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**The Nexus between Organizational Culture and Employees' Turnover Intention:  
Mediating Effect of Psychological Empowerment**

**Abstract**

The role of psychological empowerment in the link between organizational culture and turnover intention is investigated in this study. A total of 465 junior and mid-level managers from conveniently selected 50 readymade garment factories in Bangladesh took part in the investigation.

According to the study, more than half of respondents (56.2%) agreed or strongly agreed that the culture of their organization is positive, while just one-fourth (24.7%) disagreed and nearly one-fifth (19.1%) were neutral. The study also revealed that nine out of ten respondents (89.6%) felt they are psychologically empowered to varied degrees. Surprisingly, only a very small percentage of respondents (4.9%) perceived they are very strongly empowered. Majority of them are moderately empowered (53.1%), after that slightly empowered (31.6%). The remaining 9.0% had no opinion on this. With regard to four aspects of psychological empowerment, nearly nine out of ten respondents (88.4%) agreed, strongly agreed, or very strongly agreed with their competence, followed by meaningfulness of work (82.36%), impact (68.83%), and self-direction (65.9%).

In addition, the study found that two out of ten respondents (21.5%) were likely to leave their current jobs. Notably, female respondents were found more willing to quit than male respondents. Nearly four out of ten (36.50%) female respondents considered leaving their current jobs, compared to about two out of ten male respondents (17.90%). With reference to age, younger respondents were more likely to quit their current employers than older respondents. Nearly one-fourth of respondents under the age of 35 (23.30%), followed by 17.60% of respondents between the ages of 35 and 45, and 16.80% of respondents beyond the age of 45, said they would prefer to leave their current organizations.

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Additionally, the study supported the correlation between organizational culture, psychological empowerment, and turnover intention. Further, psychological empowerment was discovered to be a partial mediator in the association between organizational culture and turnover intention. Based on the study's findings, industry leaders were recommended to take every effort to build strong organizational culture and thereby enhancing psychological empowerment and reducing turnover intention of junior and mid-level managers at factory level.

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## **Training Needs Analysis in Chattogram Metropolitan City**

### **Abstract**

This report explains the outcome of the survey named, “Training Needs Analysis in Chattogram Metropolitan City.” The focus of the report is to identify different training opportunities that BIM can offer from its Chattogram Branch. A thorough need analysis in Chattogram Metropolitan City was done aiming to collect the required training names.

This research analyzes the need of different training that is required by different companies and professionals in the Chattogram Metropolitan City (from hence forward named as CMC). We have taken input from the existing students of BIM Chattogram branch who are working in different companies as well as from external sources using a thorough and systematic data collection methods. Two separate focus group discussion with the respondents were also made during the survey.

Survey participants were requested to provide their opinion using a survey questionnaire. A mixed of Multiple Choice Questions and open-ended questions were added in the survey questionnaire. Primary data has been collected and analyzed electronically by using google form. Further analysis was made using google analytics, MS Excel and others.

The survey reveals that being the business capital of Bangladesh, Chattogram, specially Chattogram Metropolitan City (CMC) area is a potential market for BIM. BIM can offer further extended support for the market growth in that area. Despite all its limitations of BIM, Chattogram Branch can play a vital role in the professional development of this region of Bangladesh.

We have covered only four sectors of CMC. A wide range of industrial study should have revealed in the area to get in depth understand of the requirement.

**Employability skill gap of fresh graduates- An Analysis on Banking Industry in Bangladesh.**

**Abstract**

**Purpose:** The purpose of this paper is to identify the gap between skills expected by managers and skills possessed by business graduates employed by banking industry.

**Design/Methodology/Approach:** – A questionnaire-based survey and focus group discussions were conducted with bank managers under whom fresh business graduates were working. They were asked to indicate the importance of 12 employability and job competency skills in the industry and to rate business graduates working under them against these skills. Results are achieved by applying one samples t-tests on data collected from 194 bank officers.

**Findings:** Results prove that overall employability skills of the graduates are lesser than expected by the managers. Significant skill gaps were found for all 12 employability and job competency skills.

