any country can help to earn its expected GDP growth rate and minimize the unemployment rate. Industrial sector basically consists of manufacturing, together with utilities (gas, electricity, and water) and construction. But all these components to establish any industry are not available concurrently that only guarantee Sylhet. Here this study is conducted to identify the opportunities to generate the potential industrial sectors into Sylhet that ensures the proper utilization of idle money, cheap labor, abundant natural gas, and other infrastructural facilities. This industrialization process in Sylhet will not only release from the hasty expansion of industries into Dhaka, Chittagong but also focuses it to be an imminent economic hub of the country. As a pertinent step, this study analyzed the trend of gas utilization in different sectors and suggests the highest potential and capacity for utilizing gas after fulfilling the demand of gas all over the country. Though Sylhet has abundant natural resources and enormous potentials for developing gas-based industries, it has also some notable barriers which could easily be overcome if all things go in the same horizontal pattern. This paper concludes with suggestions that Sylhet could undertake the full advantage of different gas distribution and transmission companies and proposed Special Economic Zone (SEZ) as well for sustaining the momentum.

**Keywords:** contribution, demand and supply, distribution, gas, investment, sector, SEZ.

## I. INTRODUCTION

Industry is manufacturing industry which includes all production, processing and assembling activities as well as repairing and reconditioning of processed goods, and also service industry which includes service oriented activities which involve significant use of equipment or fixed assets (Industrial Policy 1999). Within the industrial sector, gas is playing an increasingly important role in recent years. The gas industry in Bangladesh is much older than the nation itself as an exploration and utilization of natural gas started in the early sixties when this region was part of Pakistan. At present, the country produces 2000 MMCFD gas against a demand of 2500 MMCFD leaving a shortage of around 500 MMCFD. All the gas-dependent sectors in general and power and industrial sectors in particular, are the worst victims of the gas crises. While most of the country areas are experiencing severe gas crisis, Sylhet has to struggle with surplus gas due to a lack of proper

utilization plan. Petrobangla officials claimed the amount of surplus gas in Sylhet region might be 55 MMCFD, and experts believe the amount is even greater than estimated. Many industries like the garment and the fertilizer industries in Dhaka-Chittagong region had to shut down their operations on account of either low gas pressure or a grave shortage of gas. While such a grim situation is prevailing in most of the places, the situation is completely opposite in Sylhet. As many as 17 gas fields out of 25 of the country are located in Sylhet and more than 65% gas is being generated from the area. Another study says that the reserve of recoverable natural gas has been estimated at 12.4 trillion cubic feet. After years of commercial exploitation, a reserve of 9.8 trillion cubic feet is still available. The present demand supply imbalance may give momentary wrong signal but the country has enormous potential to not only overcome these tensions but also become a medium earning vibrant economy if it only can plan and implement its industrialization process with vision and commitments.

## II. OBJECTIVES OF THE STUDY

The core objective of this study is to make an overall analysis, whether Sylhet can meet the demand of the development through gas-based industrialization. The specific objectives are:

- To accelerate the pace of industrial development and to reduce the pressure from other regions where the scope of gas-based industrialization is limited.
- To maximize the use of available resources by taking immediate and effective steps and to introduce new sectors for industrialization in the Sylhet region.
- To find out the opportunities for setting up an EPZ in the Sylhet region to mobilize the growth of RMG sector and other sectors in the Sylhet region.

## III. METHODOLOGY

The present study is conducted to find out the potential sources that can accelerate the industrial development in the Sylhet region. Data were collected mainly on the basis of secondary information. But some primary data used in the study have been collected through personal interview. The secondary data used in the study have been collected mainly from the publications of Petrobangla, Jalalabad Gas

**Author:** Lecturer, Department of Business Administration, Pabna University of Science and Technology, Pabna, Bangladesh.  
e-mails: rupokmgtdu@yahoo.com, asfaq@pust.ac.bd



the study have been collected mainly from the publications of Petrobangla, Jalalabad Gas Transmission and Distribution System Limited (JGTDSL), Sylhet Chamber of Commerce and Industry (SCCI), Energy Bangla, Centre for Policy Dialogue (CPD), Asian Development Bank (ADB), etc. The other fundamental secondary sources which help to complete this research are newspaper and internet sources. Information, data, and case studies are studied and accumulated to provide a reasonable explanation. Both local and national Bengali and English daily newspapers are studied for seeking data and information related to the industrialization process in the Sylhet region. All other data and information on natural resources are also collected, compiled, and analyzed for this research through internet which includes research paper, reports, workshop outputs, and information published on the web sites.

#### IV. BACKGROUND OF THE STUDY

##### a) Industrialization

United Nations Industrial Development Committee states that industrialization is a process through which a growing part of National Income is invested in the manufacturing sector for the production of consumer goods, capital goods and for infrastructural development for the progress and welfare of a nation. 'Industry' is broadly defined to include both manufacturing and service industry. 'Manufacturing industry' includes all production, processing and assembling activities as well as repairing and reconditioning of processed goods. 'Service industry' includes those service oriented activities, which involve significant use of equipment and fixed assets. Thus industrialization deals with the development, improvement, implementation and valuation of integrated systems of people, money, knowledge, information, equipment, energy, materials and/or processes. Industrialization largely depends on the planning and analysis required by the organizations to enhance their position and strategy to create a positive internal condition in the changing market. The principles of industrialization are not only universally applicable across industries, but across all operations in government, commerce, services, or industry.

Industrialization has been recognized as an important factor country's economic growth for last two centuries. Before the Industrial Revolution, people worked with hand tools, manufacturing articles in their own homes or in small shops. In the third quarter of the 18th century steam power was applied to machinery, and people and machines were brought together under one roof in factories, where the manufacturing process could be supervised. In the next hundred years factories grew rapidly in size, in degree of mechanization, and in complexity of operation. The growth, however, was accompanied by much waste and inefficiency. The development of modern technological devices and automation brought us a second industrial revolution and causing changes in the traditional factory system. Bakshi (2005) mentioned in his study that the following backgrounds are highly needed for a poor country like Bangladesh: a) Socio-economic context of a country b) Level of economic development c) International relations with other countries d) Attitude of the commitment of the government in the power e) rate of literacy and level of technical know-how.

##### b) Industry in Bangladesh

Industry and the service sectors require many services like planning, coordination, banking, insurance, transportation and storage, utilities, telecommunication and other infra-structural services. National efficiency and the international competitiveness of a country depend not only on the availability of adequate infra-structural services, but also on an inter-linked 'services infrastructure' of producer services (Azad, 1999). Industry contributed 31.27 percent of GDP in FY2012 of which manufacturing contributed 19.01 percent. The manufacturing sector includes large, medium and small scale manufacturing firms; it generated employment for 12.38 percent of the labour force in 2010 and contributed about 95 percent of export earnings in FY2012. The growth rate of value added of large and medium manufacturing has been 8.31 percent while that of small scale manufacturing has been 6.96 percent during this period. The sector is projected to grow at a higher rate reaching 11.7 percent in FY2015 and accelerating to 14.0 percent in FY2021 when it will contribute 28 percent of GDP.

Projection of Sectoral Growth FY2012- FY2021:

Sector	FY2011	FY2012	FY2013	FY2014	FY2015	FY2021
Agriculture including fisheries	5.0	4.5	4.4	4.3	4.3	4.5
Industry	9.2	9.6	9.9	10.5	11.5	12.0
Of which Manufacturing	9.5	9.8	10.1	10.7	11.7	14.0
Services	6.6	6.8	7.1	7.3	7.8	8.0
GDP	6.7	7.0	7.2	7.6	8.0	10.0

Source: General Economic Division, Planning Commission, Perspective Plan of Bangladesh 2010-2021.

c) *Domestic Demand of Gas*

Considering the sustainable economic development, gas is given top priority in the national agenda. The issue of export of gas has been debated many times. We all are at a common consensus that export or no export, our own domestic need for gas has to be met first. This paper thereby attempts at assessing how much gas we need in the future and how much we have at present with a view to industrialization process in Sylhet.

d) *Resource Estimation*

- i) *Gas Fields:* Even though the exploration history of oil and gas goes back almost a century, exploration density has remained very low. So far only about 75 exploration wells have been drilled, which resulted in the discovery of 25 gas fields of sizes ranging from more than 4 TCF to 25 BCF GIIP.

- ii) *Gas Production:* So far in Bangladesh 25 gas fields have been discovered with the rate of success ratio is 3.1:1 of which two of the gas fields are located in offshore area. Gas is produced from 17 gas fields (79 gas wells). Average daily gas production capacity is about 2000 MMCFD of which International Oil Companies (IOC) produce 1040 MMCFD and State Owned Companies (SOC) produce 960 MMCFD. The demand is increasing day by day. According to the plan of Energy and Mineral Resources Division (EMRD), 995 MMCFD (including 500 MMCFD LNG), 500 MMCFD and 380 MMCFD gas will be added to the national gas grid within the year 2015. After completion of these plans production capacity is expected to increase to about 2353 MMCFD gas by December 2015.

GAS Production Capacity (As of December 2013)						
Unit: Gas in MMCFD, Condensate in BBLD						
Company	Field	Total Wells	No. of Producing Wells	Production Capacity	Production	
					Gas	Condensate
1.BGFCL	TITAS	21	20	503	501	410
	BAKHRABAD	9	6	43	40	14
	HABIGANJ	11	9	225	226	10.2
	NARSHINGDI	2	2	30	28	55.5
	MEGHNA	1	1	11	11	19.8
	Sub Total	44	38	812	806	509.5
2.SGFL	SYLHET	3	2	11	9	67.9
	KAILASHTILA	6	6	80	81	709.8
	RASHIDPUR	7	4	49	47	55.7
	BEANIBAZAR	2	2	14	10	150.5
	Sub Total	18	14	154	146	983.8
3.BAPEX	SALDANADI	3	1	20	15	3.0
	FENCHUGANJ	3	3	40	38	27.3
	SHAHBAZPUR	2	2	30	0	0.00
	SEMUTANG	5	1	12	6	2.0
	SUNDALPUR	1	1	10	6	0.0
	SRIKAIL	2	2	44	42	41.0
	BEGAMGANJ	1	0	20	0	0.0
	Sub Total	17	10	176	107	73.3
SUB TOTAL (1+2+3)		79	62	1142	1059	1566.6
SANTOS	SANGU	9	0	0	0	0.00
CHEVRON	JALALABAD	4	4	230	253	1789.1
	MOULAVIBAZAR	7	6	60	73	11.7
	BIBIYANA	14	14	770	834	3547.0
TULLOW	BANGURA	6	4	100	111	333.0
SUB TOTAL		40	28	1160	1270	5680.7
GRAND TOTAL		119	90	2302	2329	7247.3

Source: Production and Marketing Division, Petrobangla.

- iii) *Gas Reserve:* Despite numerous studies, debates persist on the size of the gas reserve. Some IOCs have made sheer exaggerations of the reserve to substantiate export proposals. According to a

seminar report of the Bangladesh Engineer's Institute, with the existing reserve of gas, Bangladesh can only meet two decades' of

demand. A summary on the opinion of reserves from various sources are appended below:

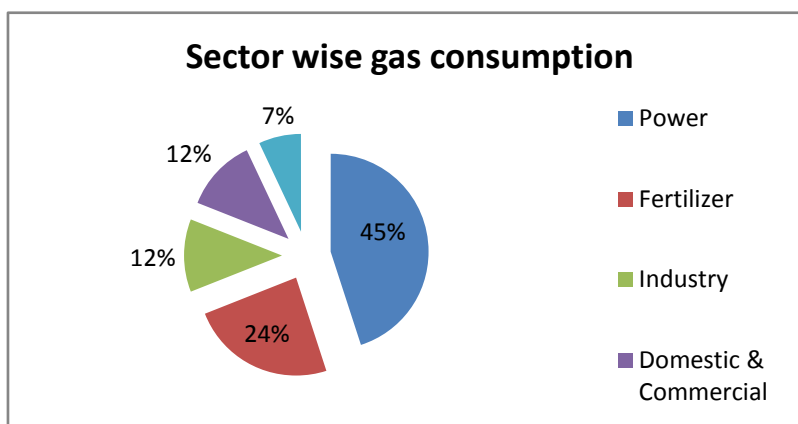
*Table 3:* Gas Reserve Estimation

Sl. No.	Quantity	Authority
1.	15.39 TCF	PETROBANGLA
2.	41.6 TCF	Norwegian petroleum directorate
3.	40 TCF	US Geographical Survey (USGS) 2010

iv *Sector-wise Gas Consumption:* Considering the average rate of consumption of gas in the country of the last 17 years and in line with Vision 2021, to implement the target of producing 11500 MW new electricity by 2015, a projection has been done according to the sector wise annual demand of gas from 2009 to 2015. The projection for the probable demand of gas up to 2015 is shown in the table below:

*Table 4:* Conservative Estimates of Sector-wise Allocation of Gas (In BCF)

Sector	2009-10	2010-11	2011-12	2012-13	2013-14	20014-15
Power	278.2	300.5	324.5	50.5	378.5	415.8
Captive Power	120.9	142.6	164.0	188.6	216.9	238.6
Fertilizer	94.0	94.0	94.0	94.0	94.0	94.0
Industry	133.9	160.7	184.8	214.4	246.5	271.1
Household	88.9	99.5	111.4	124.8	139.8	153.8
CNG	37.2	44.7	51.4	56.5	113.0	124.3
Others	30.0	30.8	31.9	32.7	33.7	37.4
<b>Total</b>	<b>783.1</b>	<b>872.8</b>	<b>962.0</b>	<b>1061.5</b>	<b>1222.4</b>	<b>1335.0</b>



*Figure 1:* Sector wise gas consumption

It is also evident from the figure that the majority of the gas usage is in the energy (45%) and fertilizer (24%). There is an increasing rate of consumption of gas over the last decades in all the sectors, because the dependency on gas as a cheap and reliable source of energy readily available within the country has increased.

v *Customer base Marketing Companies:* Petrobangla markets gas to various customers through its marketing companies. There are now six marketing companies operating in their

respective franchise areas. The companies are Titas Gas T&D Company Ltd. (TGTDC), Bakhrabad Gas Distribution Company Ltd. (BGDCL), Jalalabad Gas T&D System Ltd. (JGTDSL) and Pashchimanchal Gas Co. Ltd. (PGCL), Karnafuli Gas Distribution Co. Ltd. (KGDCL) and Sundarban Gas Co. Ltd. (SGCL). The number of customers has been added up to July 2014 for these marketing companies are shown in the table below:

*Table 5:* Growth Trajectory of Customers

Year	TGTDC	BGDCL	JGTDSL	PGCL	KGDCL	TOTAL
2010-11	1563290	190596	149725	59086	369703	2332400
2011-12	1563307	206213	162615	59171	369703	2361009
2012-13	1563331	206293	170826	59218	369703	2369371
2013-14	1722712	318435	192943	96492	472602	2803184
2014-15 (up to July 2014)	1741730	324808	194452	99723	480168	2840881

### e) Industrialization in Sylhet

Sylhet plays an important role in our national economy since it attracts a huge amount of remittances, keeping the nation's foreign exchange reserve healthy. In Sylhet, it is found that loans are mostly given to trade, agricultural purposes and other purposes like housing, consumer uses, etc. Whereas only 8.72% of the loan is given for the industrial development. Sylhet, as a prospective region for industrialization, had been neglected by the government and other local stakeholders. Only the tea industry has been developed in this division, mainly at the hands of multinational companies in the private sector. The Government of Bangladesh (GOB) has developed several Export Processing Zones (EPZ) in Chittagong, Savar (Dhaka), Mongla, Ishwardi, Comilla, Uttara, Karnaphuli (Chittagong) and Adamjee (Dhaka), but the division 'Sylhet' does not seem to have serious consideration.

Although natural gas, the country's most valuable natural resource, is available in this division, a nominal attempt has so far been made since independence to capitalize such resources in the industrialization of the Sylhet with minimum cost and effort. Here only two big public industries were established before independence of the country and only one multinational cement industry has gone under operation since 2006. Industrialization of Sylhet will

obviously increase Bangladesh's output, which will simultaneously increase the employment opportunities in the country. Job creation will enhance the living standards of the people of Sylhet and will help to reduce the rich-poor gap. Both the growth of GDP and the reduction of poverty are of great importance in the context of Bangladesh if it really wants to transform itself from a developing country into a developed one.

A small-scale investigation on the mismatch between local resources and regional development of Sylhet was conducted in 2005 (Ahsan et al., 2005). The study suggested improving five priority areas: awareness, education, facilities, administrative efficiency and planning for the utilization of local funds.

A number of studies have been considered about several alternatives to establish the best option for monetizing gas. A clear picture in respect of Sylhet is the investment size, marketing opportunities, and lack of risk taking mentality of the local investors. As Sylhet is only dealing with the power, fertilizer, tea estate, and the domestic utilization of gas, it is also promising with the industrial, commercial, pharmaceuticals, garments, cement, and ceramic industries. The new industrial policy 2010-2014, approved by the Cabinet in August 2010, also emphasizes on the importance of gas-based industrialization in Sylhet. Here is a list of some of the industries located in this region:

Name of Industry Sector in Sylhet	Number of Industries
Tea Processing	133
Food Processing	115
Textile & Garments	24
Cottage (Cane & Wood Furniture, Saw Mill, Board Mill)	71
Chemical & Medicine	17
Brick & Stone Industry	183
Engineering Sector	28
Others (Rubber, Cigarette Factory, Printing & Packaging, etc)	13
Total	584

Source: ERG Working Paper 2/2010

Natural gas exploration and production is dominated by three state-owned companies, all of which are subsidiaries of Petrobangla. Bangladesh's largest gas production company, Bangladesh Gas Fields Company Ltd. (BGFCL), operates the Sylhet, Kailashtila MSTE, Kailashtia, Rashidpur, and Beanibazar gas fields. From these five fields, BGFCL produces 810 million cubic feet per day (MMCF/D), or roughly half of the country's total natural gas production. The Sylhet Gas Field Company Ltd. (SGFCL) is Bangladesh's second largest production company, producing 162 MMCF/D of natural gas. SGFCL operates the Sylhet, Kailashtila MSTE, Kailashtia, Rashidpur, and Beanibazar gas fields. The third state-owned company involved in natural gas production and exploration is BAPEX, which produces about 58 MMCF/D of natural gas from the Salda and Fenchuganj fields.

