



বাংলাদেশ ইনস্টিটিউট অব ম্যানেজমেন্ট  
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### List of Internal Research 2023-2024

S/N	Research Title	Research Team
1.	Leadership Style and Organizational Citizenship Behavior: Evidence from Readymade Garment Industry in Bangladesh.	Akhund Ahammad Shamsul Alam Director (Training) & Md. Zafar Ali, Management Counsellor
2.	Organizational Innovativeness: A Journey toward SMART Bangladesh.	Mohammad Nazmi Newaz Senior Management Counsellor Momtaz Khatun Associate Management Counsellor & Md. Hasan Ali Associate Management Counsellor
3.	Supply Chain Management and Human Resources Acquisition Process: A study on Manufacturing Industries in Bangladesh.	Md. Aminul Islam Senior Management Counsellor & Mamun Muztaba Management Counsellor
4.	4IR & Bangladesh: A Study on Electronics industries of Bangladesh.	Farkhunda Dorin Senior Management Counsellor & Md. Rabiul Islam Khan Management Counsellor
5.	Technological Adoption & Organizational Performance-A study on Medium Enterprise in Bangladesh.	Lamia Farha Senior Management Counsellor & Tanvir Hossain Senior Management Counsellor
6.	Corporate Sustainability Management: Bangladesh Context.	Mohammad Sayeedur Rahman Management Counsellor
7.	Building Consumer Trust for Sustainable F-Commerce: A study from Bangladesh Perspective	Nirjhar Mazumder Management Counsellor & Shaikh Sajibur Rahman Management Counsellor



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# ABSTRACT



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## **“LEADERSHIP STYLE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: EVIDENCE FROM READYMADE GARMENT INDUSTRY IN BANGLADESH”**

### **ABSTRACT**

This study investigates the impact of leadership style on Organizational Citizenship Behavior (OCB) among employees in the ready-made garments (RMG) industry in Bangladesh. A sample of 401 manager-employee pairs from 40 conveniently selected RMG factories in Dhaka, Gazipur, Mymensingh, Chattogram, and Narayanganj participated in the research. The predominant leadership styles observed among RMG factory managers were transactional and laissez-faire, with transformational leadership less common. Employees demonstrated a moderate level of OCB.

The study explores the impact of leadership style on OCB, revealing that both transformational and transactional leadership styles positively influence OCB. These findings contribute significantly to scholarly and practical understanding. Academically, the study enhances knowledge of organizational behavior and human resource management. Practically, it offers empirical insights into the relationship between leadership style and OCB in the RMG industry, aiding management practitioners and industry leaders in enhancing productivity.

Based on these findings, industry leaders in the Bangladesh RMG sector are encouraged to initiate a thorough transformation of organizational culture by embedding values that promote OCB in everyday norms. This should be accompanied by cultivating a culture of trust, respect, and collaboration to empower employees to contribute beyond their formal roles. Developing strong, long-term leadership succession plans is also crucial to ensure continuity in fostering OCB, involving the identification and nurturing of future leaders through mentorship and training. Additionally, fostering sustained collaboration among RMG firms, government bodies, nonprofits, and academic institutions is essential to collectively promote leadership practices that support OCB. Establishing industry-wide initiatives and forums focused on leadership development and enhancing organizational culture will play a crucial role in driving substantial systemic changes across the RMG sector to achieve organizational goals.



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## **ORGANIZATIONAL INNOVATIVENESS: A JOURNEY TOWARD SMART BANGLADESH.**

### **PREFACE**

Bangladesh is a country of potentials. Bangladeshi nationals are working in many developed countries with high reputation. It is the country's failure to keep these people working for Bangladesh. However, it is the high time to concentrate on the talent acquisition for the country's development and sustainability toward innovation activities. Innovation is the key of developed economic systems as well as a significant driver to change the nature of the nation.

The study focused on the organizational innovativeness across different types of organizations and cross the different sectors. Regrettably, the study outcome is not inspiring for the government and private organizations. The level and capacity of innovation were found at the bellow average level. Moreover, some significant factors were identified with negative impact on innovation measures.

The study accumulated 1,579 responses regarding the status of innovation in Bangladesh. Both the qualitative and quantitative research were combined in the study. Some statistical analyses were performed. Based on the data and analyses, the discussion moved forward the recommendations.

The researchers summarized with several recommendations, emphasized on the government. The recommendations were classified into three categories, e.g., short-term, mid-term and long-term for proper attention and application.

The study concluded with the statement that upheld the necessity of the innovation for smart economy and smart government – the major pillars of smart Bangladesh.



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## **SUPPLY CHAIN MANAGEMENT AND HUMAN RESOURCES ACQUISITION PROCESS: A STUDY ON MANUFACTURING INDUSTRIES IN BANGLADESH.**

### **ABSTRACT**

The fundamental ideas, concepts, and tactics of Supply Chain Management (SCM), have served as a pillar for business organizations, employers, and entrepreneurs to adjust their operations in response to disruptions arising from technological advancements, globalization, and other environmental webs, as well as to survive in the most unpredictable and volatile markets. A skilled workforce is crucial for a country's development and economic growth contributing to higher productivity levels, adapt to and implement new technologies, make a country more competitive in the global market, provide skilled jobs that tend to pay higher wages and help lifting people out of poverty. That is why this issue has been utmost important for employers, managers, leaders and even the government, chambers and other concerned organizations are very upset about hiring, developing and maintaining the skilled manpower or talents for the organization.