**Implications:** The study makes graduates clear in what skills they are to learn and how it relates to the expectations of managers in banking industry. It helps university and training institutions to revise and improve curriculum of some specialized banking programs according to the needs of the industry.

**Originality/value** – This study investigates the skills required by the banking industry out of business graduates in Bangladesh. It also identifies the skill gaps for fresh business graduates from managerial perspective in banking industry of Bangladesh.

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### **An Assessment of Management Training Programs During COVID: A case study on Bangladesh Institute of Management**

#### **Executive Summary**

From the inception long back in 1961, BIM has a remarkable progress in the management trainings prior to the subtle of Covid-19 outbreaks. The sizable number of participants mainly from private sector has not enrolled for the training during Covid-19 epidemic though a number of courses related to the public sector were successfully completed virtually leading to acquaintance BIM with a technology based modern education technique in conducting management courses digitally in the days to come.

The lion share of BIM's yearly earnings come from rendering short and long training programs, tailor made training programs, research and consultancy services nationwide. But, COVID-19 epidemic made all the human relational and communicational activities at a standstill condition that compelled the education and training institutions promptly shift the learning techniques from old and ever acceptable in-person to e-learning mode. BIM prudently decided to continue its training programs during pandemic through online media using its strong ICT infrastructure. BIM could successfully complete many of its short, long training programs even it conducted examination of the Post Graduate Diploma courses with a commendable way using zoom media. The study was pragmatic to assess the management training programs offered by BIM on participants' views on how the BIM's existing management courses fulfill the market demands and to explore new areas of management training focused to cope with the changing and volatile business environment during COVID-19 rampant.

In the present study a number of variables were used such as participants' perception of virtual classes during COVID-19, participants' views on how the BIM's existing management courses fulfill market demands and new areas of training on management need to be focused to cope with the changing environment. The present study covered the opinions of participants who

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attended training programs of BIM both in Post Graduate diploma and different short training courses during COVID-19. But, 285 responded to our preset questionnaire out of targeted total 381 as the main constraint of the study.

Both the Qualitative and Quantitative case study were conducted using 285 respondents' opinions separately each on 46 questions directly related to the e-learning process. In the qualitative analysis 1 to 5 Lickert scale was used to capture the opinions of the participants and finally analysis was done through the SPSS. Statistical averages (mean) of the variables were also done to have further knowledge of the distant educational process as adopted by BIM during covid-19.

The results shows that online education techniques have both benefits and shortcomings for the institutions as well as students. Students residing remote places, occupied otherwise, don't get enough time for enrolling professional physical training courses, may easily adopt the e-learning process from the institutions dealing with the quality and special programs for higher level of learners with the support of strong ICT infrastructure and need based syllabus. Due to the rapid changing labor market, BIM should adopt modern technology based learning system with designing up to date curriculum to meet the current demand of management training that is mandated for the BIM as its main responsibility.



### **Readiness and Challenges of Digital Leadership Competencies of Managers to meet the IR 4.0: An Empirical Study on Mid-level Managers in Bangladesh**

#### **Abstract**

The purpose of this study is to see how Digital Leadership competencies affect managers' ability to adapt to IR 4.0 in Dhaka, Bangladesh. The survey was conducted among 200 respondents who are working in different manufacturing companies in Dhaka, with the experience of digital atmosphere. Data collected was analyzed using SmartPLS. Hypotheses were tested based on Structural Equation Model (SEM). Based on SEC model of digital leadership competencies, the variables are chosen mostly. The result of this study's seven independent variables; Digital communication competency, Digital social competency, Digital change competency, Digital team competency, Technology competency, Digital trust competency, and Manage risk, having positive and significant relationship with the dependent variable; managers' adaptability to meet IR 4.0'. First, as more digital leadership competencies are present in managerial or leadership style, the outcome will appear managers' adaptability to meet IR 4.0. Second, managers' flexibility to meet IR 4.0 is reflected in this study only from manufacturing organizations due to data collection limitations. Outcome of this research can be used as wayforwarding mechanism for the government, education institutes or training institutes companies, and individuals who are willing to meet the Industry Revolution 4.0 more effectively. Future researchers and business executives will benefit from this study since it will highlight factors that contribute to achieving IR 4.0. The goal of this study is to find out what elements have a beneficial impact on managers' ability to adapt to IR 4.0. Digital Leadership Competency was chosen as one of the independent variables because it has the potential to have a big impact on managers' ability to adapt to IR 4.0. This study mainly focused on leaders' digital soft competencies or skills. Hence, there is great opportunity to work or research on digital leaders' hard or operational competencies to meet IR 4.0