## V. FINDINGS

### a) Factors Against Industrial Development in Sylhet

There are a number of factors that foster growth to one region compared to others. Infrastructure, access to energy and natural resources, concentration of entrepreneurship, skilled labor force, urbanizations, public resource allocations, geographical locations are among the factors which enables a region to develop more rapidly than others. There may be many factors adversely affecting the development of industries, the most intimidating factor found in this study is the lack of utilization of local funds in Sylhet. In most of the cases the remittances are mainly utilized for household consumption, purchasing land, purchasing flat and building luxury houses. The percentages of people who are interested to invest their remittance for trading and

enterprise development are only 5% (Hossain, et. al, 2011). The other factors that the local people argued for which industrial development is still lagging behind in Sylhet are as follows:

- Lack of entrepreneurship development
- Lack of cooperation from bank or other financial institutions
- High cost of land
- High interest rate for loan/ advances
- Lack of social, administrative and legal security of investment
- Lack of technological knowledge about industrialization

- Lack of creativity and awareness among capable investors
- Idleness among the local people
- Lack of skilled manpower
- Lengthy bureaucratic procedure for enterprise development
- Lack of adopting regional policy of GOB

A framework has been developed by the authors analyzing the above mentioned factors responsible for neglecting industrialization in Sylhet and suggesting probable solutions regarding utilizing the opportunities for accelerating the industrial development using gas and other resources.

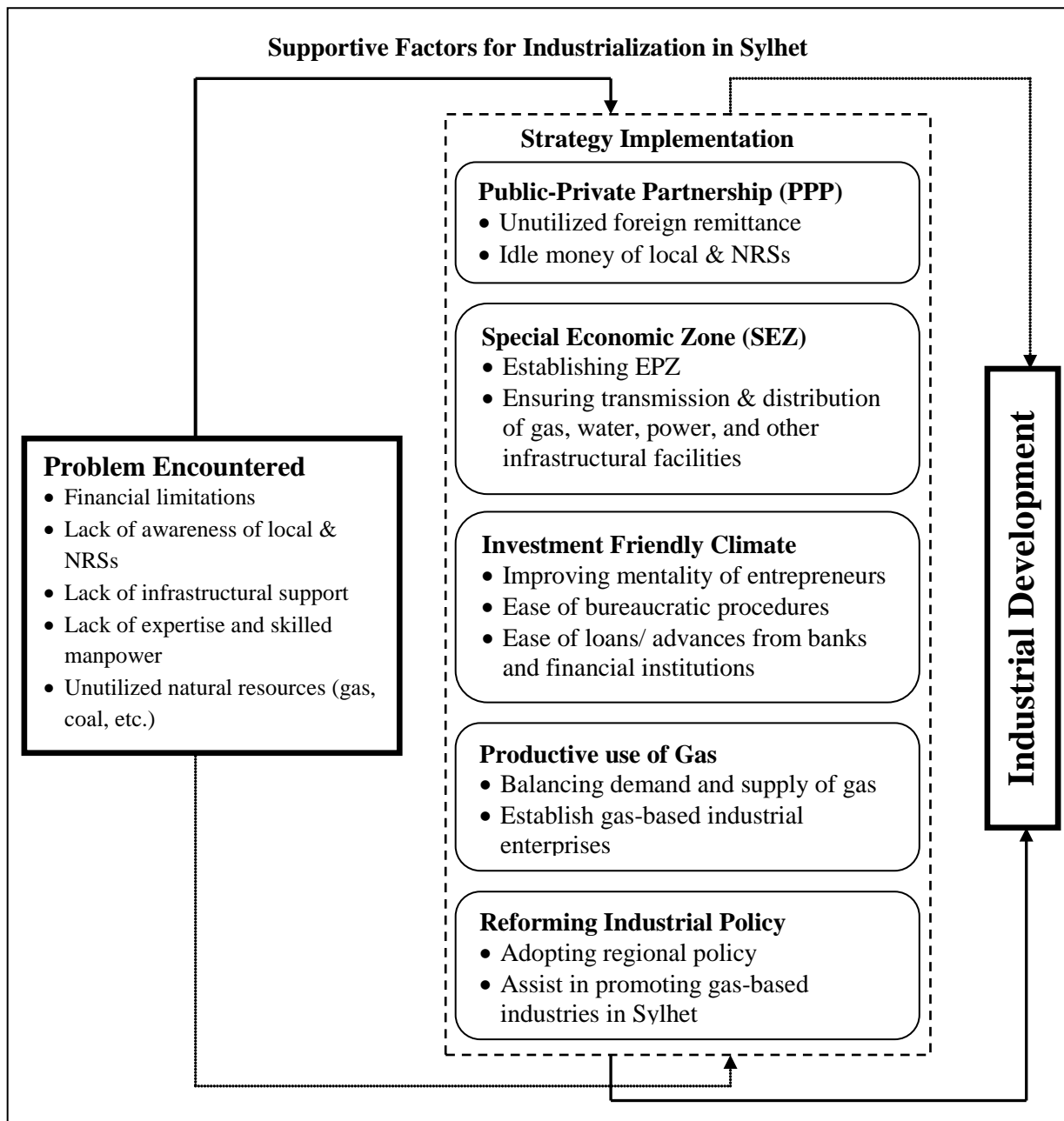


Figure 2: Supportive factors for industrialization in the Sylhet region



b) *Brief description of the significant sectors for gas-based industrialization in Sylhet Division*

i. *Power Sector*

An essential precondition for industrial development is uninterrupted supply of electricity. More than 90% of electricity is generated from natural gas. The power sector is the single largest consumer of gas, accounting for 48% of total gas sales. Under the development of power sector only 11 gas-based power plants have been established in different areas of Sylhet. With the surplus of 16.645 MMCM gas after sales for power generation will smoothen the industrialization process in Sylhet.

ii. *Fertilizer Sector*

The annual requirement of fertilizer is around 30 lakh tonnes against the production of 16-18 lakh tonnes. Bangladesh has to import the rest from different countries to meet the demand. Therefore, to reduce the demand-supply gap Bangladesh Chemical Industries Corporation plans to install a fertilizer plant in the country by 2016 namely Shahjalal Fertilizer Company Ltd in Fenchuganj with the production capacity of 1750 metric ton of urea fertilizer which is also required

Year	2001-2010	2011-2020	2021-2030	2031-2040	2041-2050	Total
<i>Industrial Gas Consumption (Bcf)</i>	822	1684	2861	3788	4368	13522

*Figure : Gas consumption in Industrial Sector*

iv. *Captive Power Sector*

One of the reasons for the growth of this sector is the installation of gas engine driven generators as captive power supply by RMGs, Textile, Ceramics, Pharmaceuticals and other manufacturing plants. Different gas transmission and distribution companies in Sylhet can also do the same. In this process up to January 2012, JGTDSL gave 90 gas connections to encourage the investors to install different gas driven captive power based manufacturing plants.

v. *CNG*

The activities of CNG filling stations in Sylhet division started under JGTDSL at first started in 2004. Under the development activities of JGTDSL, it expanded a total 43 connection to CNG refueling stations in Sylhet division up to January 2011. Many entrepreneurs are now interested to install CNG stations beside the Dhaka-Sylhet by-pass road and at the various important locations under the franchise area of the company. Beside JGTDSL other gas transmission and distribution companies in Sylhet should undertake plan to set up more CNG filling stations all over the Sylhet division as JGTDSL earns on an average tk. 75 crore yearly by selling 75MMCM gas to different CNG filling stations.

approximately 30 MMCFD of gas. To meet this demand JGTDSL rehabilitated 25 km of existing transmission pipeline from Haripur to the Shahjalal Fertilizer Company Ltd in Fenchuganj.

iii. *Industrial Sector*

Although there is tremendous shortage of power and gas supply in Dhaka-Chittagong region, the investors has the tendency to establish industries to utilize more resources such as skilled manpower, international business opportunities, EPZ, etc which may not be available in Sylhet region. But Sylhet division is enriched with electricity, gas, water, sewerage, transportation facilities etc. The availability of raw materials, low cost labor, and interest of local and foreign investors specially the nonresident Sylheties are the main foundation for industrialization in Sylhet. Different gas-based industries such as textiles, leather goods, chemicals and petrochemicals, green jute pulp, paper, rayon products, etc can be facilitated by the different gas transmission and distribution companies in Sylhet region to step-ahead the industrialization process.

vi. *Tea Industry*

At present there are 163 tea estates and 114 tea factories in Bangladesh. Since 139 tea estates out of 163 in Bangladesh belong to the Sylhet division, it is undoubtedly revealed that the tea industry is a productive sector in the region. These tea estates in Sylhet annually produce about 55 million kg of tea. Gas is desperately important to the tea industry as in the majority of cases; the factories are powered by gas-generating sets. Study states that up to January 2011, JGTDSL provided 91 gas connections to different tea estates.

vii. *Garments Industry*

Over 50% to 60% garment units in Dhaka-Chittagong use generators run by diesel as a back-up support for ensuring uninterrupted electricity supply to their factories. Industry owners are spending additional Tk 10.97 billion for buying gas and diesel per year for generating 1,200MW of electricity for their factories. Thus readymade garments owners have been facing 25% production loss due to frequent power cut and shortage in gas supply. In this case Sylhet is the most significant zone to enhance this sector by utilizing the scarce electricity and surplus gas meeting the demand of its own. The government of Bangladesh is willing to



expend public funds for establishing new EPZ in Sylhet for promoting this sector. Different gas transmission and distribution companies in Sylhet should make an agreement to boost this sector by providing gas to the existing textile industries as well as the new industries to be established in the Sylhet region. This step would help the government to release the pressure of decentralizing the garment industries from Dhaka-Chittagong to Sylhet.

#### viii. *Ceramics Industry*

Ceramics is a fast growing and highly prospective industry for its rising export performance. This industry is getting export orders from new countries, like Turkey, India, Argentina and Brazil. But the companies operating in Bangladesh are not enough to meet the demand. Because the leading manufacturers of this item are not taking any plan to expand their capacity or establishing new factories, as they cannot utilize their full capacity due to the gas and power crisis. In this case Sylhet could be the best region for establishing this gas based industry where raw materials, cheap labor and other infrastructural facilities are available. To meet the demand of gas supply, different gas transmission and distribution companies in Sylhet can transmit and distribute gas to the factories to be established in Sylhet region as it needed.

#### ix. *Cement Industry*

As the supply of gas, fuel, power, infrastructure and transportation facilities are available to the cement factories in Sylhet region, the government and the industrialists should focus on the availability of the raw materials and make the factories operable.

#### x. *Domestic/Commercial and Other Sectors*

The use of gas in domestic sector is very low, i.e. at present only 6% but it is increasing at a rate of 12%. The commercial sector accounts for less than 1.5% of the total gas consumption and this has not shown significant growth during the current decade. The seasonal users, mainly the brickfields, consume a small quantity of gas during the brick-manufacturing season. This could be a minor sector for the near future. But the major sectors for gas based industrialization are the paper, pulp, pharmaceuticals, aluminum, methanol, petrochemicals, LNG, GTL etc. The production of methanol and petrochemicals results in new product based on gas as a raw material and fuel. The production of aluminum requires the import of the basic ore and gas is used as an energy source for electricity.

Year	2001-2010	2011-2020	2021-2030	2031-2040	2041-2050	Total
<i>Domestic/ Commercial/ Others Gas Consumption (Bcf)</i>	537	794	1051	1212	1339	4933

Figure : Gas Consumption in Domestic/ Commercial/ Others

## VI. RECOMMENDATIONS

As the purpose of the study was to recommend the opportunities for the proposed gas-based industrialization in Sylhet region but some suggestions are still needed for the betterment of the industrialization process which are briefly stated below:

- The government should announce a special incentive package for the entrepreneurs to set up industries in Sylhet region with available gas.
- The SCCI can formulate flexible industrialization policy for the new investors who want to establish gas based industries in different regions of Sylhet.
- Establishing an EPZ in Sylhet for accelerating the trade over the world and river port over Kushiyara river on the side of SEZ could also be a path for the transportation which could link with Dhaka-Chittagong and India also.
- Removing the bureaucratic bottlenecks that have always been the biggest obstacles that no industrial belt was so far built in the Sylhet region to utilize gas.
- For smooth transmission and distribution of gas in different sectors JGTDSL should concentrate on finding more gas fields.

- As the seven sister states of India are very near from Sylhet, the entrepreneurs or the investors should have an easy access to the seven sisters to export their products.
- Providing supports like investment security, one-stop services, easy access to physical infrastructure, etc. to the non-resident Sylheties to encourage investment.
- In general, the workforce in Sylhet is not experienced enough for the promotion of industrialization, so proper education, training facilities, etc. are needed to develop for fulfilling the purpose.

## VII. CONCLUSION

From the above findings and analysis of this study, we can come to a decision that the industrialization process through gas may create a major impact on the economy of Sylhet region and the country as whole. Industrialization process is not an easy task and thus needs lots of research to implement the activities through proper industrial planning and intervention. The key problem found in this study is the narrow mentality of the local and foreign investors to invest in different sectors although maintenance of

available funds and abundant resources are somewhat challengeable and become unutilized. Now it is the real time for the investors to utilize the opportunities available here to improve the new and neglected sectors to be established based on gas. As Special Economic Zone and JGTDSL were emphasized in this study to carry out the gas-based industrialization process, both of them suggested to take necessary steps to revitalize the power, garment, cement, ceramics and commercial zones because these sectors can utilize the maximum facilities provided by them.

## REFERENCES RÉFÉRENCES REFERENCIAS

- Bangladesh-web, "Industrial park to be set up in Pvt Sector in Sylhet (22 March 2011)", Available from: <http://bangladesh-web.com/view.php.htm>, Accessed March 22, 2011.
- Chowdhury, A. Sarwar, "Sylhet chamber chooses lands for special economic zone (02 February 2008)", Available from: <http://www.thedailystar.net/index/story.php.htm>, Accessed March 21, 2011.
- Goliath, "Bangladesh's Sylhet Region Failing to Cope with Excess Gas (01 November 2010)", Available from: <http://goliath.ecnext.com/bangladesh-sylhet-region-failing.html>, Accessed March 18, 2011.
- Hossain Zakir, Haque Mizanul, and Mohammad E. Fazle (July 2010), "Lack of Utilization of Local Funds and Productive Investment Climate in Sylhet Region: A Perception Analysis" Economic Research Group (ERG) Working Paper 2/2010, Investment Climate Series, Vol, 2, pp 23-65.
- Islam M. Sirajul, and Raihan M. Khaled, "Natural Gas Management: A Bangladesh Perspective", Available from: <http://www.sub.edu.bd>, Accessed March 15, 2011
- Khan, S. Islam and Hossain Ijaz (2006), "Sustainable Energy for Development (SED)" Centre for Energy Studies (CES), BUET, pp 5-18.
- Mamun-Ur-Rashid, Mohammad, "Gas reserves (22 August, 2010)", Available from: <http://www.thedailystar.net/newDesign/index/news-details.php.htm>, Accessed March 19, 2011.
- Masud K. Anwarul (2010), "Bangladesh Economy-Problems and Prospects - Part I, South Asia Analysis Group", Available from: <http://www.southasiaanalysis.org>, Accessed March 15, 2011
- Monsur, M. Hossain, "Petrobangla and the indigenous natural gas and coal resources of Bangladesh (13 April 2010)", Available from: <http://www.thefinancialexpress-bd.com>, Vol, 118, No. 32, Accessed March 19, 2011.
- Osmani, S.R. (Feb, 2007), "Enhancing Economic Zones: Industrial Estates in Bangladesh- Past, Present and Future" presented at Bangladesh Private Sector Development Project.
- Quader, A.K.M.A. (Dec, 2009), "Strategy for Developing the Fertilizer Sector in Bangladesh for Sustainable Agriculture" Chemical Engineering Research Bulletin, Vol, 13, pp 39-46
- Quader, A.K.M.A. (Oct, 2002), "An Exploratory Review of Bangladesh Gas Sector: Latest Evidence and Area of Further Research" Center for Policy Dialogue (CPD), Dhaka, Paper 17, pp 03-23.
- SCCI (2006), "Investment Opportunities in Sylhet Region" Sylhet Chamber of Commerce and Industry, Sylhet, Bangladesh.
- SCCI (2007), "Feasibility Report on Special Economic Zone & Industrial Park in and around Sylhet" Young Consultants, Sylhet Chamber of Commerce and Industry, Sylhet, Bangladesh.
- Thaindian News, "Bangladesh may have higher gas reserves than estimated (18 September 2009)" Available from: [http://www.thaindian.com/bangladesh-may-have-higher-gas-reserves-than-estimated\\_100249035.html](http://www.thaindian.com/bangladesh-may-have-higher-gas-reserves-than-estimated_100249035.html), Accessed March 18, 2011.
- The Daily Sun, "SEZ will be set up in Sherpur soon (11 March 2011)" Available from: [http://www.daily-sun.com/index/daily\\_sun\\_business\\_SEZ\\_will\\_be\\_set\\_up\\_in\\_Sherpur\\_soon.htm](http://www.daily-sun.com/index/daily_sun_business_SEZ_will_be_set_up_in_Sherpur_soon.htm), Accessed March 22, 2011.
- The Daily Sun, "Sylhet struggles to utilize surplus gas (30 October 2010)", Available at: [http://www.daily-sun.com/index/daily\\_sun\\_firstpage\\_Sylhet\\_struggles\\_to\\_utilise\\_surplus\\_gas.htm](http://www.daily-sun.com/index/daily_sun_firstpage_Sylhet_struggles_to_utilise_surplus_gas.htm), Accessed March 19, 2011.

## ABBREVIATIONS

BGSL	Bangladesh Gas Systems Limited
CMS	Cubic Meters per Second
CNG	Compressed Natural Gas
EPZ	Export Processing Zone
FY	Fiscal Year
GSP	Generalized System of Preferences
GTL	Gas to Liquids
JGTDSL	Jalalabad Gas Transmission and Distribution System Limited
LNG	Liquefied Natural Gas
MMCFD	Million Cubic Feet a Day
MMCM	Million Cubic Meters
MW	Mega Watt
NRS	Non Resident Sylhet
PDB	Power Development Board
PPP	Public Private Partnership
R&D	Research and Development
RMG	Ready Made Garments
RPGCL	Rupantarita Prakritik Gas Company Limited
SCCI	Sylhet Chamber of Commerce and Industry
SEZ	Special Economic Zone

This page is intentionally left blank





GLOBAL JOURNAL OF MANAGEMENT AND BUSINESS RESEARCH: A  
ADMINISTRATION AND MANAGEMENT  
Volume 15 Issue 7 Version 1.0 Year 2015  
Type: Double Blind Peer Reviewed International Research Journal  
Publisher: Global Journals Inc. (USA)  
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

# Work-Life Balance of Female Garment Workers in Bangladesh: An Empirical Investigation

By Mustafa Manir Chowdhury, Nazamul Hoque  
& Mohammed Jonayed Kabir

*International Islamic University Chittagong, Bangladesh*

**Abstract-** This study investigates the work-life balance status of female garment workers of Bangladesh. The study reveals that both family and job of female garment workers of Bangladesh are being affected due to work-life balance situation. But, familial life is more affected due to job. Thus, work interference with family is more of an issue than family interference with work for the female garment workers in Bangladesh. Finally, the study suggests good salary, reduced work load, residential facility (near to workplace/factory), transport facility, child care center, flexible working hours (roistered days off and family friendly starting and finishing times) and child schooling facility for female garment workers of Bangladesh with a view to improve their work-life balance status.