The first-world nations have also noted that talent pipeline management completely incorporates SCM tactics. As a result, a large number of businesses over the globe have already implemented Talent Pipeline Management techniques to close talent gaps in the workplace and guarantee competitive advantages in the marketplace. The goal of the current study was to investigate the current state of affairs, future possibilities, and evident obstacles to the introduction and upkeep of talent pipeline management in Bangladeshi culture, particularly in the manufacturing sectors like the other developed and even almost all of the countries who already have adopted this process to minimize skill gaps found almost every manufacturing industry worldwide.

Bangladesh has become a major force in the global manufacturing scene, drawing capital from companies around the world searching for low-cost production solutions. Bangladesh's advantageous location between China and India allows companies to easily access two of the world's largest and fastest-growing economies. This shift in operations creates potential for business growth and profitability by enabling cost reductions, better productivity, and competitive pricing. Bangladesh is a desirable location for enterprises in various industries due to its abundance of natural resources, which include jute, tea, leather, and textiles.



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It was found from the present study that the Government of Bangladesh has established “National Skill Development Authority (NSDA) with a vision of “To create skilled human resources” by organizing and coordinating all skill-building initiatives in accordance with the demands of both the domestic and global labor markets NSDA works to produce skilled workforce. Government of Bangladesh has also enacted ‘The Skills Development Policy, 2011’. In addition to this, there are a huge number of universities, professional training institutions, chambers, multinational companies, business bodies and other agencies may shoulder the responsibility of building a skilled workforce in Bangladesh enthusiastically. At present, Employers are not maintaining Collaborate approach with Talent providers. Many of the manufacturing industry employers cannot rightly determine the critical positions and capabilities of the talents and the numbers workers are needed to fill the empty positions at present for minimizing skill gaps.

The employers do not disclose right information and other credentials must be required for the job seekers during hiring process. Subsequently, job seekers do not know what the learning levels and competencies they should possess to do the job efficiently and the Talent suppliers (e.g. Training institutions, education organizations and professional bodies) do not adopt their syllabus and methods of learning process as per market demand is another gap is apprehend in the country.

Challenges are also observed for the Talent Suppliers/Training providers/ Skilled manpower producers for arranging the tailor-made courses continuously without being patronized from employers, government or any parties. Currently, the employers are not sharing any payment and rewards to the talent producers as they do not have any collaboration or partnerships with them.

It is to be concluded that the Talent Pipeline Management would be positively feasible for the Bangladeshi manufacturing industries having almost all kinds of supports and facilities with some minor and non-persistent challenges. This study would be the pioneer one for further study, adopting research and baseline document in the field of Talent Pipeline Management in Bangladesh to the Government, Public and Chambers, Private organizations, Business professionals and others.



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## 4IR & BANGLADESH: A STUDY ON ELECTRONICS INDUSTRIES OF BANGLADESH

### ABSTRACT

This report explains the outcome of the study named, “Fourth Industrial Revolution (4IR) and manufacturing industries of Bangladesh: A case study on Electronics Industries”. The focus of this study is to identify the readiness, status of adopting 4IR technologies in manufacturing sector specifically in electronics industries of Bangladesh. This also aims to identify the scenario in nearby countries like Thailand & China.

This research identifies the present Fourth Industrial(4IR) technologies available in electronics manufacturing industries in Bangladesh, also identifies the existing facilities & challenges implementing 4IR. Researcher have taken input from different level of employees from 5 leading electronics manufacturing companies of Bangladesh as well as from different external sources using thorough & systematic data collection methods. Focus group discussion & 2-expert opinion also collected during this study.

A well-structured survey was conducted to collect opinions from relevant employees. A mixed of Multiple-Choice Questions, Ranking, Open ended questions were added in the survey questionnaire. Primary data has been collected & analyzed electronically using google form & analytics. Further analysis was done using MS Excel & SPSS.

The survey reveals that, this industry mostly uses different industrial robotics instrument for repeat & labor-intensive work, big data analysis, AI etc. are being used for forecasting, potential client identification etc. IoT is used for supply chain & logistics. There is less use of algorithm optimizations for process improvement. In nearby countries Thailand & China there are well structured policy to adopt 4IR technologies & face challenges. They have different tax policies, technology incentives and many more from government. There are many significant technologies & policies are available which Bangladesh can plan to utilize to flourish electronics sector.

We have covered only the existing technology & challenges of using 4IR technologies in this sector. Further study should conduct to get depth understanding to identify the status, required policies and a well-structured plan to face 4IR.