# **The impact of Technostress on Employees and the Role of Technical Self- efficacy and Technical Support**

### **Executive Summary**

Technology and technology-related instruments (such as cellphones) are becoming increasingly addictive to societies (Tams et al., 2018a). They have become indispensable in both our professional and personal life (Korunka and Vartiainen, 2017). People now rely on technology to assist them with a variety of tasks, including banking, shopping, medical procedures, travel, education, and transportation. Similarly, broad use of technology in the workplace can improve work performance (as people become more efficient, effective, and productive) and work processes (Ayyagari et al., 2011).

This "evil side" of technology (Salanova et al., 2014; Riedl, 2013, p.18; Tarafdar et al., 2015; Agogo and Hess, 2018, p.1) has sparked new research. Some researchers, such as Ayyagari et al. (2011), Speier et al. (2003), and Tarafdar et al. (2015), emphasize the need for more research on the negative effects of technology, particularly on work performance. According to an American Psychological Association study from 2010, the long-term effects of workplace stress (i.e. technostress) cost "more than 300 billion dollars every year to US businesses due to decreased employee productivity, absenteeism, staff turnover, and insurance," according to Ioannou and Papazafeiropoulou (2017, p. 1).

Key variables, definitions, terms and terminologies: Work Overload, Work-life Conflict, Role ambiguity, Self-efficacy, Technical support, Exhaustion. Broader objective of the study: To examine the impact of Technostress on employees and the role of technical self-efficacy and technical support whereas specific objectives are: to see the degree of technostress in the workplace, to identify the influence of the work-life balance on technostress, to see whether technological self-efficacy can cope with the technostress, to explore the possibility of technical support related to reducing technostress.

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In this study a total of 279 sample were approached to have the responses against the questions extracted from the variables. Major findings from the studies are

- Fifty eight percent of the respondents strongly agree that ICTs generate significantly more requests, problems, or complaints than we would otherwise encounter,
- A quite significant number of the respondents (80%) agreed that internet connection had got an impact on mental status, which means they feel mental pressure if there is any connection problem.
- Ninety percent of the respondents agreed that ICT involves the hardware maintenance that affects the working plan
- 72% of the respondents agreed that ICT has affected their professional and personal life,
- Due to involvement with ICT, employees often remain engaged mentally with high magnitude. Respondents had to compromise with the family responsibility (56%).
- An overwhelming majority (86%) of the respondents agreed that due to ICT generates different work even when someone is at home.
- The majority of the respondents (62%) strongly agreed that they are able to use any ICT system.

And the conclusion and recommendations are as follows:

At the era of industrial revolution 4.0, we cannot reduce the use of ICT at our workplace. It has implication in professional and personal life. Organization should adopt policies to embrace the ICT application such a way so that it does not affect mental and physical health to create technostress free environment. Recommendations of the study are:

- An ICT policy may be adopted by all organizations that mostly use ICT.
- Investing in user friendly software
- Organization should take care of hardware maintenance.