**Keywords:** work life balance, female garment worker, bangladesh.

**GJMBR - A Classification :** JEL Code: M10



*Strictly as per the compliance and regulations of:*



© 2015. Mustafa Manir Chowdhury, Nazamul Hoque & Mohammed Jonayed Kabir. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License (<http://creativecommons.org/licenses/by-nc/3.0/>), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

# Work-Life Balance of Female Garment Workers in Bangladesh: An Empirical Investigation

Mustafa Manir Chowdhury <sup>α</sup>, Nazamul Hoque <sup>σ</sup> & Mohammed Jonayed Kabir <sup>ρ</sup>

**Abstract-** This study investigates the work-life balance status of female garment workers of Bangladesh. The study reveals that both family and job of female garment workers of Bangladesh are being affected due to work-life balance situation. But, familial life is more affected due to job. Thus, work interference with family is more of an issue than family interference with work for the female garment workers in Bangladesh. Finally, the study suggests good salary, reduced work load, residential facility (near to workplace/factory), transport facility, child care center, flexible working hours (roistered days off and family friendly starting and finishing times) and child schooling facility for female garment workers of Bangladesh with a view to improve their work-life balance status.

**Keywords:** work life balance, female garment worker, bangladesh.

## I. INTRODUCTION

Work-life balance is a situation in which employees are able to give right amount of time and efforts to their work as well as their personal life outside work (Hill et al., 2001, p. 49, Anna 2010). Work-life balance is achieved when an individual can handle both family responsibilities as well as organization's duties perfectly. It is the flexible working arrangements that allow both parents and non-parents to avail of working arrangements that provide a balance between work responsibilities and personal responsibilities (Uddin et al 2013).

Indeed, from the very dawn to the human civilization, women have been playing very important role mostly in the family not only by rearing offspring and doing household affairs but also by generating income through handicrafts and many other ways (Uddin et al 2013). The role of women is such an important that ignoring their roles no family and society can be progressed and prospered in a balanced and meaningful way. Considering their roles they called half of body. But, with the passage of time the nature and types of roles of women are changing in different society and culture. Undoubtedly a key economic development in the last 50 years has been the substantial and well-

documented increase in women's labour force participation (Blyton & Dastmalchian, 2006; McCall, 2005, Straub, 2007) and mothers are now the primary or co-breadwinners in many families of the world. The Economist commented on this trend claiming, "Women's economic empowerment is arguably the biggest social change of our times" (Anna, B., 2010). Economic pressures over the last decade have significantly increased the need for dual-earner families to the point that the majority of families now require two breadwinners to meet rises in the cost of living (Ford et al., 2007; White and Rogers, 2000). Now, the Women are entering into the labor force in large numbers, where majority of them come from middle-class with children into the paid work force, has either directly or indirectly affected virtually everyone in society as people's mothers, wives, sisters, daughters, and friends stepped out of the home into paid employment (Perry-Jenkins, et al., 2000).

Thus, the growing number of women in the labor force intensifies the realization that more individuals have to simultaneously manage two domains of life: family and work (Grant-Vallone & Ensher, 2001; Karimi, 2006). Indeed, across nations and occupations, it is still mainly women who are responsible for child and elderly care, household chores and other family-related issues and who, typically regardless of hours worked in paid employment, work a "second shift" at home (Asher, 2011; Broadbridge, 2008; Hochschild, 2003). As a result, conflict and strain often arise for individuals who participate in both of these areas, because role expectations are frequently incompatible (Grant-Vallone & Ensher, 2001; Posig and Kickul, 2004, Simon, Kümmerling, & Hasselhorn, 2004). The conflict is usually bidirectional: work can interfere with the family, and the family can interfere with work (Simon et al., 2004). Work interference with family is more of an issue than family interference with work (Grzywacz, et al 2006; Simon et al., 2004). Although men and women both experience inter-role conflicts, it is often more difficult for women to balance their work and home roles (Walker et al 2008). According to Doherty (2004), this difficulty then becomes the primary source of women's disadvantage in the corporate world and explains their "concentration in low paid, part-time employment and their absence at the most senior levels of management [in business]" (p. 433). Thus, the challenge of work-life balance is a reality for every working woman, and it is an issue that is widely

*Author α p:* Assistant Professor, Department of Business Administration, International Islamic University Chittagong, 240, Nawab Sirajudowla Road, Chawkbazar, Chittagong, Bangladesh.

e-mails: mmanir7@yahoo.com, mj\_k\_iuc@yahoo.com

*Author σ:* Associate Professor, Department of Business Administration, International Islamic University Chittagong, 240, Nawab Sirajudowla Road, Chawkbazar, Chittagong, Bangladesh.

e-mail: nazam\_iuc@yahoo.com



discussed in organizations and governments today. Women feel entitled to claim this balance, even if it requires formal intervention from institutions and governments. Yet it was not very long ago that work-life balance was a whispered taboo or seen as an individual's personal problem to be resolved in private (Rice, 2000, Anna 2010). For a long time, most women did not believe that they deserved a healthy balance between their work and their lives outside of work, let alone expect and receive formal policies supporting this balance. Even at present, in many cases the term "work-life balance" is not understood as well as recognized officially and socially. In this regard, Greenhaus et al (2003) say, being balanced means approaching each role both in work and family with an approximately equal level of attention, time, involvement, and commitment.

In the past, the issue of work-life balance was dismissed by organizations as a trivial problem not worthy of concern or action. Organizations throughout history have been built by men and for men (Meyerson & Kolb, 2000), and as men's roles in the workplace have changed little since the Industrial Revolution, the challenges women initially confronted when entering these male-dominated workplaces garnered little attention. Now, there is a critical mass of women in the workforce (Shriver, 2009. Anna, 2010), organizations and governments have been forced to recognize women's concerns about work-life balance.

In Bangladeshi society, an individual's identity is largely tied to the identity of the extended family. The majority of Bangladeshi women are still highly responsible for housekeeping, childcare, and all other aspects of running a home (Uddin et al 2013). Despite the traditional structure of family roles in Bangladesh with men as the only breadwinners, a number of women now participate in the workplace. Growing cost of living as well as change of mindset is the key reasons for which increasing number of educated as well as uneducated women are now working outside their house (Uddin et al 2013). Even in recent time, the tendency is increasing gradually. As a result, the traditional family is being replaced by the dualcareer family, thus socio-demographic changes are similar to those in developed and developing societies (Uddin et al 2013). Like all other countries of the world (Lingard et al., 2007), work-life balance of the female employees has become an issue in Bangladesh, especially for those who are working in the garment sector and banking sectors. The inability to balance work and life has severe implications because it affects every aspect of women's lives. The stress created from being pulled in multiple directions has negative consequences for psychological and physical well-being (Kinman & Jones, 2004). When women are spread too thin attempting to satisfy all of the competing demands on their time, they are not able to complete any task to the best of their

ability causing all their roles to suffer. Productivity at work is affected and the quality of women's relationships with friends and family are harmed. This psychological stress stemming from their inability to give 100 percent at work and at home can also produce problems for women's physical health. Poor nutrition, lack of exercise, and high levels of stress that result from poor work-life balance can cause physical symptoms such as fatigue, headaches, insomnia, and back pains, and sometimes lead to more serious illnesses including heart conditions that result in long-term consequences for women and their families (Kinman & Jones, 2004). Better work life balance creates high levels of employee satisfaction. It provides a solid return for the organization as well as the workforce. Work-life balance programs can also help by reinforcing recruitment, raising employee retention, decreasing absenteeism, limiting late comers, powering up productivity, promoting participation in training, contending with competition and engaging the emerging labor market (Better Balance, Better Business., 2004)

From the literature review, it is clear that there are many benefits of work-life balance and it is an issue for female employees rather than male. This is due to the fact that women still need to perform the key responsibilities in their home. Though many studies conducted on the work-life balance in the context of many developing and developed countries but, no study is found that addressed the work-life balance issues of the female garment workers of Bangladesh. So, this study is conducted to know the status of work-life balance of female workers working in the garment sector of Bangladesh, so that the policy makers can address this issue properly by revising and devising necessary policy and strategy with a view to ensure productive and sincere workforce in the garment industry of Bangladesh.

## II. METHODOLOGY

The researchers used both primary and secondary data. The primary data regarding work-life balance status have been collected with the help of pre-structured questionnaire surveying 570 female garment workers from 57 garment firms (During June 2014 to January 2015) located in Chittagong, the 2<sup>nd</sup> largest city and the commercial capital of Bangladesh. A single schedule of statements was prepared. The opinions of the sample respondents were recorded on 5 points Likert-type summated rating scales. The sample as shown below was convenience one. The following table provides the descriptive summary of the sample frame and sample size.



Table 1 : showing sample frame and sample size

Total number of garment firms in Bangladesh	5600
Total number of garment firms in Chittagong	753
Sample size(garment firm)	57
Number of female respondents (10 respondents from each firm)	570

The researchers have focused on of the female garment workers because of the fact that there are 4 million garment workers in Bangladesh of which 80% are female. Since garment sector contributes 81% to export earning, for the survival of garment industry the work-life balance situation of its main workforce (female workers) must be ensured. So, for the economic progress through industrial development of Bangladesh, the work-life balance situation should be improved. The secondary data and information were obtained through library researches and survey of office documents from text books and related available published articles on work-life balance. The data thus collected were tabulated first manually after when they were analyzed by employing statistical techniques like frequency & percentage.

### III. RESULTS AND DISCUSSION

To investigate the real picture of work-life balance of female workers of garment industry of Bangladesh, a survey has been conducted. The analysis and interpretations of the opinion survey has been appended below:

We see (see table 2) that as regards the statement, “My job and family interfere with one another”, 4.03% and 2.98% respondents respectively showed ‘strong disagreement’, and ‘disagreement’ that is only 7.01% (4.03%+2.98%) respondents think that their job does interfere with each other.

Table 2 : showing the female garment workers’ demography & opinion

Demography		No. of workers				
Age	20 or below	97				
	21-30	198				
	36-45	129				
	46 and above	146				
<b>Total</b>		<b>570</b>				
Education	SSC and Below	296				
	HSC	221				
	Degree and Above	53				
<b>Total</b>		<b>570</b>				
Statement	Strongly disagree (1)	Disagree (2)	Some what agree (3)	Agree (4)	Strongly agree (5)	Total Percentage/ Frequency
My job and family interfere with one another	4.03% (23)	2.98% (17)	13.85% (79)	61.05% (348)	18.07% (103)	100% (570)
I can manage the demands of work and personal life	21.22% (121)	54.73% (312)	17.19% (98)	4.73% (27)	2.10% (12)	100% (570)
I can not enjoy my job because of work-life balance situation	8.59% (49)	11.05% (63)	13.85 (79)	48.42% (276)	19.82% (113)	100% (570)
I will leave the job if I get a better one	3.33% (19)	12.45% (71)	18.24% (104)	33.51% (191)	32.45% (185)	100% (570)

Source: Prepared for this study based on field survey

Whereas, 13.85%, 6%, 61.05 and 18.07% respondents showed respectively ‘some what agreement’, ‘agreement’ and ‘strongly agreement’, it means, 92.7% (13.85%+61.05%+18.07%) respondents think that their job does interfere with their family. It indicates that most of the female workers are facing severe problem regarding their work and life balance situation.

As regards the statement, “I can manage the demands of work and personal life”, 21.22% and

54.73% respondents respectively showed ‘strong disagreement’, and ‘disagreement’, that is, 76%(54.73% + 21.22%) respondents replied that they are unable to manage their work-life properly. Whereas, 17.19%, 4.73%, and 2.10% respondents showed respectively ‘some what agreement’, ‘agreement’ and ‘strongly agreement’, it means, 24%(17.19% + 4.73% + 2.10%) respondents replied that their work-life balance situation is manageable. This result is also indicating that most of

the female workers are facing severe problem while managing their both work and life in a balanced way.

As regards the statement, "I can not enjoy my job because of work-life balance situation", 8.59% and 11.05% respondents respectively showed 'strong disagreement', and 'disagreement', that is, only 20% (8.59%+11.05%) respondents replied that due to work-life balance situation they are facing no major problem for enjoying their job. Whereas, 13.85%, 48.42%, and 19.82% respondents showed respectively 'some what agreement', 'agreement' and 'strongly agreement', it means, 80%(13.85% + 48.42% + 19.82%) workers are not enjoying their work/job because of work-life balance situation.

As regards the statement, "I will leave the job if I get a better one", 3.33% and 12.45% respondents respectively showed 'strong disagreement', and 'disagreement', that is, only 16% (3.33%+12.45%) respondents do not want to leave the job because of work-life balance situation. Whereas, 18.24%, 33.51% and 32.45%, respondents showed respectively 'some what agreement', 'agreement' and 'strongly agreement', it means, 84%(18.24% + 33.51% + 32.45%) workers want to leave their job because of work-life balance situation are not enjoying their work/job because of work-life balance situation.

Table 3 : showing the effect of family on work

Statement	Strongly disagree (1)	Disagree (2)	Some what agree (3)	Agree (4)	Strongly agree (5)	Total Percentage/Frequency
My family life has disturbed me in doing my job as good as I could do.	33.16% (189)	40.34% (230)	12.46% (71)	6.49% (37)	7.54% (43)	100% (570)
My family (spouse / parents) is cooperative to maintain a work life balance.	9.12% (52)	7.19% (41)	17.01% (97)	35.2% (201)	31.40% (179)	100% (570)

Source: Prepared for this study based on field survey

We see in above table (table 3) that as regards the statement, "My family life has disturbed me in doing my job as good as I could do.", 33.16% and 40.34% respondents respectively showed 'strong disagreement', and 'disagreement' that is, 74% (33.16%+40.34%) respondents replied that their personal or familial life did not disturb them in doing their jobs perfectly. Whereas, 12.46%, 6.49%, and 7.54% respondents showed respectively 'some what agreement', 'agreement' and 'strongly agreement', it means, 26% (12.46% + 6.49%, +7.54%) respondents replied that their personal or familial life disturbed them in doing their jobs perfectly

As regards the statement, "My family (spouse / parents) is cooperative to maintain a work life balance.", 9.12% and 7.79% respondents respectively showed 'strong disagreement', and 'disagreement' that is, 17% (9.12%+7.79%) respondents replied that their spouse / parents / family is not cooperative. Whereas, 17.01%, 35.2%, and 31.40% respondents showed 'some what agreement', 'agreement' and 'strongly agreement' respectively, it means, 83% respondents replied their spouse / parents / family is always cooperative in ensuring work-life balance.

Table 4 : showing the effect of work on family

Statement	Strongly disagree (1)	Disagree (2)	Somewhat Agree (3)	Agree (4)	Strongly agree (5)	Total Percentage/frequency
Often I face problem in my family due to my job	9.82% (56)	18.25% (104)	25.26% (144)	31.23% (178)	15.44% (88)	100% (570)
My organization is cooperative to maintain work life balance.	18.07% (103)	38.42% (219)	19.82% (113)	15.61% (89)	8.07% (46)	100% (570)

Source: Prepared for this study based on field survey

We see in above table (table 4) that as regards the statement, "Often I face problem in my family due to my job", 9.82% and 18.25% respondents respectively showed 'strong disagreement', and 'disagreement' that is, 28% (9.82%+18.25%) respondents replied that their jobs did not disturb them in providing time to their family. Whereas, 25.26%, 31.23%, and 15.44% respondents showed respectively 'some what

agreement', 'agreement' and 'strongly agreement', it means, 72% respondents replied that their jobs disturbed them in providing time to their family.

As regards the statement, "My organization is cooperative to maintain a work life balance., 18.07% and 38.42% respondents respectively showed 'strong disagreement', and 'disagreement' that is, 56.49% (18.07%+38.42%) respondents replied that their

organization is not cooperative enough in ensuring their work-life balance. Whereas, 19.82%, 15.61%, and 8.07% respondents showed respectively 'some what agreement', 'agreement' and 'strongly agreement', it means, 43.51% respondents replied that their organization is cooperative in ensuring their work-life balance.

respondents mentioned many factors that can improve their work-life balance situations. The suggestions arise from the respondents are as follows;

#### IV. IMPROVING THE WORK-LIFE BALANCE OF THE FEMALE GARMENT WORKERS OF BANGLADESH

We sought suggestion from the respondents to improve their work-life balance situation. The

Table 5 : factors relating with work-life balance status of female garment workers

Factors	Weight (%)	Number of Respondents
Salary	26.49	151
Reduced working hours & workload	21.75	124
Residential facility (near to workplace/factory)	20.88	119
Transport facility	12.11	69
Child care center	8.42	48
Flexible working hours (roistered days off and family friendly starting and finishing times)	5.96	34
Child schooling	4.39	25
<b>Total</b>	<b>100</b>	<b>570</b>

Source: Prepared for this study based on field survey

In the above table (Table 5) it is seen 26.49% (151) respondents opined that salary is highly related to their work-life balance situation because in the garment sectors of Bangladesh workers are not well paid. So for earning extra money (to maintain their livelihood) most of the workers go for overtime work (on an average 3 hours), as a result the family life is affected seriously. It is also found that 21.75% workers think that their present work load and working hours (on an average they work 10-12 hours including overtime) are high for which they are facing problem in maintaining their family properly. If their working hour is reduced to 6 or 8 hours then they think that their work-life balance situation will improve. Of course, their work pressure is to be reduced also. Booth and van Ours (2005) found that Australian women are happier with shorter working hours. Uddin et al ( 2013) also found that the female teachers working at private educational institution like shorter working hours .