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## **TECHNOLOGICAL ADOPTION & ORGANIZATIONAL PERFORMANCE-A STUDY ON MEDIUM ENTERPRISE IN BANGLADESH.**

### **ABSTRACT**

This study investigates the technological adoption and organizational performance in medium enterprises in Dhaka division. The specific objectives were to analyze the factors of technology adoption, to examine the impact on organizational performance and to identify challenges and opportunities for medium enterprises. A mixed-methods research approach was used for this study. A sample of 247 manager, IT executive and employees were selected from medium enterprises such as fashion and home textile, light engineering, furniture, bamboo and can, electronic & electrical, leather and pottery & jewelry sectors in Dhaka division.

The study explores that the majority of the medium enterprises implemented accounting software, information and communication technology, inventory management systems, customer relationship management, data analytics tools, Enterprise Resource Planning (ERP) Systems and supply chain management software and adopted technology impacted their strategic orientation, inventory management process, workforce management, productivity and customer satisfaction. The study also reveals that lack of strategic planning, lack of technical skills, financial restrictions, cybersecurity concerns, lack of industry friendly policy, lack of facilities and services, resistance to change from employee's, lack of interest etc. are major barriers to technology adoption.

Based on the findings, medium enterprises can improve their productivity, decision-making, customer experience, and market competitiveness by incorporating technology into different elements of their operations. However, successful technology adoption necessitates careful planning, investment in employee training, data security considerations, solution customization, and an innovative culture. Additionally medium enterprises should develop strategic partnerships with technology vendors, industry groups, research institutes, or government agencies to gain access to expertise, resources, and networking opportunities. Collaborative alliances can help to speed technology adoption and information exchange.

The study's findings and recommendations on technological adoption in Bangladeshi medium-sized businesses have far-reaching implications for a variety of stakeholders, including business owners, legislators, financial institutions, educational institutions, and technology providers.



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## **CORPORATE SUSTAINABILITY MANAGEMENT: BANGLADESH CONTEXT**

### **ABSTRACT**

Corporate sustainability management has increasingly become an important marvel of management approach for export-oriented industries in Bangladesh, especially in light of compliance with the European Union Corporate Sustainability Due Diligence Directive. The directive aims to "foster sustainable and responsible corporate behavior in companies' operations and across their global value chains". This article explores the theoretical and documentary background of the development of corporate sustainability context and the current status of corporate sustainability management in Bangladesh based on corporate sustainability plans. It investigates how corporates in Bangladesh are considering, addressing, and planning sustainability issues and also how the corporates with certain advancements in this area are integrating sustainability measures into their core strategies to address environmental, social, and economic issues. The study underscores the growing interest among export-oriented Bangladeshi corporations in the importance of sustainable practices driven by buyer's compliance and legislative requirements in the destination country.

The study suggests a framework of coordinated efforts from all stakeholders, including government, corporate, trade bodies, and civil society to make faster progress toward embedding sustainability management in the corporate sector of Bangladesh to retain and further increase the level of export earnings of Bangladesh to ensure its economic graduation.



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## **BUILDING CONSUMER TRUST FOR SUSTAINABLE F-COMMERCE: A STUDY FROM BANGLADESH PERSPECTIVE**

### **ABSTRACT**

The research encompasses various dimensions that contribute to a comprehensive understanding of the dynamics at play in the Bangladeshi context. The study's scope is defined by the specific objectives, geographical focus, and the depth of analysis required to address the research questions. Here is an overview of the scope: The research primarily concentrates on F-Commerce, emphasizing transactions conducted through social media platforms, particularly Facebook. The study acknowledges the growing influence of social media in shaping consumer behavior and digital commerce in Bangladesh. The study considers the present scenario and recent developments in F-Commerce in Bangladesh, with a focus on current consumer trends, sustainable business practices, and economic inclusiveness initiatives. The research aims to encompass diverse consumer segments within Bangladesh, recognizing variations in consumer behavior, preferences, and trust-building factors across different demographic groups. The scope includes an examination of sustainable business practices adopted by F-Commerce platforms in Bangladesh, with a focus on ethical considerations, environmental responsibility, and corporate social responsibility.

The study explores economic inclusiveness within the context of F-Commerce, considering the extent to which digital platforms contribute to providing opportunities for small businesses and marginalized communities. An exploration of the regulatory environment governing F-Commerce in Bangladesh is within the study's scope. This includes an examination of existing regulations and the world reside in developing country. In Bangladesh there are more than 46 million users of Facebook. It is assumed that people with little knowledge of surfing internet or other websites is capable in using Facebook. Hence, Facebook is going to be the largest virtual marketplace in developing countries. There are millions of Facebook pages and groups in Facebook engaged in buying and selling product. But there is a huge deficiency of confidence and trust of customer on F commerce. Moreover, lack of government control on businesses conducted on Facebook has create opportunities of fraud, malpresentation and cheating with the customers. Consumers are being cheated and losing their trust on F-commerce. In the rapidly evolving landscape of electronic commerce, the emergence of F-Commerce (Facebook Commerce) as a prominent platform



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introduces unique challenges and opportunities, particularly in the context of building consumer trust. As businesses increasingly leverage social media platforms for commercial transactions, the question of how to establish and maintain consumer trust becomes pivotal for the sustainability of F-Commerce initiatives and, by extension, fostering economic inclusiveness.

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