### **Role of training on promoting empowerment of women through Entrepreneurship**

#### **Abstract**

Inclusive development demands women empowerment through entrepreneurship which is considered as an important contribution to development in Bangladesh ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. Ministry of Industries, persistently striving to achieve rapid industrial growth where women participation is prerequisite for economic development in the country. Ministry of industries is aiming to Increase Industry (manufacturing) value added as a proportion of GDP to 35% and increase manufacturing employment as a proportion of total employment to 25%. 8th 5-year plan depicts GDP growth will significantly depends on industrialization (41.86% by 2025). Here women workforce participation holds significant role to achieve the national targets. The study aimed to explore how training interventions effect the indicators of women empowerment. A semi structured questionnaire was used where eleven empowerment scale used. The areas include Self-Esteem, Self-confidence, Health Care, Physical Movement, Economic Decision Making, Access to Finance, Social Empowerment, Husband Engagement, Training & Education, Technological Empowerment, Political Empowerment. Among the empowerment areas self-esteem ranked highest score of 4.52 where self-confidence ranked 4.29, economic decision-making area was ranked 4.32. Three areas of empowerment ranked notably low. The areas are training and educational empowerment which ranked 3.67, technological empowerment ranked 3.70 and political empowerment ranked 3.76. Average total empowerment ranking is 4.14. The respondents ranked different variable remarkably low that are their final say on childbearing, decision-making ability on visits to family or relative, ability on spending their income, access to financial advisory services, position in the society and communication with organizations and community groups, husband's support in participating in the trade fair and cooperation in taking care of children, knowledge of new technologies, access to commercial technology and knowledge about technology incubation center, choice of types of training required, participate in own training classes, frequent access to training, get training and consultancy to increase managerial know-how and required skill & knowledge to manage the

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business activity, participation in political activity, participation in business association and Independent voting right. BIM can introduce long term procurement and supply chain courses, open courses, offer Technology Incubation Center facility iii to increase knowledge about technology incubation and access commercial technology and create opportunities for frequent access of training. To analyze the data, correlation and regression analysis was used to find the relationship. Due Covid19 many SME business relocated which leads to confined the sample size to 176. Number of training received has correlation with educational qualification, healthcare empowerment, husband's engagement, training and educational empowerment, technological empowerment and total average empowerment. Types of training with empowerment indicators which shows types of training received has correlation with training and educational empowerment and technological empowerment. For technological empowerment number of training received has unstandardized coefficients value of .126 which means if we increase number of training by 100% technological empowerment will be increased by 12.6%. For Training & Education empowerment number of training received has unstandardized coefficients value of .226 which means if we increase number of training by 100% Training & Education empowerment will be increased by 22.6%. Types of training with empowerment indicators which shows types of training received has correlation with training and educational empowerment and technological empowerment. Higher number of empowerment areas has correlation among themselves. So, training can increase technological empowerment, business knowledge and skill. Further study can be conducted to see the cause and effect relationship where family status and husbands' profile can be added.

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### **Impact of 4ir on job profile and skills of HR Professionals**

#### **Abstract**

This study mainly examines the changes that have taken place in the job sector technology of HR professionals with the change of 4IR, how efficiently they are coping with that change, where their skills are defective and what and how they should do it. As a result of the 4th Industrial Revolution, huge changes have taken place in the work of HR professionals in almost all sectors. There is no other way but to accept change because it is necessary to keep pace with the changing pace. In this study, some data has been collected and verified on the basis of them. What kind of changes have taken place in the work of HR professionals, whether their previous skills can help them in this matter, what other types of soft skills they need, how much interest they have in this matter etc. have been highlighted. The world is on the threshold of a technological revolution. It will fundamentally change the way we live, work and communicate with one another. Fifth generation telecom technology is being combined with many emerging technologies, opening the door to the fusion technology of the Fourth Industrial Revolution. This fusion technology will typically coordinate between physical, digital, and biological fields, reducing the distance between them, or in some cases making existing relationships more complex and uncontrolled. And in the case of an organization, the coordinator of this relationship must be the HR of an organization. There are many large, small and medium scale organizations in Bangladesh. Many of whose production processes still rely on first or second industrial age technology. Their contribution to the country's GDP is about 25 percent. These enterprises make up about 30 percent of the total employment. In order to keep them competitive, they need to be quickly brought to the digital platform. They need to be interested in joint ventures and given necessary incentives. Occupations that are less likely to be affected by automation, such as managerial occupations; HRs have to have the ability to make decisions in complex situations for those tasks. It is also difficult to imagine where the new age of rapid technology will take us. It is true that in the future the organization will have to face some very difficult challenges. There are so many reasons to believe that new opportunities will be created. And for this reason, HR professionals have to be proficient in this subject of an organization. However, this revolution will result in the loss of a huge number of people in the world. Its effects can be very noticeable in our country. The Fourth Industrial Revolution can create inequality in society. Such 'low-skilled low-pay' versus 'high-skilled advanced-pay' structures will create economic divisions. HR must be ready to face the challenge of the Fourth Industrial Revolution. Ensuring data security, maintaining continuous