It is also found that by providing residential facility (near to workplace/factory) the work life balance situation can be ensured. In this regard 20.88% female workers replied that company can build staff quarters and thereby improve their work-life balance situation. Studying the work life balance situations of female teachers of private educational institution, Uddin et al (2013) also found the similar result. 12.11% respondents opined that providing transport facility by the employer can help a lot to improve work life balance situation because in Bangladesh transport is a big problem for the employees.

Furthermore, 8.42% replied that child care center arranged by employer can also contribute significantly in improving work-life balance. Whereas, 5.96% think that flexible working hours (roistered days off and family friendly starting and finishing times) can also improve the work life balance situation of female garment workers in Bangladesh. According to Eikhof (2012), flexibility and choice over working hours and location are commonly regarded as a key facilitator for reconciling work and life/family demands, and therefore as an enabler of women's careers and a catalyst of equality in the work place. Again, 4.39% opined that child schooling facility by the employer can help in improving work life balance situation. Similar findings also found by many researchers. (Burke (1994a, b, Cassell, 1997 and Deery, 2008)). Studies have shown that these practices increase employee satisfaction; work ethic and motivation (Friedman, 1992); reduce absenteeism and staff turnover rates (Galinsky and Stein, 1990); raise satisfaction with the balance between work and family (Ezra and Deckman, 1996); and diminish work-family conflict (Goff et al., 1990) and related stress (Johnson, 1995).

#### V. LIMITATION AND FUTURE RESEARCH

There are a number of limitations of this study which is worthy of being mentioned. First, the study conducted only in Chittagong, the second largest division in Bangladesh. Second, the study used

conducted only in Chittagong, the second largest division in Bangladesh. Second, the study used convenience sample techniques. Third, the study did not separate the findings on the basis of the types and nature of garment firms, local firm or foreign firm. Fourth, the study used simple statistical tools like frequency and percentage. In order to overcoming these shortcomings, future studies can include sample from whole country of Bangladesh employing stratified random sampling technique and data can be analyzed by sophisticated statistical tools with a view to explore more reliable and interesting findings.

## VI. CONCLUSION AND POLICY IMPLEMENTATION

From the survey it is found that 72% (see table 4) respondents replied that their jobs disturbed them in providing time to their family and 28% think that their job did not disturb in providing their time to family. Whereas, 74% (see table 3) respondents replied that their personal or familial life did not disturb them in doing their jobs perfectly and 26% respondents replied that their personal or familial life disturbed them in doing their jobs perfectly. Therefore, the study reveals that both family and job of female garment workers of Bangladesh are being affected due to work-life balance situation. But, familial life is more affected due to job. Thus, work interference with family is more of an issue than family interference with work (Grzywacz, Frone, Brewer, & Kovner, 2006; Simon et al., 2004) for the female garment workers in Bangladesh because women still perform the bulk of household tasks (Hochschild, 1989, 1997). Women in the work force can be blessings only when both family as well as organization will receive proper service from them (Uddin et al 2013). Indeed, an organization can ensure work-life balance situation of female garment workers by ensuring good salary, reduced work load, residential facility (near to workplace/factory), transport facility, child care center, flexible working hours (roistered days off and family friendly starting and finishing times), and child schooling.

### REFERENCES RÉFÉRENCES REFERENCIAS

1. Anna, B. (2010). Women in Academia: A Cross-Cultural Perspective on Work/Life Balance. Retrieved October 11, 2012 from [http://www.claremontmckenna.net/berger/pdf/BeningerD\\_issertationWomeninAcademia.pdf](http://www.claremontmckenna.net/berger/pdf/BeningerD_issertationWomeninAcademia.pdf)
2. Asher, R. (2011), Shattered: Modern Motherhood and the Illusion of Equality, Random House, London.
3. Better Balance, Better Business: Alberta Human Resources and Development, ISBN 0-7785-1606-7, Retrieved October 11, 2012 from <http://alis.alberta.ca/pdf/cshop/betterbalance.pdf>

4. Blyton, P. and Dastmalchian, A. (2006), "Work-life integration and the changing context of work", in Blyton, P., Blunsdon, B., Reed, K. and Dastmalchian, A. (Eds), *Work-Life Integration: International Perspectives on the Balancing of Multiple Roles*, Palgrave, Basingstoke.
5. Booth, A.L. and van Ours, J.C. (2005), *Hours of Work and Gender Identity: Does Part time Work Make the Family Happier?*, Centre for Economic Policy Research, Australian National University, Canberra.
6. Broadbridge, A. (2008), "Barriers to ascension to senior management positions in retailing", *Services Industries Journal*, Vol. 28 Nos 9/10, pp. 1225-45.
7. Burke, R.J. (1994a), "Females on corporate boards of directors: views of Canadian CEOs", *Women in Management Review*, Vol. 9 No. 5, pp. 3-10.
8. Burke, R.J. (1994b), "Females on corporate boards of directors: forces for change?", *Women in Management Review*, Vol. 9 No. 1, p. 27.
9. Cassell, C. (1997). The business case for equal opportunities: implications for women in management. *Women in Management Review*, 12(1), 11-16.
10. Deery, M., (2008), Talent management, work-life balance and retention strategies, *International Journal of Contemporary Hospitality Management* Vol. 20(7), pp. 792-80
11. Doherty, L. (2004), "Work-life balance initiatives: implications for women", *Employee Relations*, Vol. 26 No. 4, pp. 433-52.
12. Eikhof, D., Ruth., ( 2012), A double-edged sword: twenty-first century workplace trends and gender equality, *Gender in Management: An International Journal* Vol. 27 (1) , pp. 7-22
13. Ezra, M. and Deckman, M. (1996), "Balancing work and family responsibilities: flexitime and child care in the federal government", *Public Administration Review*, Vol. 56 No. 2, pp. 174-9.
14. Ford, M.T., Heinen, B.A. and Langkamer, K.L. (2007), "Work and family satisfaction and conflict: a meta-analysis of cross-domain relations", *Journal of Applied Psychology*, Vol. 92 No. 1, pp. 57-80.
15. Friedman, D.E. (1992), "Linking work-family issues to the bottom line", Report No. 962, The Conference Board, New York, NY.
16. Galinsky, E. and Stein, P.J. (1990), "The impact of human resource policies on employees", *The Journal of Family Issues*, Vol. 11 No. 4.
17. Goff, S.J., Mount, M.K. and Jamison, R.L. (1990), "Employer supported child care, work family conflict and absenteeism: a field study", *Personnel Psychology*, Vol. 43, pp. 793-809.
18. Grant-V all one, E. J., & Ensher, E. A. (2001). An examination of work and personal life conflict, organizational support, and employee health among

- international expatriates. *International Journal of Intercultural Relations*, 25, 261-278.
19. Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work-family balance and quality of life. *Journal of Vocational Behaviour*, 63, 510-531.
  20. Grzywacz, J. G., Frone, M. R., Brewer, C. S., & Kovner, C. T. (2006). Quantifying work-family conflict among registered nurses. *Research in Nursing and Health*, 29, 414-426.
  21. Hill, E.J., Hawkins, A.J., Ferris, M. & Weitzman, M. (2001), Finding an extra day a week: The positive influence of perceived job flexibility on work and family life balance. *Family Relations: Interdisciplinary Journal of Applied Family Studies*, 50, 49-58.
  22. Hochschild, A.R. (1989), *The Second Shift*, Avon, New York, NY.
  23. Hochschild, A.R. (1997), *The Time Bind*, Metropolitan Books, New York, NY.
  24. Hochschild, A.R. (2003), *The Second Shift*, Penguin, London.
  25. Johnson, A.A. (1995), "The business case for work-family programmes", *Journal of Accountancy*, Vol. 180 No. 2.
  26. Karimi, L. (2006). *A test of a model of work-family interface: A study of Iranian employees*. Perth, Australia: Curtin University of Technology Press.
  27. Kinman, G., & Jones, F. (2004). *Working to the limit: stress and work-life balance in academic and academic-related employees in the UK*. Association of University Teachers.
  28. Lingard, H., Brown, K., Bradley, L., Bailey, C. and Townsend, K. (2007), "Improving employees' work-life balance in the construction industry: project alliance case study", *Journal of Construction Engineering and Management*, Vol. 133 No. 7, pp. 807-15
  29. McCall, L. (2005), "Gender, race and the restructuring of work: organizational and institutional perspectives", in Ackroyd, S., Batt, R., Thompson, P. and Tolbert, P.S. (Eds), *The Oxford Handbook of Work and Organization*, Oxford University Press, Oxford.
  30. Meyerson, D. E., & Kolb, D. M. (2000). Moving out of the 'armchair': Developing a framework to bridge the gap between feminist theory and practice. *Organization*, 7, 553-571.
  31. Perry-Jenkins, M., Repetti, R. L., & Crouter, A. C. (2000). Work and family in the 1990s. *Journal of Marriage and the Family*, 62, 981-998.
  32. Posig, M. and Kickul, J. (2004), "Work-role expectations and work family conflict: gender differences in emotional exhaustion", *Women in Management Review*, Vol. 19 No. 7, pp. 373-86.
  33. Rice, M. (2000, August 1). The MT Work/life balance survey: Age of the flex exec. *Management Today*. Retrieved from <http://www.managementtoday.co.uk/search/article/411750>
  34. Shriver, M. (2009). The Shriver report: A woman's nation changes everything. *Center for American Progress*. Retrieved from <http://www.awomansnation.com/awn.php>
  35. Simon, M., Kümmerling, A., Hasselhorn, H. M., (2004). Work-home conflict in the European nursing profession. *International Journal of Occupational and Environmental Health*, 10, 384-391.
  36. Straub, C., (2007), A comparative analysis of the use of work-life balance practices in Europe Do practices enhance females' career advancement?, *Women in Management Review* Vol. 22 No. 4, pp. 289-304
  37. Uddin, M. R., Hoque, N., Mamun, A. M. A., & Uddin, M. S. (2013). Work-Life Balance: A Study on Female Teachers of Private Education Institutions of Bangladesh. *International Journal of African and Asian Studies*, 1, 101-107.
  38. Walker, E., Wang, C., & Redmond, J., (2008), Women and work-life balance: is home-based business ownership the solution? *Equal Opportunities International* Vol. 27(3), pp. 258-275
  39. White, L. and Rogers, S.J. (2000), "Economic circumstances and family outcomes: a review of the 1990s", *Journal of Marriage and the Family*, Vol. 62, pp. 1035-51.





This page is intentionally left blank





GLOBAL JOURNAL OF MANAGEMENT AND BUSINESS RESEARCH: A  
ADMINISTRATION AND MANAGEMENT  
Volume 15 Issue 7 Version 1.0 Year 2015  
Type: Double Blind Peer Reviewed International Research Journal  
Publisher: Global Journals Inc. (USA)  
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

# Integrating Human Resource Management with Organizational Strategies

By Waweru Beuttah Mwangi & Dr. Kellen Kiambati

*Karatina University, Kenya*

**Abstract-** The purpose of this article was to outline the benefits of integrating human resource development with organization strategies. It was to outline the perceived gap and show how the two are linked and how this link can contribute to organizational development.

**Keywords:** *integration, organization strategies, strategy formulation, organizational development.*

**GJMBR - A Classification :** *JEL Code: M19*



*Strictly as per the compliance and regulations of:*



# Integrating Human Resource Management with Organizational Strategies

Waweru Beauttah Mwangi<sup>α</sup> & Dr. Kellen Kiambati<sup>ο</sup>

**Abstract-** The purpose of this article was to outline the benefits of integrating human resource development with organization strategies. It was to outline the perceived gap and show how the two are linked and how this link can contribute to organizational development.

**Keywords:** integration, organization strategies, strategy formulation, organizational development.

## I. INTRODUCTION

The essence of Human Resource (HR) is strategic and if properly aligned, it can have a lot of contribution in enabling an organization to have a successful strategy and financial base. In order for the HR to earn itself a position at the strategic table it will require to maintain a strong administration foundation. This strategic approach should be aligned with the human resource so as to ensure that an organization's employees, skills and abilities are made use of in the achievement of its business goals (Huselid, Jackson & Schuler, 1997).

## II. THEORETICAL REVIEW OF LITERATURE

This study involved review of related literature combined with analysis and synthesis. This was carried out through usage of literature review. The exercise involved accessing literature available in print form as well as accessing electronic databases which are acceptable in the contemporary management studies.

## III. LITERATURE REVIEW

The human resource plays a very significant role in the success of organizational performance. Garavan, (2007) says that there is now an established trend where there are well chosen human resource development practices that have a directly affect both individual and organizational performance. The HR has to and will have to take a serious leadership role in contributing to the development of the human resource as a contribution to organizational development. This will definitely require that the HR transforms itself from a process oriented and administrative approach to a strategic one (Gold, 2011).

There is an increasing need to strategically steer managerial practices of an organization into strategic management. This need calls for the

integration of organizational strategies with global HR management practices (O'Donnell & Garavan, 1997).

For Organizations; both in public and private sectors to be successful they will require to have in place effective HR management practices so as to successfully execute their organizational strategies and goals (Sthapit, 2008). In this context they will require to do an analysis of both internal and external environmental factors that are directly or indirectly related to the organization. This analysis will require a strategic approach aimed at influencing key stakeholders as well as formulation of strategic HRD plans and policies in line with the organizations business strategy (Becker & Huselid, 2001).

## IV. THE HUMAN RESOURCE

Globally both the government and private sector managers, believe that investing in human capital is key to the success of any country's economy (Sthapit, 2007). This strategy may not be effective however without a properly organized and implemented HRD structure (Haslinda, 2009). The full potential of the human resource department will only be achieved when it fully demonstrates its active role in creating organizational values and return on investment. HR should not only be reported on cost savings but also on what it contributes to a business return on investment (Frangos & Fitz-enz, 2002).

According to Frangos and Norton, (2001) HR does not have the tools to describe and measure its role in organizations. 60% of HR executives were found to be playing passive roles as found out in a study that was carried out in the consulting industry.

For human capital to be managed as a strategic asset, there should be efforts to measure the HR strategic contribution. Frangos and Fitz-enz (2002) suggested five main ways through which the HR process can be evaluated. These include; the cost, the period it will take, what will be achieved, number of errors or mistakes in the process and the responses from the employees. To bring out the HR to a respectable position due to its business value will require that it must and has to measure itself in a business manner; this will also call for its alignment with other departmental goals as well as being wholly involved in the overall strategy.

Many of the HR departments do not have strategic planning processes that align their spending to

Author <sup>α</sup> σ: Karatina University. e-mail: beauttahem@yahoo.com

be in line with their organizations strategy. One survey done at Harvard found out that 80% of the departments had no strategic planning process in place. If the HR has to be successful it will require being more interdependent with the other departments within the organization and also be required to take a more comprehensive role which aligns itself and its activities with the organization strategy. This according to Freedman (2004) will correct any aspects that affect or interfere with the integration of the organization strategy. This will offer the organization a competitive edge.

Through the management of human capital the ultimate goal and purpose of organizational strategic development will be achieved. This will require coming up with ways and means which are supportive to the organization strategies (Freedman, 2004).

## V. ALIGNING HUMAN RESOURCE DEVELOPMENT WITH ORGANIZATIONAL STRATEGY

According to Becker & Huselid (2001) there has to be an adoption of a new perspective by the HR in order to ensure that the human asset is well aligned to the organization strategy.

This shall come about when the HR stops being a cost centre that only focuses on compliance. It has to align itself with the organization strategy. The HR department has to come to a recognition that it is a strategic asset to an organization in terms of duties undertaken and should focus more on value creation. It should also convince the top management that it plays a critical supportive role in the organization strategic planning.

Employees' skills should be developed in line with the organizational strategy requirements to ensure that they are strategically prepared. Enhancement or development of the human capital should be focussed on each and every aspect of the HR functions. It should start right from hiring, compensation, reviews, training among others (Becker & Huselid, 2001).

According to Righimer & Energy, (2002) the HR has to extend its influence over and above administrative roles and also be more strategic while moving towards a strategic role. This does not imply that the HR abandons the administration duties but be operating at both administration and strategic levels. This can be achieved through automation or outsourcing to enable the HR staff to focus more on the strategic levels and come up with more strategic initiatives (Galford, 1998).

The organization also needs to state that that it acknowledges the importance of HR in its business success (Frangos, 2002). In order for the HR to strategically and effectively contribute to the organization strategy it will require to have staff with business knowledge and financial skills as well as

enhanced consultation and technological skills. It will therefore require competent people in place to effectively come up and carry out its strategies and initiatives. This strategic engagement will enable the HR to play a more strategic managerial role by being well equipped with technical skills (Frangos, 2002). This will bring about an alignment between HR department goals and those of the organization.

The measuring of key HR contributors to organizational strategy will provide an alignment between the HR and the business processes and be the ultimate link to the financial business outcomes. This in turn will transform the HR function into a source of value creation and hence creating more benefits to the organization (Ulrich, 2000).

## VI. APPROACHES TO HR STRATEGY

Looking at it from a strategic point of view, human resource strategy is a statement of intent in an organization in regards to how it manages its human resources. According to Tyson, (2000) these intentions provide the basis for plans, development and programs for change with an aim of developing capability in order to give an organization a competitive edge. According O'Donnell and Garavan, (1997) integration of the HRD policy and the organization policy is the most effective way to doing this.

According to Tseng and McLean (2008), the success of any business will depend to a big extent on an organization's ability to use its employee skills as well as expertise in building its strategy. The organization should also highlight the strategic roles of HRD and integrate the HRD policies with the organization strategy.

There is a great need for aligning the HRD activities with organizational strategy. Swanson, (2000) demonstrated the importance of this alignment as its supporting role is important, and also contributes its strategic value in shaping the business strategy.

## VII. THE EXTERNAL ENVIRONMENT

According to Stalpit, (2008) what is making organizations to increasingly adopt the practice of formulating and implementing long-term organizational strategies is the rapidly changing environment. This calls on organizations to proactively address the external environmental changes through integration of all functional areas into the overall organization strategy. In order to provide a sustained competitive advantage organizations are increasingly viewing the human resource as that unique asset that can provide that much desired competitive edge (Wright, 1998).

The importance of managing the human resource has come about through the recognition of the many changes taking place in the business environment. These changes include but are not limited

to increased globalisation, changing demographics of the workforce, organizations increased focus on profitability and growth, technological changes, intellectual capital and the never ending changes that organizations have to go through (Krishnan & Sighn, 2003).

The political, legal, economic, social cultural, natural, technological and global forces have to be considered while making policy decisions and practices on HRD as they have to be in compliance and in view of both internal and external environments. According to Sthapit, (2009) this is because many times these forces are beyond the control of organization management but very critical to the organization's performance, success and outcome.

### VIII. THE BUSINESS STRATEGY

The people factor plays a very critical role in a successful business strategy. Human resources are the most valued asset in many organizations. For the organization to get much value it has to make use of their knowledge, skills and abilities. The way in which the human resource is managed, deployed and the availability of skills and knowledge all have a contribution to the business strategy.

According to Abuqayyas, (2007) the business strategy shapes individual HR strategies for example if the business strategy is on improving customer service, it may be translated into training plans or performance improvement plans.

An organization cannot succeed without developing the human resource at all levels and in all dimensions. These will include areas like HR training, management / executive development, career development and organizational development (Sthapit, 2008; Singh & Sthapit, 2008). Such efforts will contribute in discharging the stipulated Human Resource Development (HRD) roles so that challenges of strategy implementation can be converted into successes in organizations (Sthapit, 2008).

The long-term competitiveness of an organization will be determined by whether the organizations' human resource is durable, difficult to imitate and substitute and whether it also enables the organization to differentiate itself from its competitors (Festing & Eidems, 2011). Skills and competencies of staff enable an organization to be more flexible and dynamic in confronting strategic challenges (Garavan & Carbery, 2012).

Conversion of human capital into organizational value is also another way of looking at the relationship between HRM and business strategy. The evaluation of the human capital is a useful tool as it informs the development of business strategy in terms of current and potential capabilities of human capital. According to Abuqayyas, (2007) the only way to achieve business success will be by how an organization is successful at

managing its human capital, achieving this potential and embedding it in products and services which have a market value.

### IX. HUMAN RESOURCE MANAGEMENT AND ORGANIZATION PERFORMANCE

HR has made a significant contribution to the success of business/organizational goals as well as enabling them have a competitive edge over other organizations. There has been recognition of HR skills, abilities and experience and their contribution to the success of organizations (Armstrong & Baron, 2004). According to Cole, (2004) the HR function brings in the strategic value of the people in an organization by contributing to value addition and competitive advantage. An effective HRM strategy organizes all individual HRM measures and directly influences employees' attitude and behaviour leading an organization to achieve its competitive strategy (Huang, 2001). The organization is hence able to attain a competitive advantage and superior performance (Kelliher & Perret, 2001).

In order to implement the best systems of HRM practices it will be necessary to establish the requisite knowledge and understanding (Wright & Snell, 2005). These strategies will include productivity gains, quality, reduced cost of business and innovation as well as product/service differentiation (Armstrong, 2009).

According to Leopold, (1999) integration is achieved when the formal structure of an organization and the human resource systems are aligned to an extent where they drive the strategic objective of the organization.

### X. COMPETITIVE EDGE

There is a very important need to match personnel selection and workforce profile with the desired business strategy (Gunnigle & Moore, 1994). A human resource (HR) department should be focussed on achieving the desired organizational goals otherwise a department that is highly administrative with no strategic integration shall not be able to provide a competitive edge and may thus lose its relevance.

Huselid and Becker, (1997) established that there were noticeable and substantial financial returns for the organizations where HRM systems were aligned with business strategic goals. Ulrich, (1998), also observed that one of the four roles of the key HR role is to become a strategic business partner. Youndt and Snell (1996) also found out that where firms employed HR practices according to the stated strategies they were seen as having better perceptual performance. According to Martell and Carroll, (1995); Schuler and Walker, (1990) the alignment of the HRM systems to the business strategy is a one-way vertical fit whereas two-way vertical fit is where HRM systems not only align to the business strategy, but also contribute in strategy formulation.



In order for the HR department to influence business functions the line managers have to be trained to a point of understanding HR processes and practices in order to enable them partner well with the HR department (Krishnan & Sighn, 2003. The line managers training will eventually contribute to successful implementation (Mello, 2001).

## XI. CONCLUSIONS

The conclusions of the research were as follows;

The integration of the HRD policy as well as practices that are well aligned with global human resource management will eventually turn an organizations managerial practice into strategic management.

- An analysis of the internal and external environment should be done. This should also involve strategically approaching key stakeholders in the formulation of HRD policies and plans in line with the organization's business strategy.
- In order for the HR to be respected for its contribution to the business value, it has to be involved in the overall business strategy. It also must measure itself in a business manner; by ensuring that it aligns itself with other departments' goals and objectives.
- Proper management of the human capital or resource is the main objective for HR in supporting the organization's strategic development.
- For the HR to be a strategic contributor and offer support in business success, it will require to have the right calibre of people in place to carry out its planned strategic initiatives as well as outlining competencies and skills. All policy decisions and practices related to HRD should be made in compliance and in view of both the internal and external environments.
- A good business strategy that is successful is informed by people factors and that in many organizations people have become the most valued asset.
- The human resource is critical as it provides the potential for sustained competitive advantage. Human skills and competencies go a long way in enabling an organization to be more flexible in overcoming its strategic challenges.
- Majority of the organizations have increasingly come to view the human resource as a unique asset that can provide sustained competitive advantage. Business success can only be achieved if organizations are successful at managing their human capital to achieve a competitive edge.
- The manner in which the human resource is managed, deployed, motivated, developed and the availability of skills and knowledge will all shape the business strategy.

## XII. RECOMMENDATIONS

- There has to be recognition that the HR department and its functions is a strategic asset in the organizational strategy.
- The HR department has the responsibility of ensuring that the organizations' employees are strategically placed and aligned with the organization's strategy.
- The HR functions should be properly and strategically developed in order to enhance the human capital at different levels including hiring of staff, compensation /remuneration, performance reviews, training and development, separation, succession planning among other aspects.
- It would be worthwhile to ensure most of the routine and administrative duties are automated or outsourced in order to make way for the HR staff to focus on more strategic initiatives. The automation and outsourcing will enable the HR personnel to operate at both administrative and strategic levels.
- Every organization's human resource should be developed at all levels and in all dimensions. These include areas like HR training, management /executive development, career development as well as organizational development.
- Lastly but not least there is a significant need to match personnel selection and workforce profile with the desired business strategy.

## REFERENCES RÉFÉRENCES REFERENCIAS

1. Abdelfattah Abuqayyas (2007). *Strategic Human Resource Management*. Telecom Consultant CITC – KSA.
2. Becker, B. and Huselid, M. (2001). The Strategic Impact of HR . *Harvard Business School Publishing, Balanced Scorecard, May –June 2001*.
3. Frangos, C., (2002). Aligning Human Capital with Business Strategy; Perspective from leaders. *Harvard Business School; Balanced Scorecard, May - June 2002*.
4. Frangos, C. (2002). Aligning Human Capital with Business Strategy; perspective from Freedman A. (2003). Staffing Up; *Human Resource Executive; December, 2013*.
5. Freedman A. (2003). Staffing Up: *Human Resource Executive; December 2013*.
6. Galford R. (1998). Why doesn't this HR Department get any respect? *Havard Business Review; March-April, 1998*.
7. Garavan, T. N. (2007). *A Strategic Perspective on Human Resource Development Advances; Developing Human Resources, 9 (1), pp 11-30*.
8. Gold J., Walton J., Cureton P. and Anderson L. (2011). Theorising and practitioners in HRD ; the role of adductive reasoning. *Journal of European Industrial Training, 35 (3), pp 230-246*.

9. Holbeche L. (2001). *Aligning Human Resources and the Business Strategy*. Oxford; Butter worth, Heinemann.
10. Huselid M., Jackson S., and Schuler R. (1997). Technical and Strategic Human Resource Management. Management effectiveness as determinants of firm performance. *Academy of Management Journal; vol. 40, No.1, 171-188*.
11. John P. Righemer and Maverick Energy, (2002). *Aligning human resources and strategic plans*. Maverick Energy, ph ; 815-498-3855.
12. Leopold J., Harris L. and Watson T. (1999). *Strategic Human Resourcing Principles and Practices*. London : Financial Times ; Pitman Publishing.
13. Martell K. and Carroll S. J. (1995). How strategic is HRM? *Human Resource Management; 34(2); 253-267*.
14. Mello J. A. (2001). *Strategic Human Resource Management*. Cincinnati; South Western.
15. Norton D. (2001). Managing the Development of Human Capital. *Harvard Business School; Balanced Scorecard; September –October, 2001*.
16. Norton D. (2001). Measuring the Contribution of Human Capital: *Harvard Business School; Balanced Scorecard, July -August, 2001*.
17. Patrick Gunnigle & Sarah Moore, (1994). *Linking Business Strategy and Human Resource Management; Issues and Implications*.
18. Sandeep Krishnan & Manjari Singh (2003). *Strategic human resource management; three-stage process and influencing organizational factors*.
19. Singh T. M. & Sthapit A. (2008). *Human resource management: Text and Cases. (first ed.)* Kathmandu, Nepal; Taleju Prakashan.
20. Sthapit, A. (2008). Role of HRD in Successful Implementation of Organization Strategy: *PYC, Nepal Journal of Management; Public Youth Campus, Tribhuvan University, (vol.1) No. 1, pp 67-82*.
21. Thomas, N. Garavan and Ronan Carbery, (2012). *Strategic Human Resource Development. International Human Resource Development: New proof.indb 44*.
22. Tyson S. & York A. (2000). *Essentials of Human Resource Management: Oxford read; Else vier Group*.
23. Ulrich D. (1998). A New Mandate for Human Resources. *Harvard Business Review: 76 (1): 124-135*.
24. Ulrich D. (1998). A New Mandate for Human Resources. *Harvard Business Review: January - February, 1998*.
25. Ulrich D. (2000). How the Human Resource Function Can Create Value and Drive Strategic Success. *Harvard Business School: Balanced Scorecard; 2000*.
26. Youndt, M. A. & Scott, S. A. (1996). Human resource management, manufacturing strategy and firm performance: *Academy of Management Journal; 39 (4): 836-857*.







This page is intentionally left blank



GLOBAL JOURNAL OF MANAGEMENT AND BUSINESS RESEARCH: A  
ADMINISTRATION AND MANAGEMENT  
Volume 15 Issue 7 Version 1.0 Year 2015  
Type: Double Blind Peer Reviewed International Research Journal  
Publisher: Global Journals Inc. (USA)  
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

# Empirical Study on Why Expatriates Fail in Different Environments: Case from Workers Working in Muslim Environment

By Muddassar Sarfraz & Shuangqin Liu

*Business School of Hohai University, China*

**Abstract-** Over the last few decades, the global business environment has been changing rapidly, especially after the computer revolution. The world is now a global village. Apart from technological advances, the successful completion of a project often depends upon HR activities. This study is conducted to compare the Muslim culture and Western culture in the light of the experience of expatriates. Many expatriates fail in their international assignments in Muslim countries. Research will find out why, in spite of training, expatriates are failing in international assignments. 350 Questionnaires were distributed among workers; 235 questionnaires are validated. These workers are from different countries, especially western countries and working or have worked in different Muslim countries e.g. Pakistan, Turkey, Saudi Arabia, and Afghanistan. The research results are limited to a few Muslim countries and may not give an overall picture of the Muslim world. It has been observed in the results that expatriates failure occurred because of cultural reasons. The expatriates and their families are facing cultural problems. In spite of training, a lack of essential knowledge about Muslims is missing in few expatriates.

**Keywords:** *expatriates success, western, muslim environment, workers, human resource management.*

**GJMBR - A Classification :** *JEL Code: M10, M16*



*Strictly as per the compliance and regulations of:*



# Empirical Study on Why Expatriates Fail in Different Environments: Case from Workers Working in Muslim Environment

Muddassar Sarfraz<sup>α</sup> & Shuangqin Liu<sup>σ</sup>

**Abstract** - Over the last few decades, the global business environment has been changing rapidly, especially after the computer revolution. The world is now a global village. Apart from technological advances, the successful completion of a project often depends upon HR activities. This study is conducted to compare the Muslim culture and Western culture in the light of the experience of expatriates. Many expatriates fail in their international assignments in Muslim countries. Research will find out why, in spite of training, expatriates are failing in international assignments. 350 Questionnaires were distributed among workers; 235 questionnaires are validated. These workers are from different countries, especially western countries and working or have worked in different Muslim countries e.g. Pakistan, Turkey, Saudi Arabia, and Afghanistan. The research results are limited to a few Muslim countries and may not give an overall picture of the Muslim world. It has been observed in the results that expatriates failure occurred because of cultural reasons. The expatriates and their families are facing cultural problems. In spite of training, a lack of essential knowledge about Muslims is missing in few expatriates.

**Keywords:** *expatriates success, western, muslim environment, workers, human resource management.*

## I. INTRODUCTION

Over the last few years, multinational companies have greatly increased their HR activities. An up-to-date HR department can make a big difference in an organization. Complete knowledge of the employee, their background and other relevant information is important for multinational organizations. Human resource is a key factor to differentiate, in terms of competitive advantage one organization from another.

It is observed that the internal and external environment of the organizations plays an important role in the success of the project including both organizational culture and national culture. Expatriates working in Muslim countries are facing the settlement problems, family problems, childcare problems, and cultural problems for the expatriate and his family etc. Assignments often fail not because of lack of technology but because of different environment for the employee and their family. Limited research is done on the topic

*Author α: Business School of Hohai University, Nanjing, PR China. e-mail: muddassar.sarfraz@gmail.com*

*Author σ: Associate Professor, Business School of Hohai University, Nanjing, PR China.*

“why the expatriates fail in their international assignments”. The greatest research that has ever been done in this area was done by Hofstede. The differences between East and West, mentioned by Hofstede in his research, are the key factors.

In this research the focus is on the Muslim countries in the Middle East. In this research not all Muslim countries are discussed. The expatriate focus is mainly on the workers working in different Muslim countries, but British, American and European and Chinese expatriates are discussed. The discussion is on cultural problems faced by individuals on international assignments within the office and outside the office. The discussion also includes the expatriate's family, as they are indirectly involved but have a strong influence on the assignment. The cultural problems of the spouse and children are also discussed briefly.

## II. OBJECTIVES OF STUDY

Objective of the study is to find out the factors those are related with the failure of expatriate. Due to large expansion of business and more globalized world, organizations have to send their employees in the foreign countries for specific task and time period. Expatriates have to face some serious challenges in Muslim countries and at the end they have to quit their job. There are different factors those have impact on the success of expatriates. Study will identify these factors.

## III. LITERATURE REVIEW

What is an expatriate? A person who is legally residing in such a country where he/she has not born and up bring on temporary or permanent basis. It is a Latin word, which has meaning (out of country). Expatriate have to work in different countries, other than their homeland. But the domestic workers don't have to move across national boundaries. In other words, an employee who is living in foreign country on temporary basis is called expatriate. Some organizations call such employees “International assignees”. Expatriation has been viewed historically as the process of moving from the parent company or headquarters to foreign subsidiaries or “overseas operations”. In simple words, expatriation is moving from one country to another country whilst remaining in the employment of the same

firm. (Actually a lot of expats (the majority?) do NOT work for the same company as at home – they are often working directly for a foreign company. You may want to mention this.)

The movement of employees from one country to another country is essential for multinational companies. When a multinational company launches operations within another country and opens branches in the new country, it needs to send someone from the headquarters of the parent country to control operations and effect technology transfer. With the passage of time, the expat trains up managers in the host country, enabling the expatriate to return to headquarters. Expatriates staff are used to strengthen the skill levels within the international subsidiaries. The use of expatriate staff is extensive during the initial stages of foreign operations, in order to accomplish technology transfer, including production and business startup. The number of expatriates will decline as the firm's local managers and technical staff assimilates and utilize this knowledge. Although it is clear in that PCNs (Parent Country Nationals) are always expatriates, it is often overlooked that TCNs (Third Country Nationals) are also expatriates, as are HCNs (Host Country Nationals) who are transferred into parent country operation outside their home country. There is a difference between expatriates and immigrant. Immigrant consider themselves as a part of country while expatriates are appointed in third country for the specific time and task, after the accomplishment of the task, they have to move other place so by this they are perform their duties and responsibilities. Here question is that why is it necessary to send expatriate? Expatriates have to adjust in new environment (Friedman Dyke & Murphy, 2009).

In recent business world, organizations are becoming more global and have to face some serious challenges regarding expansion. It is not an easy task for an organization to send expatriates abroad. Certainly, there are ebbs and flows associated with the number of staff that is moved internationally. As the organization increases in size so the number of expatriates is also likely to increase. There are three key reasons for transferring staff to various forms of international assignments. Organization should provide its support, because it can play key role (Kraimer et al., 2001). When expatriates retain their job, mean not quit then they are called successful expatriates. But according to Black & Gregersen, (1991) when expatriates complete short term assignment and go back to their country, in such cases, assessment criteria is different. Expatriates ability to adjust in a foreign country is more than psychological well-being (Aryee & Stone, 1996). According to Huang et al., (2005), there are five personality factors; those have strong relation with the expatriate's adjustment in the foreign countries.

Carlson (2005) study focus on expatriates training before going to special task. (Peng, 2009)

emphasis that failure rate is high so there is still need to further study. (Ward & Kennedy, 1992) has defined the concept of sociocultural adjustment.

**Position filling:** The organization has a need and, depending upon the type of position and the level involved, will either employ someone locally or transfer a suitable staff member. In multinational companies, employees who have worked in headquarters have more knowledge about how to operate within the company. Another reason for sending someone from headquarters will be to fill an empty position.

The global survey by the consulting firm GMAC Global Relocation Services asked respondents to indicate their primary objectives for international assignments. The most common reason was to fill a skills gap, followed by the launch of a new endeavor, and also technology transfer. Likewise, Wong's study of two Japanese department stores in Hong Kong found that short-term job filling was the main reason for using expatriate staff rather than for long-term development and socializing of individuals.

**Management Development:** Training and development play important role in the success of organization. So the employees have to move to different place for the enhancement of skills. Sometimes, staff from headquarters moved to subsidiary operations or subsidiary staff transferring into the parent operations or to other subsidiary operations. Assignments may be for varying lengths of time and may involve project work in addition to a trainee position. The perceived link between international experience and career development can be the motive for staff to agree to such transfers.

**Organizational Development:** Here, strategic objectives of the operation come into play:

- The need for control
- The transfer of knowledge
- Competence, procedures and practices into various locations
- To exploit global market opportunities

#### IV. WHAT DO WE MEAN BY EXPATRIATE FAILURE?

The prominent issue in the international assignment is "Expatriate Failure", which may be defined as "premature return of an expatriate" (return to the home country before completing the assignment). During the past 20 years, many articles have been published on the success and failure of expatriates (Tung; 1998, Caligiuri, 1997; Shay and Tracey, 1997; Harzing, 1995; Foster, 1992; Tung, 1981, 1982 and 1988; Mendenhall and Oddou, 1991; Torbiorn, 1982). The majority of these focused on expatriates from the United States because American multinationals were dominant in international business.