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communication between the Internet and other technologies. In addition to constantly updating technology devices, measures need to be taken centrally to coordinate security risk updates. Those have a directly effect on the HR's job of all sector. Above all, based on the information, the impact of 4IR on the job description of HR professionals, current status, future tasks, etc. have been highlighted in this study.

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### **Trainees' Satisfaction: Comparison between Face to face and Virtual medium Training during the COVID-19 Pandemic**

#### **Executive summary**

The purpose of this study was to compare trainees' satisfaction with face-to-face training versus virtual medium training provided by BIM during the COVID-19 Pandemic. Using 395 data points gathered from participants who received face-to-face training and virtual medium training from BIM's Accounting and Financial Management Division from July 2020 to April 2022. According to the findings, in-person training participants are statistically significantly more satisfied with their results than virtual medium training participants. The differences in knowledge gain could not be explained by the demographics of the two groups. Consider virtual delivery adaptations such as instruction techniques, presentation style, content and materials, and participant preparation to bridge the gap between face-to-face training and virtual training. This study was also able to determine the economic feasibility of using virtual medium in BIM training in a normal situation. The curriculum was effective in increasing knowledge in both virtual and face-to-face groups, with both groups significantly gained higher in understanding and applying knowledge in their daily work. The improvement from BIM training was significantly greater for the face-to-face group than for the virtual group. The virtual group started with more knowledge and applied it less than the face-to-face group, resulting in a change in outcome for the virtual group that was roughly half the size of the face-to-face group. These findings support virtual curriculum delivery as a viable method, though perhaps not as effective as face-to-face training.



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### **Research on Innovation-led Governance for Economic Development of Bangladesh**

#### **Summary**

This study is developed in an attempt to examine the relationship between innovation & Economic development of Bangladesh. In this perspective, this study considers innovation-led governance in Bangladesh by a survey to cross examine the present status innovation led governance for economic development by 19 questionnaires and one open ended question. First three questions are regarding demographic related others 16 questions are innovation, economic development, broad money, narrow money, balance of trade, balance of payment, export, GDP, trade openness, investment of budget to human development, project completion within budget, physical investment, private investment, domestic credit, patent registration and role GoB for step up innovation for economic development of Bangladesh. 16 questions including open ended of the questionnaire cover to examine the effectiveness of innovation-led governance in Bangladesh (Objective-01), to study the difficulties the innovation-led governance in Bangladesh (Objective03) and to identify the areas, where innovation-led governance in Bangladesh can be applied for economic development of Bangladesh (Objective-04). Financial Innovation, Trade Openness, Human Development Capital, Gross Capital Formation & Domestic Credit to Private have taken as an indicator of innovation measure where GDP measures the country's economic development and these six variables can to measure the economic growth using innovation -led governance (Objective-02). Financial Innovation, Trade Openness, Human Development Capital, Gross Capital Formation & Domestic Credit to Private have considered as independent variables and GDP as dependent variable. Several Tests (Unit root test, Johansen Co-integrating test, Vector Error correction Model, Impulse Response Function, ARDL, Bound test) are employed for secondary data analysis. Unit root test measure the stationarity of the variables. All the variables are non-stationary at level & stationary at first difference. i.e. I (1). Johansen co-integrating test found that there is a long-term significant relationship between Dependent variable & Independent variable. Further VECM & impulse response function (innovation accounting) calculate the Speed of Adjustment & short-term shock related to GDP. ARDL model also check whether the dependent variable & independent variable are correlated

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or not. Bond test of ARDL test measures the long run cointegration between regressed and regressor. All the analysis found that there is a long-term significant relation between innovation & economic development. Thus, Government can pay more attention with a view to fostering economic development by innovation