## V. RESEARCH METHODOLOGY

There is a big difference between the Muslims and Western culture, this gap creates problems for multinational companies. Multinational companies' expatriates are continuously failing in their international assignments in spite of good training and spending a huge amount of money on them.

The research question is "In spite of training, Why Western expatriates and their families are facing cultural problems and failing in their international assignments in Muslim countries?" Expatriates from western countries are failing in their international assignments due to various reasons. This research is an attempted to make the multinational companies aware of the differences between Muslim culture and Western culture. Due to this reason the gap between Muslims and Western increases in every aspect of life. This research is an attempt to find the facts. This attempt is an academic research. Cohen and Manion define

research as "Research is a combination of both experience and reasoning and must be regarded as the most successful approach to the discovery of truth". (1994-1993).

In this research qualitative method is used. Data is collected through various means. There are two types of data, which is used in this research, first one is primary and second one is secondary data. Secondary data in this research is collected from libraries and internet. The sample used in this research are the group of people who have the experience of European, American, Canadian and Australian life and also the experience of the Muslim country. The sample is distributed into parts. Some are interviewed and questionnaires are sent to some of them.

Valid Sample size in this study is 235. Data is collected by distribution of questionnaires. More than 350 questionnaires were distributed among the sample size but correctly answered questionnaires are 235.

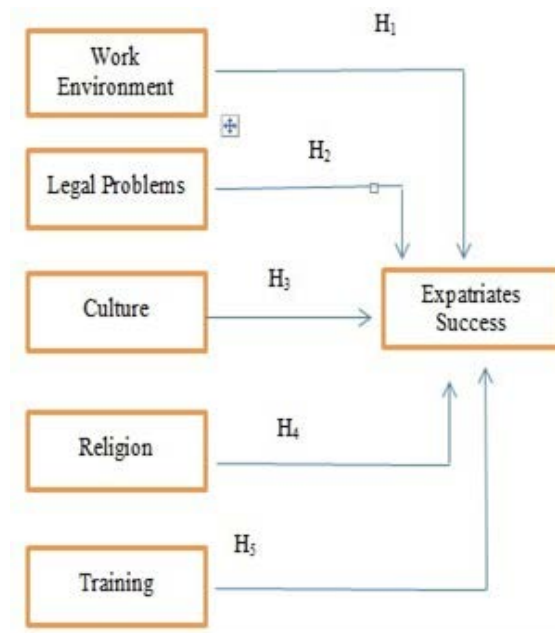


Figure 1 : Conceptual Framework

All hypothesis H1, H2, H3, H4 and H5 were tested through multivariable linear regression analysis to examine their effect on dependent variable i.e. Expatriates Success.

- H1 test work environment towards the dependent variable, expatriates success.
- H2 examines weather legal problems have impact on expatriates success or not.
- H3 examines the impact of culture on expatriate's success that how culture has a impact on the expatriates success
- H4 examines the impact of religion on the expatriate's success

- H5 examines the relation of training and, expatriates success.

## VI. FINDINGS AND DISCUSSION

The questionnaires were sent to 350 persons. 235 questionnaires were received and analyzed in this research. The questionnaire was sent through post, through email, by hand and questions were asked by telephone or face to face interview. The people who filled in the questionnaires include professionals who have spent their time in Pakistan, Afghanistan, Iran, Bangladesh, KSA, and Middle East. They were from different nationalities UK, Canada and America,

Chinese, Japanese and UK. They all belonged to different religions.

*Table 1 :* Frequency distributions according to Gender

Gender	Frequency	Percentage	Cumulative Percentage
Male	170	72.34%	72.35%
Female	65	27.65%	100%
Total	235	100%	

*Table 2 :* Frequency distributions according to Gender

Different age groups	Frequency	Percent	Cumulative Percent
Age 18-27	52	21.66%	21.66%
Age 28-37	78	32.5%	54.16%
Age 38-47	54	22.5%	76.66%
Age 48-57	37	15.41%	92.07%
Age 58 -67	14	7.91%	100.0%
TOTAL	235	100.0%	

For hypothesis testing, data was collected from 235 participants, 72.34 % were male and 27.65% were female, those participated in this study. Most of the population was between 28-37 years old.

*Table 3 :* KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.733
Approx. Chi-Square		32719.329
Bartlett's Test of Sphericity	df	1573
	Sig.	.000

*Table 4 :* Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.719 <sup>a</sup>	.506	.500	.59247

*Table 5 :* Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.317	.242		1.441	.128
WE	.416	.039	.374	9.865	.000
LP	.256	.023	.371	10.675	.000
CU	.101	.022	.121	4.425	.001
RE	.182	.015	.193	3.448	.020
TR	.221	.031	.129	3.179	.001



It has been observed in the research that positive answer came from the British and European expatriates. The expatriates are happy to work in UAE, Bahrain, Turkey and all the countries, those are called modern Muslim countries. When a question was asked from expatriates, are you willing to work in war zone Muslim countries? The answer was negative. In Saudi Arabia the Expatriates were not willing to work. There was negative response received from Iraq, Iran, Afghanistan, Palestine, Syria and Lebanon.

About the security, expatriates feel secure in modern Muslim countries, but complete negative response for the war zone Muslim countries and low percentage for strict Muslim countries. This security level is going down with the passage of time. Language is one the biggest problem expatriates are facing in Arab countries. The top level management like managers and executives communicate in English but the lower level staffs tend to communicate in Urdu, Hindi, Pashto and other languages. Arabic is not included in lower staff languages because Arabs don't work as laborer's. It has been discussed in the previous chapter that mostly the lower level staff include people from Pakistan, Iran and Philippines. This communication gap is filled by the engineers and managers from India and Pakistan.

The knowledge and experience of the British expatriates is always appreciated in the Muslim countries. Arabs respect their ideas and plans they input in order to complete their project. About the inter marriage between Muslims and non-Muslims there were mixed ideas which came up. The Muslim expatriates, who filled the research questionnaires, said no to this question. The reason is that it is not allowed in Islam and they are aware of the fact. The expatriates who were non-Muslims answered in Yes, No and slightly possible. Legal problems also ranked high after work environment, so we can say that these two factors have great influence on the failure of expatriates.

## VII. CONCLUSION

It has been observed from the literature review that expatriates failure due to family reasons are very high especially in Muslim countries. The failure rate is low in Britain because in Britain it is a part of the job to spend a few years in International assignments. In spite of training, a lack of essential knowledge about Muslims is missing in few expatriates.

The above statements are proved from the results of the questionnaires. Language problems are very high, the non-Muslims in the research sample are not aware of legal changes in Ramadan & Moharram, and many of Western born spouses is not happy in spite of them being Muslims. Because they are living in Europe from long time and it is very hard for them to adopt culture in Muslim countries like other expatriates. Expatriates do not have a good knowledge of Muslim culture before going on International assignments. That

is the reason they have to go through the training. The training department trains expatriates on reward package, tax, weather, clothing, schooling and culture. The trainer is mostly from the parent country. The trainer gets all the information through books and the internet. There is more stress on other issues from trainer as well as expatriate, like reward package, tax, housing, weather and schools. Expatriates realize later that culture is also an important issue especially if going abroad with your family. So, Work environment has great influence on the failure of expatriates.

## REFERENCES RÉFÉRENCES REFERENCIAS

1. Aryee S. and Stone R.J., 1996. Work Experiences, Work Adjustment and Psychological Well-Being of Expatriate Employees in Hong Kong. *International Journal of Human Resource Management*, 7(1): 150-164.
2. Black, J.S. and Gregersen, H.B., 1991. When Yankee Comes Home: Factors Related to Expatriate and Spouse Repatriation Adjustment. *Journal of International Business Studies*, 22(4): 671-694.
3. Carlson, Leah. (June 15, 2005). Complications abound in managing expatriate benefits. *Employee Benefit News*, 19:28-39.
4. Dillman, D. A., Smyth, J. D., & Christian, L. M. (2009). *Internet, mail, and mixed-mode surveys: The Tailored Design Method*. (3rd Ed.). Hoboken, NJ: John Wiley & Sons.
5. Earley, P. C. (1994). Self or group? Cultural effects of training on self-efficacy and performance. *Administrative Science Quarterly*, 39, 89-117.
6. Friedman, P. A., Dyke, L. S., & Murphy, S. A. (2009). Expatriate adjustment from the inside out: an auto ethnographic account. *The International Journal of Human Resource Management*, 20(2), 252-268.
7. Harrison, D.A. and Shaffer, M.A., 2005. Mapping the Criterion Space for Expatriate Success: Task- and Relationship- Based Performance, Effort and Adaptation. *International J journal of Human Resource Management*, 16(8): 1454-1474.
8. Hofstede, G. (1984). *Culture's Consequences: International Differences in Work Related Values*. California: SAGE Publications.
9. Hofstede, G. (1991). *Cultures and Organizations: Software of the Mind*. McGraw-Hill, Maidenhead, Berks.
10. Huang, T.-J., Chi, S. -C. and Lawler, J.J., 2005. The Relationship between Expatriates' Personality Traits and Their Adjustment to International Assignments. *International Journal of Human Resource Management*, 16(9): 1656-1670.
11. Hofstede, G. (1994). *Culture and Organizations Software of the Mind'*. London: Harper Collins Business.
12. Jackowicz, A. D. (1995). *Business Research Projects*. London: International Thomson.

13. Kraimer, M.L., Wayne, S.J. and Jaworski, R.A., 2001. Sources of Support and Expatriate Performance: The Mediating Role of Expatriate Adjustment. *Personnel Psychology*, 54: 71-99.
14. Mendenhall, M. & Oddou, G. (1991). *Readings and Cases in International Human Resource Management*. Boston: PWS Kent
15. Peng, Mike D. (2009). *Global Business*. South Western Cengage Learning, chapter 15.
16. Tung R.L (1987), "Expatriate assignments: Enhancing success and minimizing failure". *Academy of management executive*, 1(2): 117-126).
17. Ward. C., & Kennedy, A. (1992). Locus of control, mood disturbance and social difficulty during cross-cultural transitions. *International Journal of Intercultural Relations* 16, 175-194.



# GLOBAL JOURNALS INC. (US) GUIDELINES HANDBOOK 2015

---

[WWW.GLOBALJOURNALS.ORG](http://WWW.GLOBALJOURNALS.ORG)

## FELLOWS

### FELLOW OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (FARSB)

Global Journals Incorporate (USA) is accredited by Open Association of Research Society (OARS), U.S.A and in turn, awards “FARSB” title to individuals. The 'FARSB' title is accorded to a selected professional after the approval of the Editor-in-Chief/Editorial Board Members/Dean.



- The “FARSB” is a dignified title which is accorded to a person’s name viz. Dr. John E. Hall, Ph.D., FARSB or William Walldroff, M.S., FARSB.

FARSB accrediting is an honor. It authenticates your research activities. After recognition as FARSB, you can add 'FARSB' title with your name as you use this recognition as additional suffix to your status. This will definitely enhance and add more value and repute to your name. You may use it on your professional Counseling Materials such as CV, Resume, and Visiting Card etc.

*The following benefits can be availed by you only for next three years from the date of certification:*



FARSB designated members are entitled to avail a 40% discount while publishing their research papers (of a single author) with Global Journals Incorporation (USA), if the same is accepted by Editorial Board/Peer Reviewers. If you are a main author or co-author in case of multiple authors, you will be entitled to avail discount of 10%.

Once FARSB title is accorded, the Fellow is authorized to organize a symposium/seminar/conference on behalf of Global Journal Incorporation (USA).The Fellow can also participate in conference/seminar/symposium organized by another institution as representative of Global Journal. In both the cases, it is mandatory for him to discuss with us and obtain our consent.



You may join as member of the Editorial Board of Global Journals Incorporation (USA) after successful completion of three years as Fellow and as Peer Reviewer. In addition, it is also desirable that you should organize seminar/symposium/conference at least once.

We shall provide you intimation regarding launching of e-version of journal of your stream time to time.This may be utilized in your library for the enrichment of knowledge of your students as well as it can also be helpful for the concerned faculty members.

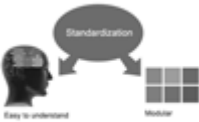




Journals Research  
inducing researches

The FARSB can go through standards of OARS. You can also play vital role if you have any suggestions so that proper amendment can take place to improve the same for the benefit of entire research community.

As FARSB, you will be given a renowned, secure and free professional email address with 100 GB of space e.g. johnhall@globaljournals.org. This will include Webmail, Spam Assassin, Email Forwarders, Auto-Responders, Email Delivery Route tracing, etc.



The FARSB will be eligible for a free application of standardization of their researches. Standardization of research will be subject to acceptability within stipulated norms as the next step after publishing in a journal. We shall depute a team of specialized research professionals who will render their services for elevating your researches to next higher level, which is worldwide open standardization.

The FARSB member can apply for grading and certification of standards of their educational and Institutional Degrees to Open Association of Research, Society U.S.A. Once you are designated as FARSB, you may send us a scanned copy of all of your credentials. OARS will verify, grade and certify them. This will be based on your academic records, quality of research papers published by you, and some more criteria. After certification of all your credentials by OARS, they will be published on your Fellow Profile link on website <https://associationofresearch.org> which will be helpful to upgrade the dignity.



The FARSB members can avail the benefits of free research podcasting in Global Research Radio with their research documents. After publishing the work, (including published elsewhere worldwide with proper authorization) you can upload your research paper with your recorded voice or you can utilize chargeable services of our professional RJs to record your paper in their voice on request.

The FARSB member also entitled to get the benefits of free research podcasting of their research documents through video clips. We can also streamline your conference videos and display your slides/ online slides and online research video clips at reasonable charges, on request.







The FARSB is eligible to earn from sales proceeds of his/her researches/reference/review Books or literature, while publishing with Global Journals. The FARSB can decide whether he/she would like to publish his/her research in a closed manner. In this case, whenever readers purchase that individual research paper for reading, maximum 60% of its profit earned as royalty by Global Journals, will be credited to his/her bank account. The entire entitled amount will be credited to his/her bank account exceeding limit of minimum fixed balance. There is no minimum time limit for collection. The FARSC member can decide its price and we can help in making the right decision.

The FARSB member is eligible to join as a paid peer reviewer at Global Journals Incorporation (USA) and can get remuneration of 15% of author fees, taken from the author of a respective paper. After reviewing 5 or more papers you can request to transfer the amount to your bank account.



## MEMBER OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (MARSB)

The ' MARSB ' title is accorded to a selected professional after the approval of the Editor-in-Chief / Editorial Board Members/Dean.

The “MARSB” is a dignified ornament which is accorded to a person’s name viz. Dr. John E. Hall, Ph.D., MARSB or William Walldroff, M.S., MARSB.



MARSB accrediting is an honor. It authenticates your research activities. After becoming MARSB, you can add 'MARSB' title with your name as you use this recognition as additional suffix to your status. This will definitely enhance and add more value and repute to your name. You may use it on your professional Counseling Materials such as CV, Resume, Visiting Card and Name Plate etc.

*The following benefits can be availed by you only for next three years from the date of certification.*



MARSB designated members are entitled to avail a 25% discount while publishing their research papers (of a single author) in Global Journals Inc., if the same is accepted by our Editorial Board and Peer Reviewers. If you are a main author or co-author of a group of authors, you will get discount of 10%.

As MARSB, you will be given a renowned, secure and free professional email address with 30 GB of space e.g. johnhall@globaljournals.org. This will include Webmail, Spam Assassin, Email Forwarders, Auto-Responders, Email Delivery Route tracing, etc.





We shall provide you intimation regarding launching of e-version of journal of your stream time to time. This may be utilized in your library for the enrichment of knowledge of your students as well as it can also be helpful for the concerned faculty members.

The MARSB member can apply for approval, grading and certification of standards of their educational and Institutional Degrees to Open Association of Research, Society U.S.A.



Once you are designated as MARSB, you may send us a scanned copy of all of your credentials. OARS will verify, grade and certify them. This will be based on your academic records, quality of research papers published by you, and some more criteria.

It is mandatory to read all terms and conditions carefully.



## AUXILIARY MEMBERSHIPS

### Institutional Fellow of Open Association of Research Society (USA)-OARS (USA)

Global Journals Incorporation (USA) is accredited by Open Association of Research Society, U.S.A (OARS) and in turn, affiliates research institutions as “Institutional Fellow of Open Association of Research Society” (IFOARS).

The “FARSC” is a dignified title which is accorded to a person’s name viz. Dr. John E. Hall, Ph.D., FARSC or William Walldroff, M.S., FARSC.



The IFOARS institution is entitled to form a Board comprised of one Chairperson and three to five board members preferably from different streams. The Board will be recognized as “Institutional Board of Open Association of Research Society”-(IBOARS).

*The Institute will be entitled to following benefits:*



The IBOARS can initially review research papers of their institute and recommend them to publish with respective journal of Global Journals. It can also review the papers of other institutions after obtaining our consent. The second review will be done by peer reviewer of Global Journals Incorporation (USA) The Board is at liberty to appoint a peer reviewer with the approval of chairperson after consulting us.

The author fees of such paper may be waived off up to 40%.

The Global Journals Incorporation (USA) at its discretion can also refer double blind peer reviewed paper at their end to the board for the verification and to get recommendation for final stage of acceptance of publication.



The IBOARS can organize symposium/seminar/conference in their country on behalf of Global Journals Incorporation (USA)-OARS (USA). The terms and conditions can be discussed separately.

The Board can also play vital role by exploring and giving valuable suggestions regarding the Standards of “Open Association of Research Society, U.S.A (OARS)” so that proper amendment can take place for the benefit of entire research community. We shall provide details of particular standard only on receipt of request from the Board.



Journals Research  
inducing researches

The board members can also join us as Individual Fellow with 40% discount on total fees applicable to Individual Fellow. They will be entitled to avail all the benefits as declared. Please visit Individual Fellow-sub menu of GlobalJournals.org to have more relevant details.



We shall provide you intimation regarding launching of e-version of journal of your stream time to time. This may be utilized in your library for the enrichment of knowledge of your students as well as it can also be helpful for the concerned faculty members.



After nomination of your institution as “Institutional Fellow” and constantly functioning successfully for one year, we can consider giving recognition to your institute to function as Regional/Zonal office on our behalf. The board can also take up the additional allied activities for betterment after our consultation.

**The following entitlements are applicable to individual Fellows:**

Open Association of Research Society, U.S.A (OARS) By-laws states that an individual Fellow may use the designations as applicable, or the corresponding initials. The Credentials of individual Fellow and Associate designations signify that the individual has gained knowledge of the fundamental concepts. One is magnanimous and proficient in an expertise course covering the professional code of conduct, and follows recognized standards of practice.



Open Association of Research Society (US)/ Global Journals Incorporation (USA), as described in Corporate Statements, are educational, research publishing and professional membership organizations. Achieving our individual Fellow or Associate status is based mainly on meeting stated educational research requirements.

Disbursement of 40% Royalty earned through Global Journals : Researcher = 50%, Peer Reviewer = 37.50%, Institution = 12.50% E.g. Out of 40%, the 20% benefit should be passed on to researcher, 15 % benefit towards remuneration should be given to a reviewer and remaining 5% is to be retained by the institution.



We shall provide print version of 12 issues of any three journals [as per your requirement] out of our 38 journals worth \$ 2376 USD.

**Other:**

**The individual Fellow and Associate designations accredited by Open Association of Research Society (US) credentials signify guarantees following achievements:**

- The professional accredited with Fellow honor, is entitled to various benefits viz. name, fame, honor, regular flow of income, secured bright future, social status etc.



- In addition to above, if one is single author, then entitled to 40% discount on publishing research paper and can get 10% discount if one is co-author or main author among group of authors.
- The Fellow can organize symposium/seminar/conference on behalf of Global Journals Incorporation (USA) and he/she can also attend the same organized by other institutes on behalf of Global Journals.
- The Fellow can become member of Editorial Board Member after completing 3yrs.
- The Fellow can earn 60% of sales proceeds from the sale of reference/review books/literature/publishing of research paper.
- Fellow can also join as paid peer reviewer and earn 15% remuneration of author charges and can also get an opportunity to join as member of the Editorial Board of Global Journals Incorporation (USA)
- • This individual has learned the basic methods of applying those concepts and techniques to common challenging situations. This individual has further demonstrated an in-depth understanding of the application of suitable techniques to a particular area of research practice.

### Note :

//

- In future, if the board feels the necessity to change any board member, the same can be done with the consent of the chairperson along with anyone board member without our approval.
- In case, the chairperson needs to be replaced then consent of 2/3rd board members are required and they are also required to jointly pass the resolution copy of which should be sent to us. In such case, it will be compulsory to obtain our approval before replacement.
- In case of “Difference of Opinion [if any]” among the Board members, our decision will be final and binding to everyone.

//



## PROCESS OF SUBMISSION OF RESEARCH PAPER

---

The Area or field of specialization may or may not be of any category as mentioned in 'Scope of Journal' menu of the GlobalJournals.org website. There are 37 Research Journal categorized with Six parental Journals GJCST, GJMR, GJRE, GJMBR, GJSFR, GJHSS. For Authors should prefer the mentioned categories. There are three widely used systems UDC, DDC and LCC. The details are available as 'Knowledge Abstract' at Home page. The major advantage of this coding is that, the research work will be exposed to and shared with all over the world as we are being abstracted and indexed worldwide.

The paper should be in proper format. The format can be downloaded from first page of 'Author Guideline' Menu. The Author is expected to follow the general rules as mentioned in this menu. The paper should be written in MS-Word Format (\*.DOC,\*.DOCX).

The Author can submit the paper either online or offline. The authors should prefer online submission.Online Submission: There are three ways to submit your paper:

**(A) (I) First, register yourself using top right corner of Home page then Login. If you are already registered, then login using your username and password.**

**(II) Choose corresponding Journal.**

**(III) Click 'Submit Manuscript'. Fill required information and Upload the paper.**

**(B) If you are using Internet Explorer, then Direct Submission through Homepage is also available.**

**(C) If these two are not convenient, and then email the paper directly to dean@globaljournals.org.**

Offline Submission: Author can send the typed form of paper by Post. However, online submission should be preferred.





# PREFERRED AUTHOR GUIDELINES

## MANUSCRIPT STYLE INSTRUCTION (Must be strictly followed)

Page Size: 8.27" X 11"

- Left Margin: 0.65
- Right Margin: 0.65
- Top Margin: 0.75
- Bottom Margin: 0.75
- Font type of all text should be Swis 721 Lt BT.
- Paper Title should be of Font Size 24 with one Column section.
- Author Name in Font Size of 11 with one column as of Title.
- Abstract Font size of 9 Bold, "Abstract" word in Italic Bold.
- Main Text: Font size 10 with justified two columns section
- Two Column with Equal Column with of 3.38 and Gaping of .2
- First Character must be three lines Drop capped.
- Paragraph before Spacing of 1 pt and After of 0 pt.
- Line Spacing of 1 pt
- Large Images must be in One Column
- Numbering of First Main Headings (Heading 1) must be in Roman Letters, Capital Letter, and Font Size of 10.
- Numbering of Second Main Headings (Heading 2) must be in Alphabets, Italic, and Font Size of 10.

**You can use your own standard format also.**

### Author Guidelines:

1. General,
2. Ethical Guidelines,
3. Submission of Manuscripts,
4. Manuscript's Category,
5. Structure and Format of Manuscript,
6. After Acceptance.

### 1. GENERAL

Before submitting your research paper, one is advised to go through the details as mentioned in following heads. It will be beneficial, while peer reviewer justify your paper for publication.

### Scope

The Global Journals Inc. (US) welcome the submission of original paper, review paper, survey article relevant to the all the streams of Philosophy and knowledge. The Global Journals Inc. (US) is parental platform for Global Journal of Computer Science and Technology, Researches in Engineering, Medical Research, Science Frontier Research, Human Social Science, Management, and Business organization. The choice of specific field can be done otherwise as following in Abstracting and Indexing Page on this Website. As the all Global

Journals Inc. (US) are being abstracted and indexed (in process) by most of the reputed organizations. Topics of only narrow interest will not be accepted unless they have wider potential or consequences.

## 2. ETHICAL GUIDELINES

Authors should follow the ethical guidelines as mentioned below for publication of research paper and research activities.

Papers are accepted on strict understanding that the material in whole or in part has not been, nor is being, considered for publication elsewhere. If the paper once accepted by Global Journals Inc. (US) and Editorial Board, will become the copyright of the Global Journals Inc. (US).

**Authorship: The authors and coauthors should have active contribution to conception design, analysis and interpretation of findings. They should critically review the contents and drafting of the paper. All should approve the final version of the paper before submission**

The Global Journals Inc. (US) follows the definition of authorship set up by the Global Academy of Research and Development. According to the Global Academy of R&D authorship, criteria must be based on:

- 1) Substantial contributions to conception and acquisition of data, analysis and interpretation of the findings.
- 2) Drafting the paper and revising it critically regarding important academic content.
- 3) Final approval of the version of the paper to be published.

All authors should have been credited according to their appropriate contribution in research activity and preparing paper. Contributors who do not match the criteria as authors may be mentioned under Acknowledgement.

Acknowledgements: Contributors to the research other than authors credited should be mentioned under acknowledgement. The specifications of the source of funding for the research if appropriate can be included. Suppliers of resources may be mentioned along with address.

**Appeal of Decision: The Editorial Board's decision on publication of the paper is final and cannot be appealed elsewhere.**

**Permissions: It is the author's responsibility to have prior permission if all or parts of earlier published illustrations are used in this paper.**

Please mention proper reference and appropriate acknowledgements wherever expected.

If all or parts of previously published illustrations are used, permission must be taken from the copyright holder concerned. It is the author's responsibility to take these in writing.

Approval for reproduction/modification of any information (including figures and tables) published elsewhere must be obtained by the authors/copyright holders before submission of the manuscript. Contributors (Authors) are responsible for any copyright fee involved.

## 3. SUBMISSION OF MANUSCRIPTS

Manuscripts should be uploaded via this online submission page. The online submission is most efficient method for submission of papers, as it enables rapid distribution of manuscripts and consequently speeds up the review procedure. It also enables authors to know the status of their own manuscripts by emailing us. Complete instructions for submitting a paper is available below.

Manuscript submission is a systematic procedure and little preparation is required beyond having all parts of your manuscript in a given format and a computer with an Internet connection and a Web browser. Full help and instructions are provided on-screen. As an author, you will be prompted for login and manuscript details as Field of Paper and then to upload your manuscript file(s) according to the instructions.



To avoid postal delays, all transaction is preferred by e-mail. A finished manuscript submission is confirmed by e-mail immediately and your paper enters the editorial process with no postal delays. When a conclusion is made about the publication of your paper by our Editorial Board, revisions can be submitted online with the same procedure, with an occasion to view and respond to all comments.

Complete support for both authors and co-author is provided.

#### 4. MANUSCRIPT'S CATEGORY

Based on potential and nature, the manuscript can be categorized under the following heads:

Original research paper: Such papers are reports of high-level significant original research work.

Review papers: These are concise, significant but helpful and decisive topics for young researchers.

Research articles: These are handled with small investigation and applications

Research letters: The letters are small and concise comments on previously published matters.

#### 5. STRUCTURE AND FORMAT OF MANUSCRIPT

The recommended size of original research paper is less than seven thousand words, review papers fewer than seven thousands words also. Preparation of research paper or how to write research paper, are major hurdle, while writing manuscript. The research articles and research letters should be fewer than three thousand words, the structure original research paper; sometime review paper should be as follows:

**Papers:** These are reports of significant research (typically less than 7000 words equivalent, including tables, figures, references), and comprise:

- (a) Title should be relevant and commensurate with the theme of the paper.
- (b) A brief Summary, "Abstract" (less than 150 words) containing the major results and conclusions.
- (c) Up to ten keywords, that precisely identifies the paper's subject, purpose, and focus.
- (d) An Introduction, giving necessary background excluding subheadings; objectives must be clearly declared.
- (e) Resources and techniques with sufficient complete experimental details (wherever possible by reference) to permit repetition; sources of information must be given and numerical methods must be specified by reference, unless non-standard.
- (f) Results should be presented concisely, by well-designed tables and/or figures; the same data may not be used in both; suitable statistical data should be given. All data must be obtained with attention to numerical detail in the planning stage. As reproduced design has been recognized to be important to experiments for a considerable time, the Editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned un-refereed;
- (g) Discussion should cover the implications and consequences, not just recapitulating the results; conclusions should be summarizing.
- (h) Brief Acknowledgements.
- (i) References in the proper form.

Authors should very cautiously consider the preparation of papers to ensure that they communicate efficiently. Papers are much more likely to be accepted, if they are cautiously designed and laid out, contain few or no errors, are summarizing, and be conventional to the approach and instructions. They will in addition, be published with much less delays than those that require much technical and editorial correction.



The Editorial Board reserves the right to make literary corrections and to make suggestions to improve brevity.

It is vital, that authors take care in submitting a manuscript that is written in simple language and adheres to published guidelines.

## Format

*Language: The language of publication is UK English. Authors, for whom English is a second language, must have their manuscript efficiently edited by an English-speaking person before submission to make sure that, the English is of high excellence. It is preferable, that manuscripts should be professionally edited.*

Standard Usage, Abbreviations, and Units: Spelling and hyphenation should be conventional to The Concise Oxford English Dictionary. Statistics and measurements should at all times be given in figures, e.g. 16 min, except for when the number begins a sentence. When the number does not refer to a unit of measurement it should be spelt in full unless, it is 160 or greater.

Abbreviations supposed to be used carefully. The abbreviated name or expression is supposed to be cited in full at first usage, followed by the conventional abbreviation in parentheses.

Metric SI units are supposed to generally be used excluding where they conflict with current practice or are confusing. For illustration, 1.4 l rather than  $1.4 \times 10^{-3} \text{ m}^3$ , or 4 mm somewhat than  $4 \times 10^{-3} \text{ m}$ . Chemical formula and solutions must identify the form used, e.g. anhydrous or hydrated, and the concentration must be in clearly defined units. Common species names should be followed by underlines at the first mention. For following use the generic name should be constricted to a single letter, if it is clear.

## Structure

All manuscripts submitted to Global Journals Inc. (US), ought to include:

Title: The title page must carry an instructive title that reflects the content, a running title (less than 45 characters together with spaces), names of the authors and co-authors, and the place(s) wherever the work was carried out. The full postal address in addition with the e-mail address of related author must be given. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining and indexing.

*Abstract, used in Original Papers and Reviews:*

### Optimizing Abstract for Search Engines

Many researchers searching for information online will use search engines such as Google, Yahoo or similar. By optimizing your paper for search engines, you will amplify the chance of someone finding it. This in turn will make it more likely to be viewed and/or cited in a further work. Global Journals Inc. (US) have compiled these guidelines to facilitate you to maximize the web-friendliness of the most public part of your paper.

### Key Words

A major linchpin in research work for the writing research paper is the keyword search, which one will employ to find both library and Internet resources.

One must be persistent and creative in using keywords. An effective keyword search requires a strategy and planning a list of possible keywords and phrases to try.

Search engines for most searches, use Boolean searching, which is somewhat different from Internet searches. The Boolean search uses "operators," words (and, or, not, and near) that enable you to expand or narrow your affords. Tips for research paper while preparing research paper are very helpful guideline of research paper.

Choice of key words is first tool of tips to write research paper. Research paper writing is an art. A few tips for deciding as strategically as possible about keyword search:



- One should start brainstorming lists of possible keywords before even begin searching. Think about the most important concepts related to research work. Ask, "What words would a source have to include to be truly valuable in research paper?" Then consider synonyms for the important words.
- It may take the discovery of only one relevant paper to let steer in the right keyword direction because in most databases, the keywords under which a research paper is abstracted are listed with the paper.
- One should avoid outdated words.

Keywords are the key that opens a door to research work sources. Keyword searching is an art in which researcher's skills are bound to improve with experience and time.

Numerical Methods: Numerical methods used should be clear and, where appropriate, supported by references.

*Acknowledgements: Please make these as concise as possible.*

#### References

References follow the Harvard scheme of referencing. References in the text should cite the authors' names followed by the time of their publication, unless there are three or more authors when simply the first author's name is quoted followed by et al. unpublished work has to only be cited where necessary, and only in the text. Copies of references in press in other journals have to be supplied with submitted typescripts. It is necessary that all citations and references be carefully checked before submission, as mistakes or omissions will cause delays.

References to information on the World Wide Web can be given, but only if the information is available without charge to readers on an official site. Wikipedia and Similar websites are not allowed where anyone can change the information. Authors will be asked to make available electronic copies of the cited information for inclusion on the Global Journals Inc. (US) homepage at the judgment of the Editorial Board.

The Editorial Board and Global Journals Inc. (US) recommend that, citation of online-published papers and other material should be done via a DOI (digital object identifier). If an author cites anything, which does not have a DOI, they run the risk of the cited material not being noticeable.

The Editorial Board and Global Journals Inc. (US) recommend the use of a tool such as Reference Manager for reference management and formatting.

#### Tables, Figures and Figure Legends

*Tables: Tables should be few in number, cautiously designed, uncrowned, and include only essential data. Each must have an Arabic number, e.g. Table 4, a self-explanatory caption and be on a separate sheet. Vertical lines should not be used.*

*Figures: Figures are supposed to be submitted as separate files. Always take in a citation in the text for each figure using Arabic numbers, e.g. Fig. 4. Artwork must be submitted online in electronic form by e-mailing them.*

#### Preparation of Electronic Figures for Publication

Even though low quality images are sufficient for review purposes, print publication requires high quality images to prevent the final product being blurred or fuzzy. Submit (or e-mail) EPS (line art) or TIFF (halftone/photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Do not use pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings) in relation to the imitation size. Please give the data for figures in black and white or submit a Color Work Agreement Form. EPS files must be saved with fonts embedded (and with a TIFF preview, if possible).

For scanned images, the scanning resolution (at final image size) ought to be as follows to ensure good reproduction: line art: >650 dpi; halftones (including gel photographs) : >350 dpi; figures containing both halftone and line images: >650 dpi.

Color Charges: It is the rule of the Global Journals Inc. (US) for authors to pay the full cost for the reproduction of their color artwork. Hence, please note that, if there is color artwork in your manuscript when it is accepted for publication, we would require you to complete and return a color work agreement form before your paper can be published.



*Figure Legends: Self-explanatory legends of all figures should be incorporated separately under the heading 'Legends to Figures'. In the full-text online edition of the journal, figure legends may possibly be truncated in abbreviated links to the full screen version. Therefore, the first 100 characters of any legend should notify the reader, about the key aspects of the figure.*

## **6. AFTER ACCEPTANCE**

Upon approval of a paper for publication, the manuscript will be forwarded to the dean, who is responsible for the publication of the Global Journals Inc. (US).

### **6.1 Proof Corrections**

The corresponding author will receive an e-mail alert containing a link to a website or will be attached. A working e-mail address must therefore be provided for the related author.

Acrobat Reader will be required in order to read this file. This software can be downloaded

(Free of charge) from the following website:

[www.adobe.com/products/acrobat/readstep2.html](http://www.adobe.com/products/acrobat/readstep2.html). This will facilitate the file to be opened, read on screen, and printed out in order for any corrections to be added. Further instructions will be sent with the proof.

Proofs must be returned to the dean at [dean@globaljournals.org](mailto:dean@globaljournals.org) within three days of receipt.

As changes to proofs are costly, we inquire that you only correct typesetting errors. All illustrations are retained by the publisher. Please note that the authors are responsible for all statements made in their work, including changes made by the copy editor.

### **6.2 Early View of Global Journals Inc. (US) (Publication Prior to Print)**

The Global Journals Inc. (US) are enclosed by our publishing's Early View service. Early View articles are complete full-text articles sent in advance of their publication. Early View articles are absolute and final. They have been completely reviewed, revised and edited for publication, and the authors' final corrections have been incorporated. Because they are in final form, no changes can be made after sending them. The nature of Early View articles means that they do not yet have volume, issue or page numbers, so Early View articles cannot be cited in the conventional way.

### **6.3 Author Services**

Online production tracking is available for your article through Author Services. Author Services enables authors to track their article - once it has been accepted - through the production process to publication online and in print. Authors can check the status of their articles online and choose to receive automated e-mails at key stages of production. The authors will receive an e-mail with a unique link that enables them to register and have their article automatically added to the system. Please ensure that a complete e-mail address is provided when submitting the manuscript.

### **6.4 Author Material Archive Policy**

Please note that if not specifically requested, publisher will dispose off hardcopy & electronic information submitted, after the two months of publication. If you require the return of any information submitted, please inform the Editorial Board or dean as soon as possible.

### **6.5 Offprint and Extra Copies**

A PDF offprint of the online-published article will be provided free of charge to the related author, and may be distributed according to the Publisher's terms and conditions. Additional paper offprint may be ordered by emailing us at: [editor@globaljournals.org](mailto:editor@globaljournals.org).

You must strictly follow above Author Guidelines before submitting your paper or else we will not at all be responsible for any corrections in future in any of the way.





Before start writing a good quality Computer Science Research Paper, let us first understand what is Computer Science Research Paper? So, Computer Science Research Paper is the paper which is written by professionals or scientists who are associated to Computer Science and Information Technology, or doing research study in these areas. If you are novel to this field then you can consult about this field from your supervisor or guide.

#### TECHNIQUES FOR WRITING A GOOD QUALITY RESEARCH PAPER:

**1. Choosing the topic:** In most cases, the topic is searched by the interest of author but it can be also suggested by the guides. You can have several topics and then you can judge that in which topic or subject you are finding yourself most comfortable. This can be done by asking several questions to yourself, like Will I be able to carry our search in this area? Will I find all necessary recourses to accomplish the search? Will I be able to find all information in this field area? If the answer of these types of questions will be "Yes" then you can choose that topic. In most of the cases, you may have to conduct the surveys and have to visit several places because this field is related to Computer Science and Information Technology. Also, you may have to do a lot of work to find all rise and falls regarding the various data of that subject. Sometimes, detailed information plays a vital role, instead of short information.

**2. Evaluators are human:** First thing to remember that evaluators are also human being. They are not only meant for rejecting a paper. They are here to evaluate your paper. So, present your Best.

**3. Think Like Evaluators:** If you are in a confusion or getting demotivated that your paper will be accepted by evaluators or not, then think and try to evaluate your paper like an Evaluator. Try to understand that what an evaluator wants in your research paper and automatically you will have your answer.

**4. Make blueprints of paper:** The outline is the plan or framework that will help you to arrange your thoughts. It will make your paper logical. But remember that all points of your outline must be related to the topic you have chosen.

**5. Ask your Guides:** If you are having any difficulty in your research, then do not hesitate to share your difficulty to your guide (if you have any). They will surely help you out and resolve your doubts. If you can't clarify what exactly you require for your work then ask the supervisor to help you with the alternative. He might also provide you the list of essential readings.

**6. Use of computer is recommended:** As you are doing research in the field of Computer Science, then this point is quite obvious.

**7. Use right software:** Always use good quality software packages. If you are not capable to judge good software then you can lose quality of your paper unknowingly. There are various software programs available to help you, which you can get through Internet.

**8. Use the Internet for help:** An excellent start for your paper can be by using the Google. It is an excellent search engine, where you can have your doubts resolved. You may also read some answers for the frequent question how to write my research paper or find model research paper. From the internet library you can download books. If you have all required books make important reading selecting and analyzing the specified information. Then put together research paper sketch out.

**9. Use and get big pictures:** Always use encyclopedias, Wikipedia to get pictures so that you can go into the depth.

**10. Bookmarks are useful:** When you read any book or magazine, you generally use bookmarks, right! It is a good habit, which helps to not to lose your continuity. You should always use bookmarks while searching on Internet also, which will make your search easier.

**11. Revise what you wrote:** When you write anything, always read it, summarize it and then finalize it.



**12. Make all efforts:** Make all efforts to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in introduction, that what is the need of a particular research paper. Polish your work by good skill of writing and always give an evaluator, what he wants.

**13. Have backups:** When you are going to do any important thing like making research paper, you should always have backup copies of it either in your computer or in paper. This will help you to not to lose any of your important.

**14. Produce good diagrams of your own:** Always try to include good charts or diagrams in your paper to improve quality. Using several and unnecessary diagrams will degrade the quality of your paper by creating "hotchpotch." So always, try to make and include those diagrams, which are made by your own to improve readability and understandability of your paper.

**15. Use of direct quotes:** When you do research relevant to literature, history or current affairs then use of quotes become essential but if study is relevant to science then use of quotes is not preferable.

**16. Use proper verb tense:** Use proper verb tenses in your paper. Use past tense, to present those events that happened. Use present tense to indicate events that are going on. Use future tense to indicate future happening events. Use of improper and wrong tenses will confuse the evaluator. Avoid the sentences that are incomplete.

**17. Never use online paper:** If you are getting any paper on Internet, then never use it as your research paper because it might be possible that evaluator has already seen it or maybe it is outdated version.

**18. Pick a good study spot:** To do your research studies always try to pick a spot, which is quiet. Every spot is not for studies. Spot that suits you choose it and proceed further.

**19. Know what you know:** Always try to know, what you know by making objectives. Else, you will be confused and cannot achieve your target.

**20. Use good quality grammar:** Always use a good quality grammar and use words that will throw positive impact on evaluator. Use of good quality grammar does not mean to use tough words, that for each word the evaluator has to go through dictionary. Do not start sentence with a conjunction. Do not fragment sentences. Eliminate one-word sentences. Ignore passive voice. Do not ever use a big word when a diminutive one would suffice. Verbs have to be in agreement with their subjects. Prepositions are not expressions to finish sentences with. It is incorrect to ever divide an infinitive. Avoid clichés like the disease. Also, always shun irritating alliteration. Use language that is simple and straight forward. put together a neat summary.

**21. Arrangement of information:** Each section of the main body should start with an opening sentence and there should be a changeover at the end of the section. Give only valid and powerful arguments to your topic. You may also maintain your arguments with records.

**22. Never start in last minute:** Always start at right time and give enough time to research work. Leaving everything to the last minute will degrade your paper and spoil your work.

**23. Multitasking in research is not good:** Doing several things at the same time proves bad habit in case of research activity. Research is an area, where everything has a particular time slot. Divide your research work in parts and do particular part in particular time slot.

**24. Never copy others' work:** Never copy others' work and give it your name because if evaluator has seen it anywhere you will be in trouble.

**25. Take proper rest and food:** No matter how many hours you spend for your research activity, if you are not taking care of your health then all your efforts will be in vain. For a quality research, study is must, and this can be done by taking proper rest and food.

**26. Go for seminars:** Attend seminars if the topic is relevant to your research area. Utilize all your resources.



**27. Refresh your mind after intervals:** Try to give rest to your mind by listening to soft music or by sleeping in intervals. This will also improve your memory.

**28. Make colleagues:** Always try to make colleagues. No matter how sharper or intelligent you are, if you make colleagues you can have several ideas, which will be helpful for your research.

**29. Think technically:** Always think technically. If anything happens, then search its reasons, its benefits, and demerits.

**30. Think and then print:** When you will go to print your paper, notice that tables are not be split, headings are not detached from their descriptions, and page sequence is maintained.

**31. Adding unnecessary information:** Do not add unnecessary information, like, I have used MS Excel to draw graph. Do not add irrelevant and inappropriate material. These all will create superfluous. Foreign terminology and phrases are not apropos. One should NEVER take a broad view. Analogy in script is like feathers on a snake. Not at all use a large word when a very small one would be sufficient. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Amplification is a billion times of inferior quality than sarcasm.

**32. Never oversimplify everything:** To add material in your research paper, never go for oversimplification. This will definitely irritate the evaluator. Be more or less specific. Also too, by no means, ever use rhythmic redundancies. Contractions aren't essential and shouldn't be there used. Comparisons are as terrible as clichés. Give up ampersands and abbreviations, and so on. Remove commas, that are, not necessary. Parenthetical words however should be together with this in commas. Understatement is all the time the complete best way to put onward earth-shaking thoughts. Give a detailed literary review.

**33. Report concluded results:** Use concluded results. From raw data, filter the results and then conclude your studies based on measurements and observations taken. Significant figures and appropriate number of decimal places should be used. Parenthetical remarks are prohibitive. Proofread carefully at final stage. In the end give outline to your arguments. Spot out perspectives of further study of this subject. Justify your conclusion by at the bottom of them with sufficient justifications and examples.

**34. After conclusion:** Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print to the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects in your research.

## INFORMAL GUIDELINES OF RESEARCH PAPER WRITING

### Key points to remember:

- Submit all work in its final form.
- Write your paper in the form, which is presented in the guidelines using the template.
- Please note the criterion for grading the final paper by peer-reviewers.

### Final Points:

A purpose of organizing a research paper is to let people to interpret your effort selectively. The journal requires the following sections, submitted in the order listed, each section to start on a new page.

The introduction will be compiled from reference matter and will reflect the design processes or outline of basis that direct you to make study. As you will carry out the process of study, the method and process section will be constructed as like that. The result segment will show related statistics in nearly sequential order and will direct the reviewers next to the similar intellectual paths throughout the data that you took to carry out your study. The discussion section will provide understanding of the data and projections as to the implication of the results. The use of good quality references all through the paper will give the effort trustworthiness by representing an alertness of prior workings.



Writing a research paper is not an easy job no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record keeping are the only means to make straightforward the progression.

### **General style:**

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear

- Adhere to recommended page limits

Mistakes to evade

- Insertion a title at the foot of a page with the subsequent text on the next page
- Separating a table/chart or figure - impound each figure/table to a single page
- Submitting a manuscript with pages out of sequence

In every sections of your document

- Use standard writing style including articles ("a", "the," etc.)
- Keep on paying attention on the research topic of the paper
- Use paragraphs to split each significant point (excluding for the abstract)
- Align the primary line of each section
- Present your points in sound order
- Use present tense to report well accepted
- Use past tense to describe specific results
- Shun familiar wording, don't address the reviewer directly, and don't use slang, slang language, or superlatives
- Shun use of extra pictures - include only those figures essential to presenting results

### **Title Page:**

Choose a revealing title. It should be short. It should not have non-standard acronyms or abbreviations. It should not exceed two printed lines. It should include the name(s) and address (es) of all authors.



## Abstract:

The summary should be two hundred words or less. It should briefly and clearly explain the key findings reported in the manuscript-- must have precise statistics. It should not have abnormal acronyms or abbreviations. It should be logical in itself. Shun citing references at this point.

An abstract is a brief distinct paragraph summary of finished work or work in development. In a minute or less a reviewer can be taught the foundation behind the study, common approach to the problem, relevant results, and significant conclusions or new questions.

Write your summary when your paper is completed because how can you write the summary of anything which is not yet written? Wealth of terminology is very essential in abstract. Yet, use comprehensive sentences and do not let go readability for briefness. You can maintain it succinct by phrasing sentences so that they provide more than lone rationale. The author can at this moment go straight to shortening the outcome. Sum up the study, with the subsequent elements in any summary. Try to maintain the initial two items to no more than one ruling each.

- Reason of the study - theory, overall issue, purpose
- Fundamental goal
- To the point depiction of the research
- Consequences, including definite statistics - if the consequences are quantitative in nature, account quantitative data; results of any numerical analysis should be reported
- Significant conclusions or questions that track from the research(es)

## Approach:

- Single section, and succinct
- As a outline of job done, it is always written in past tense
- A conceptual should situate on its own, and not submit to any other part of the paper such as a form or table
- Center on shortening results - bound background information to a verdict or two, if completely necessary
- What you account in an conceptual must be regular with what you reported in the manuscript
- Exact spelling, clearness of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else

## Introduction:

The **Introduction** should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable to comprehend and calculate the purpose of your study without having to submit to other works. The basis for the study should be offered. Give most important references but shun difficult to make a comprehensive appraisal of the topic. In the introduction, describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will have no attention in your result. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here. Following approach can create a valuable beginning:

- Explain the value (significance) of the study
- Shield the model - why did you employ this particular system or method? What is its compensation? You strength remark on its appropriateness from a abstract point of vision as well as point out sensible reasons for using it.
- Present a justification. Status your particular theory (es) or aim(s), and describe the logic that led you to choose them.
- Very for a short time explain the tentative propose and how it skilled the declared objectives.

## Approach:

- Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done.
- Sort out your thoughts; manufacture one key point with every section. If you make the four points listed above, you will need a least of four paragraphs.



- Present surroundings information only as desirable in order hold up a situation. The reviewer does not desire to read the whole thing you know about a topic.
- Shape the theory/purpose specifically - do not take a broad view.
- As always, give awareness to spelling, simplicity and correctness of sentences and phrases.

#### **Procedures (Methods and Materials):**

This part is supposed to be the easiest to carve if you have good skills. A sound written Procedures segment allows a capable scientist to replacement your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt for the least amount of information that would permit another capable scientist to spare your outcome but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section. When a technique is used that has been well described in another object, mention the specific item describing a way but draw the basic principle while stating the situation. The purpose is to text all particular resources and broad procedures, so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step by step report of the whole thing you did, nor is a methods section a set of orders.

#### **Materials:**

- Explain materials individually only if the study is so complex that it saves liberty this way.
- Embrace particular materials, and any tools or provisions that are not frequently found in laboratories.
- Do not take in frequently found.
- If use of a definite type of tools.
- Materials may be reported in a part section or else they may be recognized along with your measures.

#### **Methods:**

- Report the method (not particulars of each process that engaged the same methodology)
- Describe the method entirely
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures
- Simplify - details how procedures were completed not how they were exclusively performed on a particular day.
- If well known procedures were used, account the procedure by name, possibly with reference, and that's all.

#### **Approach:**

- It is embarrassed or not possible to use vigorous voice when documenting methods with no using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result when script up the methods most authors use third person passive voice.
- Use standard style in this and in every other part of the paper - avoid familiar lists, and use full sentences.

#### **What to keep away from**

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings - save it for the argument.
- Leave out information that is immaterial to a third party.

#### **Results:**

The principle of a results segment is to present and demonstrate your conclusion. Create this part a entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Carry on to be to the point, by means of statistics and tables, if suitable, to present consequences most efficiently. You must obviously differentiate material that would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matter should not be submitted at all except requested by the instructor.





## Content

- Sum up your conclusion in text and demonstrate them, if suitable, with figures and tables.
- In manuscript, explain each of your consequences, point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation an exacting study.
- Explain results of control experiments and comprise remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or in manuscript form.

### What to stay away from

- Do not discuss or infer your outcome, report surroundings information, or try to explain anything.
- Not at all, take in raw data or intermediate calculations in a research manuscript.
- Do not present the similar data more than once.
- Manuscript should complement any figures or tables, not duplicate the identical information.
- Never confuse figures with tables - there is a difference.

### Approach

- As forever, use past tense when you submit to your results, and put the whole thing in a reasonable order.
- Put figures and tables, appropriately numbered, in order at the end of the report
- If you desire, you may place your figures and tables properly within the text of your results part.

### Figures and tables

- If you put figures and tables at the end of the details, make certain that they are visibly distinguished from any attach appendix materials, such as raw facts
- Despite of position, each figure must be numbered one after the other and complete with subtitle
- In spite of position, each table must be titled, numbered one after the other and complete with heading
- All figure and table must be adequately complete that it could situate on its own, divide from text

### Discussion:

The Discussion is expected the trickiest segment to write and describe. A lot of papers submitted for journal are discarded based on problems with the Discussion. There is no head of state for how long a argument should be. Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implication of the study. The purpose here is to offer an understanding of your results and hold up for all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of result should be visibly described. Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved with prospect, and let it drop at that.

- Make a decision if each premise is supported, discarded, or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."
- Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work
- You may propose future guidelines, such as how the experiment might be personalized to accomplish a new idea.
- Give details all of your remarks as much as possible, focus on mechanisms.
- Make a decision if the tentative design sufficiently addressed the theory, and whether or not it was correctly restricted.
- Try to present substitute explanations if sensible alternatives be present.
- One research will not counter an overall question, so maintain the large picture in mind, where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

### Approach:

- When you refer to information, differentiate data generated by your own studies from available information
- Submit to work done by specific persons (including you) in past tense.
- Submit to generally acknowledged facts and main beliefs in present tense.



## THE ADMINISTRATION RULES

Please carefully note down following rules and regulation before submitting your Research Paper to Global Journals Inc. (US):

**Segment Draft and Final Research Paper:** You have to strictly follow the template of research paper. If it is not done your paper may get rejected.

- The **major constraint** is that you must independently make all content, tables, graphs, and facts that are offered in the paper. You must write each part of the paper wholly on your own. The Peer-reviewers need to identify your own perceptives of the concepts in your own terms. NEVER extract straight from any foundation, and never rephrase someone else's analysis.
- Do not give permission to anyone else to "PROOFREAD" your manuscript.
- **Methods to avoid Plagiarism is applied by us on every paper, if found guilty, you will be blacklisted by all of our collaborated research groups, your institution will be informed for this and strict legal actions will be taken immediately.)**
- To guard yourself and others from possible illegal use please do not permit anyone right to use to your paper and files.



CRITERION FOR GRADING A RESEARCH PAPER (COMPILATION)  
BY GLOBAL JOURNALS INC. (US)

Please note that following table is only a Grading of "Paper Compilation" and not on "Performed/Stated Research" whose grading solely depends on Individual Assigned Peer Reviewer and Editorial Board Member. These can be available only on request and after decision of Paper. This report will be the property of Global Journals Inc. (US).

Topics	Grades		
	A-B	C-D	E-F
<i>Abstract</i>	Clear and concise with appropriate content, Correct format. 200 words or below	Unclear summary and no specific data, Incorrect form  Above 200 words	No specific data with ambiguous information  Above 250 words
<i>Introduction</i>	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
<i>Methods and Procedures</i>	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
<i>Result</i>	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
<i>Discussion</i>	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
<i>References</i>	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring



# INDEX

---

---

## **B**

Bureaucratic · 21, 24

---

## **C**

Confined · 1, 12

---

## **E**

Expatriates · 34, 44, 45, 46, 47, 48, 51

---

## **H**

Hasty · 14

---

## **M**

Mandating · 1  
Monetizing · 19

---

## **P**

Pertinent · 14

---

## **S**

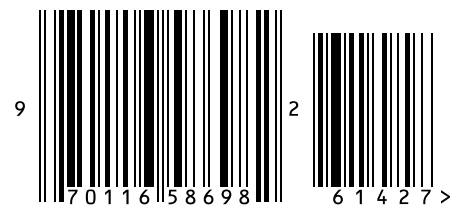
Scrutinize · 1



save our planet

# Global Journal of Management and Business Research

Visit us on the Web at [www.GlobalJournals.org](http://www.GlobalJournals.org) | [www.JournalofBusiness.Org](http://www.JournalofBusiness.Org)  
or email us at [helpdesk@globaljournals.org](mailto:helpdesk@globaljournals.org)



ISSN 9755853

© Global Journals